
ORDINARY MEETING

OF

CITY STRATEGY COMMITTEE

AGENDA

Time: 9:30am
Date: Thursday, 11 April 2019
Venue: Ngake (16.09)
Level 16, Tahiwi
113 The Terrace
Wellington

MEMBERSHIP

Mayor Lester
Councillor Calvert
Councillor Calvi-Freeman
Councillor Dawson
Councillor Day
Councillor Fitzsimons
Councillor Foster
Councillor Free
Councillor Gilbert
Councillor Lee
Councillor Marsh
Councillor Pannett (Chair)
Councillor Sparrow
Councillor Woolf
Councillor Young

NON-VOTING MEMBERS

Te Rūnanga o Toa Rangatira Incorporated
Port Nicholson Block Settlement Trust

Have your say!

You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-803-8334, emailing public.participation@wcc.govt.nz or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about.

AREA OF FOCUS

The role of the City Strategy Committee is to set the broad vision and direction of the city, determine specific outcomes that need to be met to deliver on that vision, and set in place the strategies and policies, bylaws and regulations, and work programmes to achieve those goals.

In determining and shaping the strategies, policies, regulations, and work programme of the Council, the Committee takes a holistic approach to ensure there is strong alignment between the objectives and work programmes of the seven strategic areas of Council, including:

- **Environment and Infrastructure** – delivering quality infrastructure to support healthy and sustainable living, protecting biodiversity and transitioning to a low carbon city
- **Economic Development** – promoting the city, attracting talent, keeping the city lively and raising the city's overall prosperity
- **Cultural Wellbeing** – enabling the city's creative communities to thrive, and supporting the city's galleries and museums to entertain and educate residents and visitors
- **Social and Recreation** – providing facilities and recreation opportunities to all to support quality living and healthy lifestyles
- **Urban Development** – making the city an attractive place to live, work and play, protecting its heritage and accommodating for growth
- **Transport** – ensuring people and goods move efficiently to and through the city
- **Governance and Finance** – building trust and confidence in decision-making by keeping residents informed, involved in decision-making, and ensuring residents receive value for money services.

The City Strategy Committee also determines what role the Council should play to achieve its objectives including: Service delivery, Funder, Regulator, Facilitator, Advocate

The City Strategy Committee works closely with the Long-term and Annual Plan Committee to achieve its objectives.

Quorum: 8 members

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1. Meeting Conduct

1.1 Mihi

The Chairperson invites a member of the City Strategy Committee to read the following mihi to open the meeting.

Taiō Pōneke[†] – City Strategy Committee

Te wero

Toitū te marae a Tāne

Toitū te marae a Tangaroa

Toitū te iwi

Taiō Pōneke – kia kakama, kia māia!

Ngāi Tātou o Pōneke, me noho ngātahi

Whāia te aratika

Our challenge

Protect and enhance the realms of the Land and the Waters, and they will sustain and strengthen the People.

City Strategy Committee, be nimble (quick, alert, active, capable) and have courage (be brave, bold, confident)!

People of Wellington, together we decide our way forward.

[†] The te reo name for the City Strategy Committee is a modern contraction from 'Tai o Pōneke' meaning 'the tides of Wellington' – uniting the many inland waterways from our lofty mountains to the shores of the great harbour of Tara and the sea of Raukawa: ki uta, ki tai (from mountain to sea). Like water, we promise to work together with relentless synergy and motion.

1.2 Apologies

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

1.3 Conflict of Interest Declarations

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

1.4 Confirmation of Minutes

The minutes of the meeting held on 4 April 2019 will be put to the City Strategy Committee for confirmation.

1.5 Items not on the Agenda

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

Matters Requiring Urgent Attention as Determined by Resolution of the City Strategy Committee.

The Chairperson shall state to the meeting:

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

The item may be allowed onto the agenda by resolution of the City Strategy Committee.

Minor Matters relating to the General Business of the City Strategy Committee.

The Chairperson shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the City Strategy Committee for further discussion.

1.6 Public Participation

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 3.23.3 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

Requests for public participation can be sent by email to public.participation@wcc.govt.nz, by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 803 8334, giving the requester's name, phone number and the issue to be raised.

2. Policy

DRAFT NAMING POLICY

Purpose

1. This report recommends that the City Strategy Committee (CSC) agrees to engage with the community about the proposed Wellington City Council Naming Policy, ahead of formally adopting the policy (with any recommended revisions) once this engagement has been conducted and the feedback considered.

Summary

2. Officials have worked with Council business units and the New Zealand Geographic Board (NZGB) to review the existing Council Naming Policies for roads and open spaces.
3. This has resulted in a consolidated draft Naming Policy for roads, open spaces and Council facilities, which brings the existing policies into a single document. The draft Policy also includes guidance and good practice for those involved in naming other features (such as buildings and tracks) where the Council does not have formal decision-making authority.
4. The intent of the Policy is to provide criteria to enable relevant decision-makers/recommenders to determine appropriate names. The draft Policy sets out high level principles and criteria to guide those involved in naming decisions. The proposed approach and the decision-making criteria have been welcomed by NZGB, who have contributed valuable input to the development of the draft policy. The draft policy has also been subsequently shared with mana whenua who support its direction.
5. Subject to CSC's approval, the next step will be to engage with community groups and other stakeholders, before formally adopting the updated Naming Policy (with any recommended revisions) later in the year. CSC will also need to revoke the two existing naming policies that the proposed new naming Policy will replace.

Recommendations

That the City Strategy Committee:

1. Receive the information.
2. Agree to engage relevant stakeholders in the community including - but not limited to - local community groups, local historians, Community Boards and members of the public – about the proposed new Naming Policy.
3. Note that the Naming Policy (with any recommended revisions) will be submitted to the Committee for formal adoption after this engagement has been conducted and feedback considered.
4. Note that the two existing Naming Policies will be revoked once the new consolidated Naming Policy is adopted.

Background

6. The Council is responsible for naming (and renaming) roads within its boundaries (the authority for naming roads comes from Section 319A of the Local Government Act 1974); the current Road Naming Policy was adopted in 2002. The Council has had a Parks and Reserves Naming Policy since 1994; the current Policy was adopted in 2001.
7. The two existing Naming Policies have been in place for over 15 years and need updating. This policy when adopted will supersede these two existing policies.

Discussion

8. Officers have worked with Council business units to develop a consolidated Council Naming Policy, which:
 - updates and consolidates (into a single policy) the two existing Naming Policies, and included information and guidance for the naming of features not currently covered by a Policy, such as Council facilities;
 - is focused on high level principles rather than prescribing processes at a detailed level;
 - is intended to ensure that Councillors, Council Officers and others in the community involved in naming decisions are provided with clear, unambiguous information about the criteria to be used in determining appropriate names, while noting that there will be circumstances which fall outside those described in the policy, where decision-making discretion will need to be applied (such as considering opportunities for commercial sponsorship of large scale Council facilities).
9. The new Naming Policy is intended to:
 - ensure that names are appropriate, and provide ease of identification for the Council, the public, and key services (such as emergency, postal and courier services);
 - encourage the adoption of names that reflect the city's unique history, identity, culture and environment, and where appropriate help tell stories about places;
 - apply a consistent and transparent best practice approach, for accurate and efficient administration and communication;
 - support Te Taihira and reflect wider Government obligations under the Treaty of Waitangi;
 - reflect the importance of the Memoranda of Understanding with our Treaty partners Taranaki Whānui ki te Upoko o te Ika and Te Rūnanga o Toa Rangatira; and
 - ensure that the process of determining appropriate names takes account of the views of interested parties and communities, including mana whenua.
10. The new Policy has been developed and refined following considerable cross-Council engagement, and reflects a general consensus across various Council teams. The proposed process and criteria have been tested against a range of different scenarios to provide reassurance that the approach is fit for purpose and will meet the objective of ensuring that names are appropriate.
11. The draft Policy has also been shared with other local Councils and with mana whenua who are content with the approach and their proposed role.

12. There have also been useful discussions with the New Zealand Geographic Board (NZGB), the statutory body responsible for place naming in New Zealand. NZGB were pleased to be able to contribute, and provided valuable feedback, clarifications and suggestions.

Options

13. Different approaches to naming were considered, including having (as now) different policies for different types of features. After reviewing various other Naming Policies in New Zealand and overseas, and following discussions with NZGB, this proposed consolidated Policy is considered to be a pragmatic, user-friendly and workable approach for a wide variety of different situations.
14. There are a number of broader issues that have been raised during this process including suburb naming, the official status of suburbs and suburb naming themes. Advice will be provided following community engagement on these issues.

Next Actions

15. Officers will undertake engagement about the proposed new Policy and the intention to revoke the existing two Naming Policies with stakeholders in the community, including
- The material will be available online and in community venues for members of the public and local historians
 - We will notify local community groups, residents associations and Community Boards,
 - We will make time available to meet with any groups or individuals if required.
16. Once this process has been concluded, the draft Naming Policy will be submitted to the Committee (with any recommended revisions) for formal adoption alongside a recommendation to revoke the two existing Naming Policies.

Attachments

Attachment 1. Draft Naming Policy [↓](#) 

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Authors	James Turner, Policy Advisor Geoff Lawson, Principal Advisor
Authoriser	Baz Kaufman, Manager Strategy Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation

Initial engagement has taken place with mana whenua, some local Councils and the New Zealand Geographic Board. This paper recommends the next stage of the process should be to share the draft policy with and consider feedback from a wider group of stakeholders including local community groups, local historians and members of the public.

Treaty of Waitangi considerations

The draft policy aligns with Te Tauihu, reflects the Council's partnership with mana whenua, and includes guidance about appropriate spelling of te reo names through working with Te Taura Whiri i te reo Māori (Māori Language Commission).

Financial implications

None

Policy and legislative implications

Sections 319(1)(j), 319A and 319B of the Local Government Act 1974 apply to the naming of roads. Decisions surrounding the naming or renaming of *open spaces* must comply with the decision-making obligations set out in Part 6 of the Local Government Act 2002. *Open spaces* classified under the Reserves Act 1977 must be named or renamed by resolution of the Council, and in accordance with the Reserves Act 1977.

The discussions with NZGB have raised a couple of wider issues which will be considered following community engagement.

Naming of suburbs

A number of Wellington suburbs have names that may be updated to reflect original naming such as Hataitai (compared with "Whātaïtai") or some may have incorrect orthography (e.g. Rāroa). Following consultation it may be timely to consider these issues and any proposal to update these names recognising that there may be a range of views on this in the community.

Official naming of suburbs

Currently Wellington's suburbs are recorded "unofficially" by NZGB but do not have official status in the Gazetteer. It also may be timely to begin the process of working with NZGB to confirm the official names and enduring status of Wellington's suburbs.

In addition the status of suburban themes could be considered

The appropriateness and relevance of the existing naming themes associated with particular suburbs (such as the roads in Island Bay named after European rivers); a non-exhaustive list of suburb themes is at Appendix 2 of the draft Naming policy). Some historical themes may no longer be appropriate for new names, whereas in other locations the existing themes may still be relevant when considering new names. A specific question about the naming themes could be included as part of our engagement with the community about the proposed new Naming Policy.

Risks / legal

No significant risks identified at this stage.

Climate Change impact and considerations

None.

Communications Plan

We have been working with the Communications and Engagement team while developing the draft Naming Policy. While primarily an internal policy, it is expected to generate some community interest, and the next stage of the process will be to engage with community stakeholders, including Community Boards, local community groups and local historians.

Health and Safety Impact considered

Appropriate and unique names for places ensure that the emergency services can get to the right location quickly when required.

Wellington City Council Naming Policy for roads, open spaces, Council facilities, suburbs, localities and subdivisions

Purpose

This policy provides guidelines and principles to be considered when deciding the names of roads, open spaces, Council facilities (including Council buildings and parts of buildings/facilities), suburbs, localities and sub-divisions/developments in Wellington.

The policy is intended to:

- ensure that names are appropriate, and provide ease of identification for the Council, the public, and key services (such as emergency, postal and courier services);
- ensure that names reflect the city's unique history, identity, culture and environment, and where appropriate help tell stories about places;
- apply a consistent and transparent best practice approach, for accurate and efficient administration and communication;
- support *Te Tauihu*, the Council's Te Reo Māori Policy¹, for Wellington to be a te reo capital city by 2040, and reflect wider Government obligations under the Treaty of Waitangi;
- reflect the importance of the Memoranda of Understanding with our Treaty partners Taranaki Whānui ki te Upoko o te Ika and Te Rūnanga o Toa Rangatira; and
- ensure that the process of determining appropriate names takes account of the views of interested parties and communities, including mana whenua.

There may be circumstances which fall outside this policy, where decision-making discretion will need to be applied.

Scope

This policy applies to the naming (including renaming) of roads, open spaces, Council facilities (including Council buildings and parts of buildings/facilities), suburbs, localities and subdivisions/developments in Wellington. It should be noted that the final and official naming of certain types of places or features in Wellington is not always within the jurisdiction of the Council. In particular, responsibility for the official naming (and renaming) of settlements (such as suburbs and localities) and geographic features, lies with the New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa (NZGB)². The Council may make proposals to the NZGB to name or rename places or features, and in these situations will use the principles in this naming policy as well as taking account of NZGB naming policies, principles and guidelines³.

In addition, the Council does not have formal decision-making authority for the naming of buildings (except Council facilities), some tracks (those outside of the Council's control, such as those under the jurisdiction of the Department of Conservation or where local communities are best-placed to determine appropriate names), or subdivisions. However, the criteria and principles in this document may be appropriate to consider when making decisions about the

¹ [Te Tauihu](#)

² The [New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa](#) (NZGB) is New Zealand's national place naming authority responsible for official place names in New Zealand.

³ [NZGB naming principles and guidelines](#)

names of these places or features. Brief information about building, track and subdivision naming is included in the “Specific Considerations” section of this document.

Process

A flowchart setting out the process is included at Appendix 1. For naming decisions to be taken by the Council, responsibility is determined by Council delegations⁴. Some decisions are made at a business unit level (such as the naming of rooms within Council Buildings) or executive level. Others are made at a committee or Council level (such as the naming of open spaces, road names, suburbs, localities and subdivisions). Council officers will generally determine when names are needed, and may recommend names reflecting the criteria in this policy.

However, there will be occasions where mana whenua, developers, community organisations or others identify the opportunity or need to name roads, open spaces, Council facilities or other places and features, and can make proposals to Council officers. Council officers will assess the extent to which any proposed names align with the criteria and principles in this policy, and will make recommendations accordingly.

There will be situations where it is appropriate to consider revising an existing name. This could be as a result of engagement with mana whenua about the renaming (including proposing dual names⁵) of open spaces or Council facilities, to support the implementation of *Te Tauīhu*, the Council’s Te Reo Māori Policy. For Council facilities, renaming may be considered when there is a change of sponsorship arrangements, and/or if commercial opportunities arise for the use of naming rights.

Before Council officers provide recommendations about proposed names, appropriate engagement with or notification to potentially interested parties must take place. The extent and nature of engagement will depend on the likely level of interest in the feature(s) being named. It will be important to work with mana whenua, particularly where the site is important to Māori and whenever te reo names are proposed. In these situations, correct standardised orthography of Māori names is essential and a licenced translator from *Te Taura Whiri i te reo Māori* (the Māori Language Commission)⁶ should provide independent advice.

Engagement Guidelines

For features that are **locally significant** only (e.g. public roads, reserves, some Council facilities or parts thereof), targeted engagement may, depending on specific circumstances, be appropriate with some or all of the following:

- Mana whenua (the Council’s Tira Poutama: Iwi Partnerships team can advise about appropriate consultation with iwi entities)
- Local community groups
- Local historians
- Community Boards
- Greater Wellington Regional Council and other neighbouring Councils in the Wellington region (to check whether proposed names are used or proposed elsewhere in the region)

⁴ <https://wellington.govt.nz/your-council/meetings>

⁵ [NZGB guidelines for new/alternative names](#)

⁶ <http://www.tetaurawhiri.govt.nz/>

- Members of the public directly affected, including where appropriate (e.g. road naming or re-naming) affected property owners, businesses, and tenants
- If a proposed name relates to a specific person, that person (if still living) or the family of that person should be consulted (where practical).

Council officers may publicly notify proposed names and/or conduct further targeted engagement before final recommendations/decisions are made.

For **regionally significant** features (e.g. major parks, major roads, large Council facilities), Council officers will ensure that more widespread public consultation or engagement takes place, including potentially with relevant government departments, other adjoining Councils and the NZGB.

For **nationally important** features (e.g. Wellington Harbour, Mount Victoria), it is likely that naming responsibility will lie with the NZGB or a government department, and would be referred to the appropriate organisation, potentially with recommendations from the Council.

Councillors may seek further information from Council officers and/or others before making decisions, and where appropriate, recommendations to NZGB (for suburb and locality names). Once a name has been formally approved, the Council will notify relevant agencies (e.g. Greater Wellington Regional Council, Land Information New Zealand, emergency services and New Zealand Post). Council officers will arrange for relevant signage where appropriate.

Naming Criteria

A recommendation to name (or rename) a road, right of way, Council facility, open space, or suburb or locality should include evidence that the proposed name meets one or more of the criteria set out in Figure 1. When making recommendations to the Council, Council officers need to provide a holistic assessment of the extent to which proposed names meet these criteria, including considering the relative importance of different criteria in situations where more than one name is proposed, and/or where there are conflicting views about the appropriateness of a proposed name.

Figure 1: Naming criteria and order in which they should be considered

1. Order of consideration	2. Criteria
3. First	<ul style="list-style-type: none"> • An appropriate⁷ te reo name⁸ following engagement with mana whenua, where the site is important to Māori.
4. Second	<ul style="list-style-type: none"> • Where a name is already in common use. • Acknowledges events, people⁹ (not applying to suburb or locality naming), organisations or places significant to a community or communities locally or nationally or internationally, relevant to the

⁷ This could include land, water, waahi tapu, flora and fauna, and other taonga, significant to mana whenua.

⁸ See relevant information about dual names and the gifting of names to the Council by mana whenua

⁹ The Council's [Commemorative Policy Guidelines](#) should be used if a feature may be named after an individual:

	<p>specific feature to be named (note that where commercial sponsorship arrangements are being considered¹⁰ the relative importance may be higher depending on the sponsorship contribution). Te reo names are encouraged where appropriate.</p> <ul style="list-style-type: none"> Where a specific theme is associated with the location and is considered to still be appropriate for new names.¹¹
5. Third	<ul style="list-style-type: none"> Reflects the local landscape, topographical features (e.g. streams), or flora or fauna. In these cases the preference will be for appropriate te reo names to be used. Aligns with adjacent street/suburb/open space names, e.g. naming a new reserve the same as a nearby road.

Over time, the Council expects that the proportion of te reo names will increase, while recognising that it will not be appropriate for every new name to be Māori. Where there are two or more potential names that are broadly balanced in terms of the criteria above, preference would generally be given to te reo names.

Guidelines

Names for roads, Council facilities, open spaces, suburbs and localities should be:

- Unique** - not duplicated in Wellington city, and preferably not be duplicated in the wider Wellington region, for the same type of feature, nor sound similar or be similar in spelling to an existing name. This avoids confusion or ambiguity.
- Short** - preferably fewer than 12 characters, although dual names can be longer.
- Simple** – ideally easy to spell and pronounce¹², and should be spelled correctly¹³. Possessive forms will generally not be used¹⁴. Names should generally not contain an abbreviation¹⁵. Names should conform with the Rural and Urban Addressing Standard¹⁶ and follow NZGB orthographic conventions.
- Respectful** - be unlikely to cause offence.

Naming after features which do not exist in the area should be avoided (for example, naming after native trees or plants that are not evident in the area, or views that cannot be identified)

In some cases **dual names** (te reo and English) may be appropriate, particularly for the renaming of open spaces or Council facilities, but will not be used for road names. The Council's Tira Poutama: Iwi Partnerships team will assess and provide advice about the appropriateness of proposed dual names. Dual names will generally have the te reo name first.

¹⁰ Will likely only apply to Council facilities

¹¹ See Appendix 2 for a list of the currently approved themes for Wellington suburbs

¹² Some people's names may be appropriate – even though spelling and pronunciation may not be straightforward.

¹³ Where an incorrect name has become established the Council may retain the incorrect form, but may also consider renaming

¹⁴ If used the apostrophe should normally be dropped

¹⁵ Except that "St" can be used for "Saint" and "Mt" can be used for "Mount"

¹⁶ AS/NZS 4819:2011 <https://www.lin.govt.nz/regulatory/property-addressing/addressing-standards-and-guidelines>

Specific considerations for the naming and renaming of different features

Road Names¹⁷

For the purposes of this policy, a “road” has the meaning in section 315 of the Local Government Act 1974, which includes access ways and service lanes and any square or public place generally intended for the use of the public. The policy also applies to places that need a name identified within an official address. This includes private right-of-ways, state highways, service lanes, pedestrian access-ways, wharves and courtyards¹⁸.

The processes for naming of roads should be undertaken whenever:

- a new subdivision is proposed that creates new roads or access-ways
- a road is created by a process such as a gazette notice
- a request is received to name a new or currently unnamed road
- multiple addresses are needed off an unnamed access-way.

Private right-of-ways: to ensure names are easily identifiable on maps, a private right-of way will usually only be named if at least six dwellings use that right of way, and after consultation with Land Information New Zealand.

Names should conform with the Rural and Urban Addressing Standard. Dual road names will not be used because of potential confusion for emergency services and other public services. The Council encourages the use of generic te reo prefixes and suffixes where appropriate e.g. “ara” for pathway.

Renaming existing public and private roads - changing a road name can be disruptive for residents and businesses, and may create confusion for emergency and other services. However there will be circumstances when changing a road name may be considered, including where:

- mana whenua propose that a name should be changed
- the existing name is duplicated elsewhere in Wellington city or within the Wellington region
- there has been a change in layout
- the Council is requested to do so by emergency services
- the name has been incorrectly spelled
- two or more roads follow each other and it is not clear where the road changes its name
- the road is commonly known by a different name
- there are issues of cultural sensitivity
- there is demonstrated community desire.

The Council will not necessarily rename an existing road even where one or more of these reasons apply, and will always engage with interested parties where a name change is being proposed. The Council will consider changing a road name where a majority of residents or business owners support a proposed change, where there is significant public benefit in making the change (e.g. especially for emergency services), or where there is a compelling rationale to support the adoption of an appropriate te reo name.

¹⁷ Sections 319(1)(j), 319A and 319B of the Local Government Act 1974 apply to the naming of roads. The Council may name or alter the name of any road under section 319 Local Government Act 1974.

¹⁸ Note - does include motorways

Open space names

Wellington has a number and variety of open spaces¹⁹ including parks and reserves²⁰, sports fields, play areas and other clearly definable open spaces, including areas within the Wellington Town Belt and Outer Green Belt. For the purposes of this naming policy, the definition of open spaces includes all parks and reserves administered by the Council, including “pocket parks” located on road reserves. The Council may obtain open space in the following ways:

- Purchase by the Council;
- Transfer from another use, for example from landfill to recreation use;
- Vesting in the Council by another agency; or
- Gifting to Council (in which case the name of the donor may be recognised).

Land is also often vested in the Council as reserve as part of subdivisions and reserves agreements.

The naming of features within Council open spaces, such as Council facilities, items of remembrance, and pathways and trails, will be subject to considerations relevant to those particular features (including the potential granting of naming rights or sponsorship arrangements – see below in section on Council facilities). Where a particular feature is on reserve land or Wellington Town Belt, naming should also be consistent with the Reserves and Town Belt Act respectively.

Renaming of open spaces/“gifted” names - the Council will not generally consider renaming open spaces, with the exception of introducing dual names following engagement with mana whenua. In these situations, gifted te reo names reflecting the history and/or characteristics of the feature/open space will be welcome, following appropriate engagement with interested parties such as local residents or the family of the person honoured by the existing name.

In some situations, the Council will need to seek approval from a national authority before confirming a change of name²¹ (e.g. Parliament for name changes to sites that have their own Act of Parliament).

Council facility names

A Council facility is a facility/building provided for public amenities, including artistic, social or cultural facilities. Such facilities may include, but are not limited to, community halls, libraries, civic spaces and centres, as well as sport, recreation, arts and entertainment facilities. The Council Unit responsible for the facility will make recommendations for an appropriate name.

Naming rights and sponsorship - naming rights may be granted for a Council facility (or an open space, a programme, or parts of a Council facility/open space such as specific rooms within a building) as a result of sponsorship arrangements or in recognition/commemoration of an influential individual or organisation. In the case of influential individuals or non-commercial organisations, naming rights may be granted permanently or for a fixed period of time. In the case of commercial sponsorship, naming rights will only be granted for a fixed period of time²².

Renaming Council facilities - there may be occasions where Council officers will determine that an existing name should be recommended for change. This could for instance be as a result of

¹⁹ Decisions surrounding the naming or renaming of open spaces must comply with the decision-making obligations set out in Part 6 of the Local Government Act 2002.

²⁰ For open spaces classified under the Reserves Act 1977, reserves must be named or renamed by resolution of the Council and in accordance with the Reserves Act 1977. Where a reserve is vested in Council, the Minister of Conservation or Council may specify or change the name of a reserve by notice in the *Gazette* (section 16(10) Reserves Act 1977).

²¹ Note the standard for naming DOC's Crown protected areas: <https://www.linz.govt.nz/regulatory/60001>

²² Consistency with the relevant management plan, legislation and policies need to be complied with.

a change in naming rights or sponsorship arrangements, and/or to progress Te Tauihu – the Council's te reo Māori Policy. Renaming needs to be given careful thought given the potential for disruption to residents and businesses, and possible confusion for emergency and other services.

The Council may also identify opportunities to name or rename a Council facility to better reflect *Te Tauihu*, the Council's Te Reo Māori Policy. In some cases a dual name may be appropriate (following engagement with mana whenua, and/or where mana whenua have gifted a te reo name for a Council facility that reflects its particular characteristics/purpose/history). Consideration must be given to the impact of renaming and/or dual naming on existing and future naming rights including any sponsorship agreements in place.

In some situations, the Council will need to seek approval from a national authority before confirming a change of name (e.g. to Parliament where a particular feature has previously been named as a result of an Act of Parliament).

Interior Spaces – on occasion, names may be given to interior spaces within Council facilities; with the exception of major community spaces, naming decisions would normally be expected to be taken by Council officers within the relevant business units, and be consistent with this policy.

Suburb and locality names

Suburb and locality names (*not* subdivision names) will generally be proposed by Council officers, reviewed by the Council then considered and approved by the NZGB. The NZGB has a function to encourage the use of original Māori place names. *Te Tauihu* confirms that the Council is committed to increasing the use of te reo in place names. In time this may result in the Council considering whether some existing suburb/locality names should be renamed to the original te reo name, while recognising that there may be circumstances where an incorrect form, because of its well-established usage, should be retained. The Council will also consider whether existing suburb names should be given an "official geographic name" by NZGB where this not currently the case.

Track names

The Council sometimes has a role in the naming of tracks, trails and pathways within its control, and when they are assigned a road name. In these situations, Council staff responsible for the relevant tracks would generally need to confirm final approval of names. Anyone involved in naming other tracks is encouraged to use the principles and criteria in this policy document, and to contact Council officers to discuss potential names.

The "Wellington Regional Trails for the Future Framework"²³ includes a specific recommendation regarding trail names and signage (Recommendation 6.4): "Develop consistent names for signature and regional trails and ensure the agreed names are used throughout all trail information sources."

Building names

The Council does not have jurisdiction over building names (except where the buildings are Council facilities e.g. swimming pools, recreation centres, libraries etc, as discussed above). However, anyone involved in naming buildings is encouraged to use the principles and criteria

²³ [Regional Trails for the Future](#)

in this policy document. This applies particularly to proposals to re-name existing buildings, given the potential for disruption to residents and businesses, and possible confusion for emergency and other services.

Subdivision names

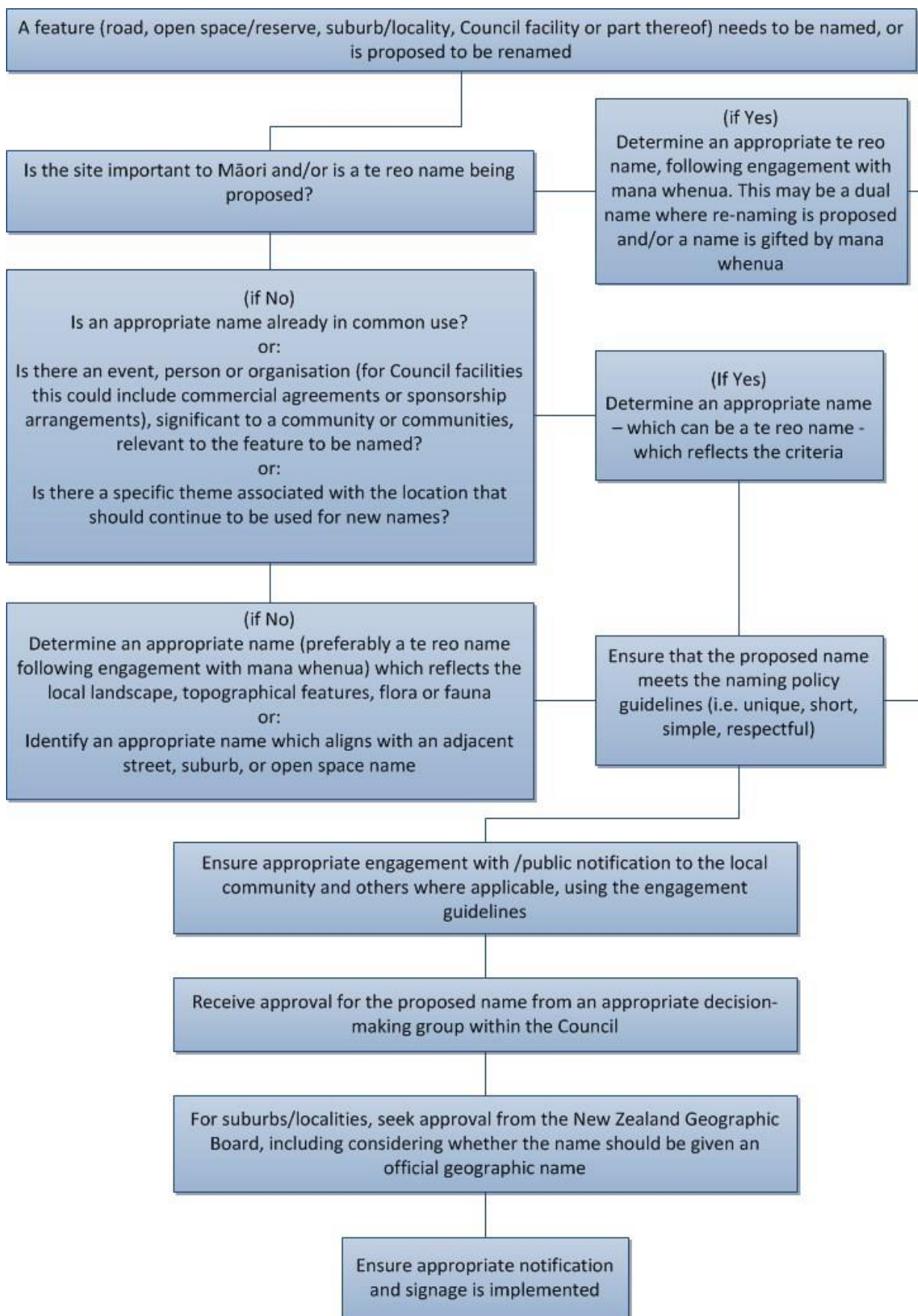
The Council does not have jurisdiction over subdivision names. However anyone involved in naming subdivisions is encouraged to use the principles and criteria in this policy document, including when submitting relevant information for resource consents.

It is important to ensure that subdivision names do not replicate other subdivision or suburb names in the Wellington region. Developers should also consult mana whenua if considering te reo names. It is also important to note that subdivision names, used for marketing new sections, do not form part of official property addresses, and developers should advise purchasers accordingly.

Monitoring and implementation

This naming policy replaces all previous naming policies. The policy will be reviewed every five years, or at the request of the Council in response to any issues that may arise, or in response to changed legislative and statutory requirements.

Appendix 1 – Process Flowchart for Council naming



Appendix 2 - Thematic names

Suburbs currently considered to have a predominant naming theme include:

- Brooklyn - American political figures
- Crofton Downs – Churchill family
- Hataitai - Māori names (predominantly flora and fauna)
- Island Bay - European rivers
- Karori - People important to the history of the suburb
- Khandallah – Indian places
- Ngaio – People important to the history of the suburb
- Redwood (Tawa) - Oxford Colleges
- Strathmore - Associations with the Earl of Strathmore's Estate
- Wadestown - Early settlers
- Wilton - English counties
- Woodridge - Arboreal

This is not an exhaustive list. Other suburbs may have themes which have been used for names in the past but have not been used recently for new names.

Appendix 3 - Road prefix and suffix guide

- Alley: A narrow street or passage, usually enclosed.
- Ara: te reo for pathway/route
- Avenue: Wide straight roadway or street planted either side with trees.
- Boulevard: Once a promenade on a site of demolished fortifications; now applied to any wide street or broad main road.
- Circle: A street surrounding a circular or oval shaped space.
- Close: A short no exit street.
- Common: A street with a reserve or public open space along one side.
- Court: An enclosed, uncovered area opening off a street.
- Crescent: A crescent shaped street generally with both ends intersecting the same street.
- Crest: A roadway running along the top or summit of a hill.
- Drive: A main connecting route in a suburb.
- End: A no exit street.
- Esplanade: Level piece of ground especially one used for public promenade.
- Gate: A very short street.
- Glade: A tree covered street or passage between streets.
- Glen: In narrow valley.
- Green: As for Common, but not necessarily bounded by a reserve.
- Grove: An alleyway cut out in a wood but not extensive.
- Heights: A roadway traversing high ground.
- Hill: Applies to a feature rather than a route.
- Lane: A narrow passage between hedges or buildings, an alley.
- Lookout: A roadway leading to or having a view of fine natural scenery.
- Maunga – te reo for Mount
- Mead: Mowed land.
- Mews: A road traditionally rural residential area converted to a residential area.
- Parade: A public promenade or roadway.
- Place: An open space in a town.
- Quay: Along the waterfront.

-
- Ridge: A roadway along the top of a hill.
 - Rise: A roadway going to a higher place of position.
 - Road: Route or way between places (generally in the rural area).
 - Square: A street surrounding a square or rectangular shaped space.
 - Street: An urban road.
 - Terrace: A street along the face or top of a slope.
 - Track: A narrow country street that may end in pedestrian access.
 - View: Street with a view of significance.
 - Way: Only to be used for private roads, right of ways etc, see above.

ALCOHOL FEES BYLAW

Purpose

1. The Council's Long-Term and Annual Plan Committee of 14 March 2019 agreed to increase Alcohol Licencing fees to recover more of the costs of administering the licenses.
2. In order to increase the fees, the Council must introduce an Alcohol Fees Bylaw and consult with affected persons.

Summary

3. The Council currently collects 68% of the fees attributed to the administration and monitoring of licensees. The remaining costs are recovered from general rates.
4. These fees are currently set by regulation under the Sale and Supply of Alcohol Act but do not cover all of the costs incurred by the Council in carrying out its licensing activities.
5. The Council's Long-Term and Annual Plan Committee has proposed increasing these fees to ensure that it recovers 85% of the total costs.
6. The Council's Long-Term and Annual Plan committee agreed to move to 85% cost recovery over two years. The first years fees are included in this years annual plan and this Bylaw. The year one fees move the Council to 71% cost recovery.
7. The second year of fees to achieve 85% of cost recovery will be set in the next planning process and will require consultation on changes to the Bylaw (if adopted) at that point.
8. The process and timing outlined in this report allow the fees increase to come into effect 1 July 2019.

Recommendations

That the City Strategy Committee:

1. Receive the information.
2. Note that the Council currently recovers 68% of the licencing cost with the additional 32% being made up from rates.
3. Note that in order to increase the level of fees the Council must create an Alcohol Fees Bylaw.
4. Agree to consult on the creation of an Alcohol Fees Bylaw.
5. Agree to adopt for public consultation, Attachment 2: Proposal for an Alcohol Fees Bylaw.
6. Delegate to the Chief Executive and Portfolio Leader the authority to amend the proposal to include any amendments agreed by the Committee and any associated minor consequential edits.

Background

9. The Council has a range of alcohol licensing related functions under the Act.
10. The current fees set by the Sale and Supply of Alcohol (Fees) Regulations 2013 have been set by default (through legislation), and do not cover all of the costs incurred by the Council in carrying out its activities.
11. The costs associated with the activities relate to employing the alcohol inspectors, associated administration functions, the cost of reimbursing the expenses of the District Licensing Committee as well as any additional overhead costs.
12. The Act and associated regulations provides for the Council to recover total costs for alcohol licensing (above the default fees) if the Council first makes a bylaw to set those fees.
13. The only exception to this is the fees for managers' certificates which cannot be changed and any cost shortfall for this area cannot be directly recovered from these applications certificate under sec 11 (2) of the Sale and Supply of Alcohol (Fees) Regulations 2013.
14. At present the Council recovers approximately 68% of the costs associated with administering both new and existing licences. The remaining cost is subsidised by general rates.
15. The Council's Long-Term and Annual Plan Committee has agreed to move to a cost recovery position of 85% from users over a two year period. Currently the Council recovers only 68% of the licensing cost, and the remaining 32% is made up from rates.
16. The first years fees are included in the 2019/20 annual plan and this Bylaw. The year one fees move the Council to 71% cost recovery.
17. The second year of fees to achieve 85% of cost recovery will be set in the next annual plan process (2020/21).

Other Councils

18. Hutt City Council has recently consulted on whether to introduce an Alcohol Fees Bylaw and to increase its recovery of costs. Its cost recovery for licensing functions has only achieved 42% - 52% historically with the balance being met by rates. Their proposal is to recover 90% of the costs incurred by the Council to administer alcohol licensing. It is currently proceeding with the process to adopt an Alcohol Fees Bylaw.
19. Whangarei District Council has introduced a fees bylaw in 2016 increasing its fees revenue to recover 70% of incurred costs from alcohol licensing.

Fee proposal

20. At present the Council recovers 68% of the costs associated with monitoring and administering licences.
21. The Long Term Plan Committee agreed on March 14 2019 *to the officer recommended increases to the Alcohol Licensing fees. This was "proposed 85% cost recovery staggered over 2 years. This shows an increase of fees (excluding manager certificate's) of 32% each year"*.
22. The remaining 15% has been apportioned to the public good of delivering these services and therefore recovered from general rates. The General rate is used to fund activities where, for reasons of fairness, equity and consideration of the wider community good it is considered that it is the most appropriate way to fund an activity.

23. The revenue relating to the first year of this increase totalled \$193k and these fees have been included in the draft Annual Plan.
24. The fees for 85% cost recovery cannot be finalised at this time as the fees are a proportion of the budget, and this has not been set for 2020/21. Fees to achieve 85% cost recovery will be included in the 2020/21 annual plan process. The Bylaw will be updated at the same time.

Application Fee	Current (68% recovery)	Proposed Year 1 (71% recovery)
Very low	\$368.00	\$486.00
Low	\$609.50	\$805.00
Medium	\$816.50	\$1,078.00
High	\$1,023.50	\$1,351.00
Very high	\$1,207.50	\$1,594.00

Annual		
Very low	\$161.00	\$213.00
Low	\$391.00	\$516.00
Medium	\$632.50	\$835.00
High	\$1,035.00	\$1,366.00
Very high	\$1,437.50	\$1,898.00

Special		
Class 1	\$575.00	\$759.00
Class 2	\$207.00	\$273.00
Class 3	\$63.25	\$83.00

Temporary Authority	\$296.70	\$392.00
Temporary Licence	\$296.70	\$392.00

Draft bylaw

25. In order to raise the amount of fees recovered by the Council, the Council must first create an Alcohol Fees Bylaw. The Proposal and draft Bylaw is attached for the Committee's approval to consult.
26. The bylaw has only included the proposed fees for Year 1 which would apply for the year commencing 1 July 2019 (if the bylaw is adopted in that timeframe). This will recover approximately 71% of costs. Subsequent changes to the fees for any of the following years to achieve the aim of 85% cost recovery would require further consultation on changes to the Bylaw. This would be completed in conjunction with future planning processes.

Consultation

27. The Council must consult with affected persons including the Council's licensees and relevant stakeholders. Under s 405(4) of Sale and Supply of Alcohol Act 2012 *must, to*

the extent that is reasonably practicable having regard to the circumstances of the particular case, consult the persons the authority has reason to believe are representative of interests likely to be substantially affected by the bylaw.

28. Officers will notify all licensees that will be impacted by the proposed change in fees and also representative stakeholder groups including Hospitality New Zealand and the Restaurant Association of New Zealand and provide them with information on the proposed bylaw and with details on how they can make a submission on the proposal.


Options

29. The Committee could decide:
- to proceed with consultation on the proposal as attached
 - to not proceed with the consultation in which case it would continue to incur the cost for providing alcohol licencing services
30. In considering the above options, the Committee should note that fees have already been included in the 2019/20 annual plan for consultation and this Bylaw reflects those fees. A different or total cost recovery position could be considered in future years.

Next Actions

31. If agreed, affected persons will be consulted on the draft Bylaw, there will be an opportunity for them to submit on the proposal and the results of this consultation will be presented to the Committee for consideration and a decision.
32. The aim is to proceed with this consultation so that a final decision can be made in the same time frame as the adoption of the Annual Plan so that the adjusted fees can be implemented from the start of the next financial year.

Attachments

Attachment 1. Alcohol Fees Proposal and Bylaw  

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Authors	Jim Lewis, Policy Advisor Geoff Lawson, Principal Advisor Baz Kaufman, Manager Strategy
Authoriser	Baz Kaufman, Manager Strategy Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation

The Council will consult with the relevant stakeholders and licence holders on the proposed fees.

Treaty of Waitangi considerations

N/A

Financial implications

This will increase the Council's revenue by \$193k in the first year, without the Bylaw this will continue to be funded by general rates.

Policy and legislative implications

The Council is required under the Sale and Supply of Alcohol Act 2012 to create an Alcohol Fees Bylaw in order to change the proportion of fees that can be collected.

Risks / legal

The Bylaw meets the requirements of the legislation for setting fees and has been reviewed by the Council's legal team.

Climate Change impact and considerations

N/A

Communications Plan

Submissions will be sought in May of 2019 and will remain open for 30 days.

We will notify all current licencees of the proposed changes in this consultation.

Health and Safety Impact considered

N/A

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The Proposal

The Council is proposing to increase the fees it collects from licencing services under the Sale and Supply of Alcohol Act 2012. The existing fees recovered by the Council cover 68% of the licensing cost with the additional 32% being made up from rates.

The Act allows the Council to collect fees to recover the total costs for its alcohol licencing functions. The Council is proposing to increase the level of the fees so as to now recover 85% of the costs associated with and incurred by the Council to administer alcohol licencing. Any remaining costs will be continue to be subsidised by rates.

This increase is planned to be made over a two year period. This bylaw only contains an increase in fees to acheive approximately 71% cost recovery and subsequent fee inceases to acheive the full 85% cost recovery will be made in 2020/21. This will be done in conjunction future planning processes and affected parties will be able to submit their feedback as part of those processes.

Have your say

Please let us know what you think about the proposed Alcohol Fees Bylaw.

To have your say about the proposed Alcohol Fees Bylaw you can:

- make a submission online at www.wellington.govt.nz/haveyoursay
- download a submission form from the website and email it to policy.submission@wcc.govt.nz
- fill in the submission form and send it to Freepost 2199, Alcohol Fees Bylaw, PO Box 2199, Wellington 6140
- drop a filled submission form to our service centre at 101 Wakefield Street

Printed copies of this statement of proposal from:

- the service centre
- libraries
- by emailing policy.submission@wcc.govt.nz
- phoning 04 499 4444

Tell us what you think about the proposal to introduce an Alcohol Fees Bylaw and to increase the fees associated with the administration of alcohol licensing.

Key Dates

May	Submissions open
June	Submissions close
June	The Council makes a decision on the proposal
1 July 2019	If adopted, the bylaw will become effective

Background

The Council has a range of alcohol licensing related functions under the Sale and Supply of Alcohol Act 2012. The fees for these functions are able to be set to recover the total costs incurred for these functions. The Sale and Supply of Alcohol (Fees) Regulations 2013 provides for default fees payable by users of the licensing function. The Council can recover an amount higher than that set by the Regulations to recover its licensing costs, if Council first makes a bylaw to set fees. Any bylaw must be consistent with the Act and any regulations.

Review

The current fees set by the Regulations do not cover all the cost incurred by the Council in carrying out its activities. These costs are above and beyond the costs that are recovered by the Regulations. This includes the full costs of the monitoring and reporting requirements of licensing inspectors. At present the Council recovers 68% of the costs associated with administering both new and existing licences. The remaining cost is subsidised by general rates.

In order to increase the fees collected by the Council, the Council must create an Alcohol Fees Bylaw.

The Council is proposing to create an Alcohol Fees Bylaw in order to increase the proportion of the fees collected to 85% with this increase made over two years. The remaining 15% is considered attributable to the public good of delivering this service and will still be covered by general rates. The proposed fee structure mirrors the framework of the Regulations and shows a uniform increase in all fee classes, except for managers' certificates.

Proposed Schedule of Fees

Type of fee	Risk category	Fees	
		Current	Fees to apply [1 July 2019 to 30 June 2020]
Application fee	Very low	\$368.00	\$486.00
	Low	\$609.50	\$805.00
	Medium	\$816.50	\$1,078.00
	High	\$1,023.50	\$1,351.00
	Very high	\$1,207.50	\$1,594.00

Annual Fee	Risk category		
	Very low	\$161.00	\$213.00
	Low	\$391.00	\$516.00
	Medium	\$632.50	\$835.00
	High	\$1,035.00	\$1,366.00
	Very high	\$1,437.50	\$1,898.00

Special licence fee	Special licence Class		
	Class 1	\$575.00	\$759.00
	Class 2	\$207.00	\$273.00
	Class 3	\$63.25	\$83.00

Other	Temporary authority	\$296.70	\$392.00
	Temporary licence	\$296.70	\$392.00

Note: The fees set in this table are only the initial changes of fees and any subsequent changes in fees to achieve 85% cost recovery will require an amendment to the Bylaw. If it changes the fees the Council must consult those it has reason to believe are representative of interests likely to be substantially affected by the changes to the Bylaw.

Alcohol Fees Bylaw

Introduction

This bylaw is made under section 405 of the Sale and Supply of Alcohol Act 2012 and the Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013. This bylaw comes into force on 1 July 2019

Contents

1. Purpose
2. Interpretation
3. Fees

1. Purpose

The purpose of this bylaw is to set the fees for any matter for which a fee payable to territorial authorities are prescribed in the Sale and Supply of Alcohol (Fees) Regulations 2013.

2. Interpretation

2.1 Unless the context otherwise requires, words and phrases in the Sale and Supply of Alcohol Act 2012 and the Sale and Supply of Alcohol (Fees) Regulations 2013 have the same meaning in this bylaw.

2.2 Any explanatory notes and attachments are for information purposes, do not form part of this bylaw, and may be made, amended and revoked without formality.

2.3 The Interpretations Act 1999 applies to this bylaw.

3. Fees

Table 1 sets out the fees payable to Council for the functions undertaken by the Council under the Sale and Supply of Alcohol Act 2012.

Table 1: Fees payable

Type of fee	Risk category	Fees to apply 1 July 2019 to 30 June 2020]
Application fee	Very low	\$486.00
	Low	\$805.00
	Medium	\$1,078.00
	High	\$1,351.00
	Very high	\$1,594.00

Annual Fee	Risk category	
	Very low	\$213.00
	Low	\$516.00
	Medium	\$835.00
	High	\$1,366.00
	Very high	\$1,898.00

Special licence fee	Special licence Class	
	Class 1	\$759.00
	Class 2	\$273.00
	Class 3	\$83.00

Other	Temporary authority	\$392.00
	Temporary licence	\$392.00

PRIORITY BUILDINGS: COMMUNITY FEEDBACK ON HIGH TRAFFIC AND EMERGENCY TRANSPORT ROUTES

Purpose

1. The Council consulted on high traffic routes and emergency transport routes to identify priority buildings in the city.
2. The consultation was carried out under the Special Consultative Procedure in late 2018 and this report provides an overview of that feedback and makes recommendations to set high traffic and emergency transport routes in the city.

Summary

3. New Zealand is seismically active and has experienced a number of significant earthquakes in recent years.
4. While none of these were centred in Wellington, the city did suffer damage to its infrastructure and building stock from the 2016 Kaikōura earthquake and a number of buildings have since either been pulled down due to the damage sustained or remain unoccupied.
5. In response to the Christchurch earthquakes, central government passed amendments to the Building Act 2004 (the Act) – the Building (Earthquake-Prone Buildings) Amendment Act 2016.
6. The Act identifies Wellington as a high risk region and requires the Council to identify priority buildings for remediation by setting high traffic and emergency routes in the city.
7. These routes were consulted on with the community in 2018 and 53 written submissions were received and 9 oral submitters were heard.
8. The feedback has been considered by officers and a number of changes are being recommended to the high traffic routes. These are outlined in the body of the report and in Attachment 2.

Recommendation/s

That the City Strategy Committee:

1. Receive the information.
2. Note that Wellington is identified as a high earthquake risk region under the Building Act 2004.
3. Note that by being identified as a high risk region in the Act, the Council is required to identify priority buildings. Owners of such buildings have 7.5 years (half the normal time) to remediate their buildings from the time they are notified they own a priority building.
4. Note that the Council used the Special Consultative Procedure to consult on proposed high traffic routes and emergency transport routes (as a means to identify priority buildings) from 19 October to 23 November 2018.

5. Note that City Strategy Committee heard oral submitters on 6 December 2018, received the information and thanked submitters.
6. Note the summary of community feedback and officer responses as outlined in Attachment 1.
7. Agree the changes to high traffic routes in response to consultation feedback and further building information as outlined in paragraph 16 (clauses a-f) of this report.
8. Note that additional support is being considered for earthquake prone building owners as part of the 2019/20 annual plan process.
9. Agree the high traffic and emergency transport routes (thoroughfares with sufficient vehicular or pedestrian traffic to warrant prioritisation, and routes of strategic importance) as outlined in Attachment 2 and 3.

Background

Legislative requirements

9. In response to the Christchurch earthquakes, central government passed amendments to the Building Act 2004 (the Act) through the Building (Earthquake-Prone Buildings) Amendment Act 2016.
10. The Act identifies Wellington as a high risk region and requires the Council to identify priority buildings for remediation.
11. Buildings identified as a priority building must be remediated in 7.5 years (half the normal time) from the time building owners are notified that they own a priority building.
12. The Council is required to let building owners know if they own a priority building no later than the end of December 2019.

How priority buildings are identified

13. Priority buildings are identified in one of three ways:
 - a) *Legislation* – the Act identifies most education facilities, hospital emergency departments and buildings supporting emergency services as priority buildings.
 - b) *High traffic routes* – any building with unreinforced masonry elements that could fall in a moderate earthquake onto a street, road or other thoroughfare that has sufficient vehicle or pedestrian traffic to warrant prioritisation is a priority building.
 - c) *Emergency transport routes* – any building that could impede a transport route of strategic importance (in terms of an emergency response) if it were to collapse in a moderate earthquake is a priority building.
14. The Council used MBIE guidelines to set proposed high traffic routes in the city and WREMO and emergency service providers were an integral part of proposing the emergency transport routes.

Consultation process

15. The Council consulted the community on the proposed high traffic and emergency transport routes between 19 October and 23 November 2018 using the Special Consultative Procedure. A total of 53 written submissions were received.
16. A public meeting was held during the consultation period in the CBD on the proposed routes and this was well attended by building owners affected by the proposal.
17. Oral hearings were heard on 6 December 2018 and 9 submitters presented their submission.
18. A summary of community feedback and officer responses to key issues is attached to this report (Attachment 1). Full copies of all written submissions are available online at <https://wellington.govt.nz/have-your-say/consultations/closed-consultations>

Discussion

Summary of key themes and issues from consultation

19. The Special Consultative Procedure and consultation document was focused on obtaining feedback on the proposed high traffic and emergency routes as a means to identify priority buildings. That is the process set down in legislation. The feedback from submitters covered the proposed routes, but also covered a much broader range of issues associated with priority buildings legislation and earthquake strengthening in Wellington more generally. The key themes and issues that emerged from the consultation process are outlined in detail in Attachment 1 including officer responses in relation to particular submissions where appropriate. A summary of the key issues and themes is outlined below:
 - *High traffic routes* – support for the routes centred on Wellington being densely populated and highly pedestrianised, that it will improve Wellington’s overall resilience, and that the consequences associated with not carrying out strengthening work as early as possible should an earthquake happen would result in significant loss of life. Opposition focused on the inclusion of specific streets or laneways, the treatment of the entire CBD as a high traffic area, that the threshold to determine a high traffic route (1000 vehicle movements per day) was too low and resulting in too many routes being identified, and that private roads/laneways should not be included (eg. Egmont Street).
 - *Emergency transport routes* – most submitters were generally supportive of emergency transport routes. Opposition focused generally on the number of emergency routes (too many) and the financial impact on building owners along these routes.
 - *Proportionate response* – a number of submitters expressed the view that the earthquake-prone priority building legislation is a poorly considered policy response and over reaction (by central government) to the Christchurch earthquake. This theme was also strongly expressed at the public meeting where submitters voiced their concern that this was not a proportionate response to the risk.
 - *Public vs private benefit* – this issue was a significant theme throughout the consultation and was a strong area of debate at the public meeting – that reducing the risk to the public from buildings is a public good and should be supported with public funding.
 - *Support for building owners* – earthquake prone building owners expressed strongly held views that government (central and/or local) need to provide

financial support in order to achieve its stated objective of having priority earthquake prone buildings remediated in 7.5 years. There was a strong sense that there was a public good element to strengthening work and that therefore government support was appropriate, but also, that without support, building owners would not be able to meet the deadline for remediation. In addition to financial support, submitters were also supportive of Council providing non-financial support eg an advisory service that building owners could call on, and publishing information and guidelines for assessing and retrofitting EPBs. A number of submitters noted that they were not commercial building owners and didn't always have the necessary expertise to undertake complex capital works at the scale required and assistance was needed for some building owners and body corporates.

- *Timeframes for strengthening* – submitters generally did not support the timeframe provision in the legislation. The feedback was that existing timeframes were already difficult enough to meet, and in many instances the new reduced timeframes for priority buildings would be very hard or impossible to meet because the engineering / construction sectors were not big enough to be able to complete all the work by the required deadline.
- *Heritage* – submitter feedback was that there needed to be appropriate levels of support for heritage buildings where remediation could be more challenging. Submitters also advocated for more technical advice from Council on heritage issues, and a number also noted that greater weighting should be given to safety if there was conflict between strengthening and heritage.

Recommended changes to high traffic routes

20. In response to submissions officers have retested the high traffic routes against MBIE criteria, undertaken more detailed analysis of some of the key routes, and updated the database recognising some buildings have been remediated since the consultation process commenced. As a consequence, the following changes to the high traffic routes are recommended:

- a) The following routes can be removed because buildings have been remediated between August 2018 and March 2019 (August was when data was first captured). This includes:
 - The Ridgeway, Brooklyn
 - Mills Road, Brooklyn
 - Mornington Road, Brooklyn
 - Ottawa Road, Khandallah
 - Awarua Street, Khandallah
 - Stoke Street, Newtown
- b) In the consultation document, where an earthquake prone building was situated on a corner both roads/streets were included in full. This caused some confusion as often one of the roads/streets had relatively low traffic counts. To clarify this, where there is an earthquake prone building situated on a corner, the main high traffic route remains in full and the other route is shortened. The following streets/roads have been shortened to reflect this change.
 - Feltex Lane, Te Aro
 - Claytons Ave, Te Aro
 - Boston Terrace, Te Aro

- Lukes Lane, Te Aro
 - Palmer Street, Te Aro
 - Hawker Street, Mt Victoria
 - Sar Street, Pipitea
 - Rhodes Street, Newtown
 - Rintol Street, Newtown
 - Mein Street, Newtown
 - Tirangi Road, Rongotai
 - Mamari Street, Rongotai
 - Te Whiti Street, Kilbirnie
 - Brighton Street, Island Bay
 - Hataitai Road, Hataitai
 - Eagle Street, Karori
- d) A number of routes have been shortened because on closer interrogation of the data the full length is unnecessary. These include:
- Abel Smith Street, Te Aro, western end pedestrian only portion of street
 - Centennial Highway, Ngauranga, length of road with no buildings
 - Park Road, Miramar, length unnecessary.
 - Dixon Street - western end pedestrian portion only
- e) A number of routes can be removed because either new information on a URM building has become available that means it can be deemed low risk, and/or further testing of the route against MBIE guideline has meant that Council is satisfied that the route can be removed. The following streets /roads are included:
- Barker Street, Te Aro
 - Fifeshire Street, Te Aro
 - Martin Square, Te Aro
 - Part of Arthur Street, Te Aro
 - Part of Buckle Street SH1, Mt Cook
 - Hawkestone Street, Thorndon
 - Leeds Street, Te Aro
 - Hobson Crescent, Thorndon
 - Charlotte Ave, Brooklyn
 - Waipapa Road, Hataitai
 - Bute Street, Te Aro
 - Fancourt Road, Karori
- f) In response to feedback and new information since the consultation phase, the following streets are recommended to be added:
- Part of Waterloo Quay, Pipitea – railway station fall zone
 - Victoria Street, Te Aro – construction type and fall zone for URM building
 - Johnston Street, Wellington Central – new information about construction type
 - Featherston Street – Wellington Central - new information about construction type and railway station fall zone
 - Part of Karo Drive, Te Aro – URM building on corner site
 - Edward Street, Te Aro – information about construction type
 - Oriental Parade, Oriental Bay –new information about construction type

Impact of recommended changes

21. The recommendations in this report reduce the overall number of high priority earthquake prone buildings as outlined below:

As per consultation

- The recommended routes included in the consultation document identified 333 priority buildings. A total of 117 had existing S124 earthquake prone building notices that expired before June 2027, and therefore would not be affected by the reduced timeframe required by legislation. The remaining 216 buildings were identified as priority buildings. Of the 216 priority buildings, 91 were on emergency transport routes and 125 on high traffic routes.

After Consultation

- The recommended routes included in this paper identifies 300 priority buildings. A total of 109 have existing S124 earthquake prone building notices that expire before June 2027, and therefore will not be affected by the reduced timeframe required by legislation. The remaining 191 buildings identified as priority buildings under the routes identified in this paper will have to operate to a shorter 7.5 year timeframe for remediation from when they receive notice they are a priority building. Of the 191 priority buildings, 82 are on emergency transport routes and 109 on high traffic routes.

Other recommended responses to feedback

22. The majority of submitters – in addition to providing feedback on the proposed routes – also requested greater support from local and or central government around funding mechanisms to support building owners meet the requirements of strengthening within a shorter period of time.
23. The Council currently provides a rates remission for when a building is empty during strengthening work, a rates remission for when a building is removed from the earthquake prone building list and building consent subsidies for strengthening work. In addition the Council has a \$500,000 Built Heritage Incentive Fund that can be applied to for funding.
24. As part of the draft 2019/20 annual plan process, the Council is proposing to increase funding support to \$1m per year through two separate funds to capture a broader range of earthquake resilience projects. It is expected the funds be allocated and focused on the following areas:
- \$500,000 towards supporting building owners who need it most to meet associated costs relating to earthquake prone heritage buildings and heritage conservation projects eg. obtaining heritage advice
 - \$500,000 towards supporting building owners who need it most to meet associated costs relating to earthquake strengthening their buildings eg. engineering assessments, traffic management plans for construction etc.

20. The funding criteria for both funds will be developed in detail in the coming months and reported to Committee for decision in August 2019. It is anticipated that funding will be directed towards buildings where successful heritage and resilience outcomes would be unlikely without assistance. Building owners are expected to be able to apply to more one grant / rates rebate scheme.
25. The Council will also explore establishing an enhanced advisory service to support the priority building programme. A similar programme was established as part of the Unreinforced Masonry programme of work, and the lessons learnt from that project will be used to design and scope the advisory service for the priority building programme of work. Any funding implications will be considered as part of the 2020/21 annual plan process.
26. In addition to the above, the Council will also continue to liaise with MBIE and advocate to central government for funding mechanisms to be developed urgently that can support building owners in Wellington and around New Zealand who are impacted by the reduced timeframes for remediation.



Options

27. The Act identifies Wellington as a high risk region and requires the Council to identify priority buildings for remediation. It must do that by identifying high traffic and emergency routes in the city.
28. The Council has the option to adopt the high traffic and emergency routes as recommended in this report, make amendments to the routes recommended in this report, or adopt the routes identified in the Statement of Proposal without any changes.
29. The Council must adopt a position on these routes as this is required under the Act.

Next Actions

30. Once the Council has agreed high traffic and emergency transport routes, officers will notify all affected building owners by December 2019 that they own a priority building.

Attachments

- | | | |
|---------------|--|----------|
| Attachment 1. | Attachment 1: Community Feedback ↓  | Page 46 |
| Attachment 2. | Attachment 2: High Priority and emergency Routes (maps) ↓ | Page 90 |
| Attachment 3. |  Attachment 3: High Priority and Emergency Routes (names) ↓ | Page 104 |

Author	Baz Kaufman, Manager Strategy
Authoriser	

SUPPORTING INFORMATION

Engagement and Consultation

Consultation on high traffic and emergency routes was undertaken using the Special Consultative Procedure. 53 written submissions were received, 9 oral submitters were heard and circa 50 people attended a public meeting in the CBD.

Treaty of Waitangi considerations

There are no implications.

Financial implications

There are material financial implications for building owners of earthquake prone buildings. Being identified as a priority building reduces the timeframe for remediation and can increase costs.

The costs to Council are outlined in the report. The report notes that an additional \$500,000 per year is being consulted on through the draft 2019/20 annual plan to support the strengthening and broader resilience programme. It also notes that an enhanced advisory service is being considered and may increase costs in the future.

Policy and legislative implications

Setting high traffic and emergency transport routes is a legislative requirement under the Building Act 2004 (the Act) – amended by the Building (Earthquake-Prone Buildings) Amendment Act 2016.

Risks / legal

The Amendment Act brings in a nationally consistent approach to managing the risk from EPB buildings, and places a requirement on Council to identify buildings that must be remediated as a priority.

Section 133AF(2)(a) of the Act requires the Council to identify thoroughfares in the city onto which parts of an unreinforced masonry building could fall in an earthquake and that has sufficient pedestrian or vehicular traffic to warrant prioritisation of identification and remediation of those parts of unreinforced masonry buildings.

The Council can also identify transport routes of strategic importance (in terms of an emergency response).

The Statement of Proposal that was consulted on under the Special Consultative Procedure following legislative requirements and MBIE guidelines were used in setting high traffic and emergency routes.

The Statement of Proposal and final recommendations have been reviewed by Council lawyers.

Climate Change impact and considerations

NA

Communications Plan

Once final emergency and high traffic routes are agreed, affected building owners will be notified.

Health and Safety Impact considered

This project is legislatively required and aims to reduce the risk to Wellingtonians from an earthquake.

Attachment 1

Earthquake-prone priority buildings proposal

Key issues and themes from submissions

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Introduction

The Council consulted on earthquake prone priority buildings in October and November of 2018. A total of 53 written submissions were received and a further 9 oral submitters presented their views to Committee in November 2018.

The consultation document and supporting submission form asked for people's position on:

- the proposed high traffic routes
- the proposed emergency transport routes
- whether the Council had been over-inclusive, or left out areas that should be included as either high transport or emergency routes
- how the Council could best support building owners

The submission material and process also provided the opportunity for people to raise any other matters relating to the Council's statement of proposal on earthquake-prone priority buildings.

This paper provides an overview of the key themes and issues emerging from the consultation. It also provides an officer response where appropriate.

The below includes excerpts or summarised comments from submissions on key issues and themes from the consultation.

For a complete list of submissions and full submissions, please visit the website Wellington.govt.nz

High Traffic Routes

Support for the routes centred on Wellington being densely populated and highly pedestrianised, that it will improved Wellington's overall resilience, and that the consequences associated with not carrying out strengthening work as early as possible should an earthquake happen would result in significant loss of life.

Opposition focused on the inclusion of specific streets or laneways, the treatment of the entire CBD as a high traffic area, that the threshold to determine a high traffic route (1000 vehicle movements per day) was too low and resulting in too many routes being identified, and that private roads/laneways should not be included (eg. Egmont Street). Some submitters also voiced opposition to the inclusion of 'potential' earthquake prone buildings and identifying the CBD as a high traffic area.

The below provides some excerpts / summarised views of submitters who provided commentary on high traffic routes. Officer comment is provided where appropriate.

For all full submissions, please visit the website Wellington.govt.nz/have-your-say/consultations

<i>Submitter/s</i>	<i>Submission overview</i>	<i>Officer response / recommendation</i>
Marlo Bromley	Wellington is densely populated and a lot of people walk around town. Priority routes are captured well.	-
Wilton Residents' Assoc.	It seems important to carry out this work both from a public safety point of view but also to assure people thinking of moving here or setting up business here that we are reasonably protected from earthquakes despite the high earthquake risk classification.	-
Christopher Butler	Egmont Street, Te Aro, should not be classified as a high traffic route as it is a privately owned laneway with limited pedestrian and vehicular traffic.	Council has the ability to identify a privately owned laneway because it could be considered as an 'other thoroughfare' in the legislation. Egmont Street is included as it has a number of URM buildings along the laneway and it meets the MBIE criteria given it is an area with shops and a café/restaurant.

Esther King	We've experienced the ChCh earthquakes and know the intensity and immediacy of a huge earthquake under the city. A lot of people will be killed or maimed by the earthquake prone buildings in the Wellington CBD if they're not addressed before an earthquake hits Wellington.	-
Property Council NZ	The Property Council supports the proposed high traffic routes however we ask that the Council provides more information, supported by proper pedestrian and traffic counts, to help determine whether they warrant prioritisation.	Traffic counts are taken at specific sites along the city's transport network on a regular basis to determine overall traffic volumes. These traffic count results are also used to model traffic movements on neighbouring streets and roads to where the count took place. The traffic counts and the traffic modelling that is undertaken from the results provides Council with a robust picture of traffic volumes in the city.
Richard Jackson	You should cover as much of the city as possible with urgent remedial works to lower risk to human life. When you encourage pedestrian friendliness in areas (like Egmont Street) you should add these areas to the covered routes.	Egmont Street is included as it has a number of URM building's along the laneway and it meets the MBIE criteria given it is an area with shops and a café/restaurant.
Elin Lloyd	Agree with the high traffic routes and emergency transport routes	-
Jean Ellis	Included are some small streets and lanes that cannot possibly be high traffic routes, such places as Egmont St, Eva St, and even some dead end streets, excluded are some busy roads like Victoria Street that should have been included. Drawing a line around the CBD seems to have been a lazy way out and included small streets and lanes.	Egmont Street and Eva Street are included given these laneways are area's with shops, cafes, restaurant and bars. Victoria Street has now been included in the list of streets as a URM EPB building has been identified on this street. Victoria Street has over 1000 traffic movements per day, is a bus route and meets the high traffic route criteria in the MBIE Priority Routes guidance on numerous points.
Nick Pinfold	Your cordon counts are being used to get incorrect result. How can small dead end streets such	When an unreinforced masonry building

	<p>as Boston Terrace, Palmer street to name a few on the list have high traffic counts. Large roads such as Able Smith Street have high counts up to the motor way but is not a major traffic route from the light up to the end/ The map shows marks the top of Able Smith Street which goes up the hill and is not accessible by car. The Larger roads should have additional information gathered so only the busy portions can be mapped.</p>	<p>is located on a street identified as high traffic, and that building is also on a corner, the street perpendicular to the high traffic route is also identified. Aro Street is identified as a high traffic route and has a URM building located on the corner of Aro and Boston Street, hence Boston Street is identified. Willis Street is identified as a high traffic route and has a URM building located on the corner of Willis and Palmer Street, hence Palmer Street is identified. To address this confusion, both the lengths of Boston Terrace and Palmer Street have now been shortened to identify only the length of the perpendicular street where they URM building could fall.</p> <p>Abel Smith Street – for simplicity whole streets have been identified for the purpose of high traffic routes, however we note that the portion of Abel Smith Street that goes up the hill and is not accessible by car, can be withdrawn given there is no URM buildings along that portion of the street.</p>
Vivienne Tovey	Minimize routes to reduce financial impact on as few building owners as possible	-
Shane Joyce	<p>I don't believe private roads and lanes should be included – eg Egmont St which although has an agreement with WCC to allow thoroughfare access – it was an unconscionable bargain because now building owners are being punished and incurring significant extra expense for remedial work by not being able to close off the street to make EQ repairs/upgrade, despite buildings owning the actual land in front of the property.</p>	<p>Council has the ability to identify a privately owned laneway because it could be considered as an 'other thoroughfare' in the legislation. The public do use Egmont Street and it is included given that it is an area with shops and a cafes/restaurant...</p>

Vanessa Noble	No, there are too many high traffic routes. It should be broken down to high and medium traffic routes perhaps base on the current public transport network	<p>Legislation requires Council to identify high traffic routes to determine priority buildings. There is no provision in the legislation for identifying 'medium traffic routes'.</p> <p>The high traffic routes have been identified by using traffic movements of 1000 movements per day, Council also included any public or school bus route when determining high traffic routes</p>
Mo Greig	Seems very broad brush as the criteria do not reference the earthquake risk associated with each area, i.e. Berhampore is a low risk corridor	We consider the whole of Wellington as earthquake-risk and have not gone down to risk of each separate suburb.
Janet Hughes	More urgency should be accorded to structures and spaces that present an immediate danger. An obvious one would be the elaborate facades along Cuba St. if they can't be remediate urgently, something should be done to limit pedestrian traffic beneath them, and especially to stop people lingering in this narrow space.. I can't believe, for example, that there is newish children's play equipment immediately outside the obviously hazardous Workingmen's Club building.	Cuba Street is identified as a high traffic route and owners will have a reduced timeframe to remediate their buildings.
Insurance Council NZ	It is logical to identify priority buildings for remediation based on high traffic and emergency transport routes in the city and following consultation with the community. We do not have comments on the specific thoroughfares or routes proposed in the consultation paper.	-
Rachel Law	We agreed the Manners Street is certainly high traffic routes, but we do not agree Lukes Lane belongs to the proposed high traffic routes since James Smith car park has been closed since 2016 quake, and Amora Hotel is currently closed too.	<p>When an unreinforced masonry building is located on a street identified as high traffic, and that building is also on a corner, the street perpendicular to the high traffic route is also identified.</p> <p>Manners Street is identified as a high traffic route and has a URM building located on the corner of Manners Street and Lukes Lane, hence Lukes Lane is identified. The length of Lukes Lane has now been shortened to identify only the</p>

		length of the lane where the URM building could fall.
George Kanelos	At the consultation evening, it appears a 'blanket' approach has been taken to incorporate the whole CBD as being 'high traffic routes'. This isn't taking a 'risk-based' approach at all.	A 'blanket' approach has been taken with the CBD, however only the streets/thoroughfares within the CBD that have an URM building on them have been identified.
Wellington Electricity	WELL supports the proposed High Traffic Routes as they are based on robust survey data; they align with standardised MBIE guided criteria; and inform prioritisation scheduling regarding WELL's Earthquake-Readiness Programme to help ensure people are not hurt.	-
Inner City Wellington	Not all of the routes should be classified as high traffic routes. WCC has used 1,000 car or pedestrian movements as the threshold, but it does not have data on all streets and where there is no data, the street is included under the precautionary principle without any assessment of the risk.	The Council uses the best traffic data available to determine high traffic routes. Traffic counts are undertaken on key routes on a regular basis and traffic volumes are modelled on nearby routes In response to submissions, a further more detailed risk assessment of key streets has now been undertaken and this has resulted in some streets being withdrawn.
Inner City Wellington	<p>The description of use of high pedestrian areas and high traffic routes in the Guidance does not justify identifying Barker St and Fifeshire Ave (both dead end streets) as high traffic routes. There are no concentrations of people in those streets, they are not transport hubs or areas of shops, cafes, restaurants, bars, theatres and malls. It seems no other assessment has been undertaken of the type of buildings in the street and the traffic that is generated by normal use.</p> <p>On Egmont St, the two buildings in the EQPB Register have already been part of the URM facades and masonry process. How can there be more parts on those two buildings that present a risk?</p>	<p>Council agrees that Baker Street and Fifeshire Ave should be removed from the list of High Traffic Routes. These routes do not have more than 1000 movements per day, they are not bus routes, they are dead end streets and do they not convincingly meet any of the high traffic route criteria in the MBIE Priority Routes guidance.</p> <p>The Egmont Street buildings that were included in the URM Order In Council have undergone work to secure the</p>

		most vulnerable parts of the building, parts of the façade and parapet connections. The requirements for the EPB legislation are more onerous than the URM Order In Council. URM buildings identified under the Priority Building process are required to strengthen the parapet and entire front façade of the building. The URM Order in Council only required the parapets, roof level façade connections and top story floor level façade connections.
Inner City Wellington	<p>MBIE guidance (p18) says that ‘thoroughfares meeting the criteria must also have a URM building location on them whereby there is the potential for a URM part to fall onto the identified thoroughfare. WCC must have identified at least one part of a URM building that is likely to fall’ just having a URM building on the route is not sufficient.</p> <p>Streets have been included that have no earthquake-prone URM buildings as officers say these CBD streets have URM buildings on them with status of potentially earthquake-prone, yet to be assessed and not earthquake-prone. These streets include: Arthur St, I St, Buckle St, Claytons Ave, Garrett St, Feltex Lane, Leeds St, Lukes Lane.</p> <p>The earthquake-prone building on each of Bute St and Garrett St has a construction type of ‘Other’; the buildings on Allen St, Boulcott St and Garrett St have construction type of ‘Pre 1976, ≥ 3 storeys or ≥ 12m (other than URM)’. Why have these streets been included?</p> <p>We have not looked at the suburban streets in detail, but note that Evans Bay Parade, which is a high vehicle traffic route, does not have any earthquake-prone buildings of any type.</p>	<p>A review of every URM building will be made by officers as to whether the URM building or part of the building will fall on to the route before it is determined as priority via high traffic and a new EPB notice issued. Council has not reviewed every building at this level of detail yet.</p> <p>The MBIE guidance was largely written with the TA in mind who is starting their assessment process from the beginning. There is not an expectation that TA’s should have identified and confirmed all their EPB’s before they go out to consult on Priority Buildings. Territorial Authorities are only required to consult and identify potentially EPBS in their district before the legislative timeframe.</p> <p>Arthur Street - Taranaki Street is identified as a High Traffic route and there is a URM EPB on the corner of Taranaki and Arthur Street, hence it has been included.</p>

		<p>Balance Street – Balance Street has been included in the proposed routes for various reasons. There is URM EPB located on the corner of Maginnity Street and Balance Street. Balance Street has 1000 or more traffic movements a day and Balance Street and Maginnity Street meet the MBIE criteria in number of ways.</p> <p>Buckle Street - Part of Buckle Street SH1 has now been removed because there are no URM buildings along this portion of the route.</p> <p>Claytons Ave - When an unreinforced masonry building is located on a street identified as high traffic, and that building is also on a corner, the street perpendicular to the high traffic route is also identified. Vivian Street is identified as a high traffic route and has a URM building located on the corner of Vivian Street and Claytons Ave, hence Claytons Ave was included. Claytons Ave has now been shortened to identify only the length of the street where the URM building could fall.</p> <p>Garrett Street – Garret Street has a URM EPB building on it and meets the MBIE criteria given this is an area with shops, and a restaurant/bars.</p> <p>Feltex Lane — Feltex Lane has been</p>
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		<p>included in the proposed routes because there is a URM EPB located on the corner of Feltex Lane and Victoria Street. The length of Feltex Lane has now been shortened to identify only the length of the lane where the URM building could fall.</p> <p>Victoria Street has over 1000 traffic movements per day, is a bus route and meets the MBIE criteria on numerous points.</p> <p>Leeds Street – Leeds Street has a URM building on this street which has been categorised as low risk therefore this street has been removed. .</p> <p>Lukes Lane - When an unreinforced masonry building is located on a street identified as high traffic, and that building is also on a corner, the street perpendicular to the high traffic route is also identified.</p> <p>Manners Street is identified as a high traffic route and has a URM building located on the corner of Manners Street and Lukes Lane, hence Lukes Lane is identified. The length of Lukes Lane has now been shortened to identify only the length of the lane where the URM building could fall.</p> <p>Bute Street – WCC agrees. This street has now removed from the list of High</p>
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		<p>Traffic Routes.</p> <p>Evans Bay Parade – there is a URM EPB on Evans Bay Parade, hence it has been included.</p>
Ash McCrone	Why is Oriental Parade not connected to Evans Bay and CBD on the maps?	<p>Oriental Parade has now been included as a high traffic route. It has URM buildings along the route, has over 1000 movements per day, is a school and public bus route and meets the MBIE criteria on numerous points.</p>
John Perera	There may be many other buildings not in your list that may cause collapse and I may ask whether the Wellington railway Station is in your list of priority buildings. I have not seen it strengthened over the past forty years.	<p>Bunny Street has been identified as a high traffic route. The railway station is located on Bunny Street.</p>
Hugh McGuire	High traffic routes options and choices to consider are Aotea Quay, Hutt Road, Oriental Terrace, Inner city bypass from the Basin to the tunnels which'll be safe to drive through following it's strengthening in 2012, Adelaide Road, Brooklyn Road, Tinakori Road and Taranaki Street.	<p>Aotea Quay – No URM buildings along this street.</p> <p>Hutt Road – Hutt Road, Kaiwharawhara is included as a high traffic route.</p> <p>Oriental Terrace – Oriental Terrace has not been included, it does not have URM building on this street. Additionally, this street does not have more than 1000 movements per day and does not meet any of the high traffic route criteria in the MBIE Priority Routes guidance.</p> <p>Inner city bypass from the Basin to the tunnels – Parts of roads around the Basin connecting to both tunnels have been included where there is a URM building located along the route.</p> <p>Adelaide Road – this road is included as</p>

		<p>a high traffic route.</p> <p>Brooklyn Road – this road does not have any URM buildings located along it.</p> <p>Tinakori Road – this road is included as a high traffic route.</p> <p>Taranaki Street - this road is included as a high traffic route.</p>
Jacob Doherty	Consider the inclusion of College Street, Te Aro as a 'High Traffic Route'. Due to the proximity of the Moore Wilsons complex, several popular retail outlets and cafes as well as a gym this street becomes extremely busy with both pedestrian and motor vehicle traffic at peak times.	According to WCC information, there is no URM buildings located along College Street, therefore it has not been included in the list of High Traffic Routes.
Sam Bunglebob	All affected buildings are a priority.	-
Christopher Butler	Blanket categorisation results in anomalies being overlooked, and/or created. Egmont Street, for example, is not a public thoroughfare.	Council has the ability to identify a privately owned laneway because it could be considered as an 'other thoroughfare' in the legislation. The public do use Egmont Street and it is included given that it is an area with shops and a cafes/restaurant..
Geoffrey Lee	We do not see Fancourt St Karori as a high traffic route. It is a narrow with a limited entry to and from Karori Rd. Traffic volumes are relatively low and there are signs warning large trucks not to use the road. There are many alternative routes along Karori Rd to reach Friend St.	Fan Court Street has now been removed from the proposed list of high traffic routes.
Brooklyn Residents Assoc.	I note in your selection of streets you have included Charlotte Ave. Please note it is a cul-de- sac. We feel it is unlikely any building would collapse in an earthquake and block the road.	Charlotte Ave -ha now been removed from proposed list of high traffic routes.
Architectural Centre	<p>There are some streets which appear to be anomalies. For example is the dead end Garrett St really a high traffic street?</p> <p>The policy aims to identify high traffic routes and emergency transport routes. We consider that it is pre-mature to identify these until after the PGWM strategies have been confirmed, as these are likely to affect traffic and transport routes.</p>	<p>Garrett Street – Garret Street has a URM EPB building on it and meets the MBIE criteria given this is an area with shops, and a restaurant/bar.</p> <p>LGWM proposal has been considered as part of the assessment of the High</p>

		Traffic and Emergency Transport Routes.
Don MacLean	Underlying reasoning on choosing high traffic routes appears to be sound in my opinion.	-
Richard Arlidge	They appear sensible.	-
Clifford MacDonald	Should be reduced.	-
Wendy Booth	Lack of clarity on where Buckle Street is now, given the alteration of streets post Arras Tunnel and installation of footpath.	As a result of the alterations to the streets due to Arras Tunnel, there is now two Buckle Streets. Buckle Street SH1 runs from the eastern end of the tunnel from Sussex Street and finishes where it meets Karo Drive. A second Buckle Street runs along the front of the National War Memorial. For the purposes of high traffic routes, a part of the SH1 Buckle Street has now been removed because there are no URM buildings along this portion of the route. A portion of the Buckle Street that runs in front in front of the National War memorial to the eastern end was considered to be included however new information shows the URM building on this street has recently been remediated and deemed low risk.

Emergency Transport Routes

Fewer submitters commented on the emergency transport routes (in comparison to high traffic routes) and they were also generally also more positive. Opposition focused generally on the number of emergency routes (too many) and the financial impact on building owners along these routes. Some submitters also proposed alternative or additional emergency transport routes.

The below provides some excerpts / summarised views of submitters who provided commentary on emergency transport routes. Officer comment is provided where appropriate.

For all full submissions, please visit the website Wellington.govt.nz

Submitter/s	Submission content	Officer response / recommendation
Wellington Electricity	WELL strongly support the High Traffic and Emergency Transport Route initiative which will assist in securing critical transportation corridor functionality. As a consequence of the routes being identified, WELL will be better placed to restore supply to other key lifeline utilities (i.e. hospitals, and emergency services).	-
Wellington Electricity	The proposed Emergency Transport Routes identified in the PBSOP are considered to be appropriately identified – particularly in regard to their intended function in responding to an emergency event. Overall the emergency traffic routes are balanced and are considered to provide reasonable access to most of WELL's critical sites.	-
Marlo Bromley	They seem to be concise. Priority routes are captured well.	-
Ash McCrone	The proposed routes look ok.	-
Richard Jackson	You should cover as much of the city as possible with urgent remedial works to lower risk to human life	-
Tasman Garden Body Corporate	Lack of clarity on where Buckle Street is now, given the alteration of streets post Arras Tunnel and installation of footpath. Clarification is sought on what route is considered to be the emergency route.	As a result of the alterations to the streets due to Arras Tunnel, there is now two Buckle Streets. Buckle Street SH1 runs from the eastern end of the tunnel from Sussex Street and finishes where it meets Karo Drive. A second Buckle Street runs along the

		front of the National War Memorial. For the purposes of emergency routes, the length of Buckle Street SH1 from the eastern end of the tunnel from Sussex Street and finishing where it meets Karo Drive remains included.
Mo Greig	I am assuming the sections of roads in Newtown and Mt Cook are routes to access the hospital. In which case they seem reasonable	Adelaide Road, Newtown is identified as an Emergency Route. There are no streets identified in Mt Cook as part of the emergency transport route network of streets.
Inner City Wellington	ICW agrees with the emergency transport routes for Te Aro and Wellington Central.	-
Insurance Council NZ	It is logical to identify priority buildings for remediation based on high traffic and emergency transport routes in the city and following consultation with the community. We do not have comments on the specific thoroughfares or routes proposed in the consultation paper.	-
Ash McCrone	It is commendable that the WCC is continuing to plan and improve the city's resilience for future emergencies, including earthquakes. I assume that in addition to imposing shortened timeframes for remediation, the proposed priority access routes will also be appropriately maintained with appropriate infrastructure (i.e. cleared of other potential obstacles that would hinder thoroughfare, ensure that pipelines, overhead electricity lines are earthquake and other disaster 'proof'), to act as key arterial routes for all emergency services, and vehicle and pedestrian traffic exit ways.	Council as part of adopting its 10 year plan in 2018 included significant additional funding to improve the resilience of its network infrastructure including the water network and the roading corridor.
Property Council NZ	We believe the Council has taken a fair and targeted approach to the areas identified	-
Vanessa Nobble	Yes to certain degree though there are too many emergency transport routes, which will have a major impact on the public and housings along those roads.	The buildings that are affected by the emergency transport routes are buildings which are determined as earthquake-prone. This group of buildings largely consist of buildings with a commercial nature or larger residential buildings with two or more stories containing 3 or more residential units within. It does not affect single unit home dwellings.

Matthew Wright	There is no evidence of this causing any issues during or after earthquakes, there has been no research or cost-benefit analysis to support this proposal which will create millions of dollars of costs to be burdened upon property owners at even shorter notice than was originally given. The goal posts should not be continually moved.	-
Elin Lloyd	Agree with the high traffic routes and emergency transport routes	-
Esther King	Yes. Hoping those near the coast and especially near the port survive a substantial localized earthquake.	-
Vanessa Noble	The council should considering another emergency route in/out of Wellington by developing a road in the southern coastal area by the old quarry – near the red rock.	-
Matthew Wright	Thompson St is on the list however it is a narrow road and Nairn St and Brookly Rd can also be used as alternative routes	Thompson Street has not been included as an Emergency Transport Route; however it has been included as a High Traffic Route because it has over 1000 traffic movements per day and meets the MBIE criteria is considered a well trafficked suburban street.
Johnny Scott	Mansfield Towers should be considered a factor that could compromise the integrity of the emergency routes at Tinakori Road in the event of a potential collapse given the unknown seismic resilience. Thus it should be included into the high priority earthquake prone identification category	This building is currently considered as 'not earthquake-prone.' If however it was identified as earthquake-prone at a later date via a new engineering assessment provided by the owner, and that assessment indicated that the building would have the potential to impede the Emergency Transport Route (Grant Road) then this building would be identified as a priority and given a reduced timeframe to strengthen or demolish the building.
Wilton Residents' Assoc.	Curtis Street/ Wilton Road between Churchill Drive and Chaytor Street possibly including Whitehead Road/Old Karori Road could be included in your emergency routes.	The Council worked with the Wellington Regional Emergency

	This route provides an alternate access to Churchill Drive from town if the Wadestown route is blocked (use Aro Street/Raroa Road if Karori Tunnel is blocked) and a route from Karori to Churchill Drive. I don't know of any earthquake prone buildings on this route but landslips are a potential problem.	Management Office (WREMO) and emergency services to identify a staged approach to reopening transport routes in Wellington after an earthquake. Stage 1 (and Stage 1 alternate) are the proposed emergency transport routes for the purpose of identifying priority buildings. The remaining streets and roads (stages 2 – 4) to other suburbs and outlying areas will be re-opened in a phased way. Please note the streets suggested and their stages are noted below. Curtis Street - Stage 3 Wilton Road – Stage 3 Churchill Drive – Stage 3 Chaytor Street – Stage 4 Whitehead Road – Stage 3 Old Karori Road – Stage 3
Architectural Centre	The policy aims to identify high traffic routes and emergency transport routes. We consider that it is pre-mature to identify these until after the LGWM strategies have been confirmed, as these are likely to affect traffic and transport routes.	The LGWM proposal has been considered as part of the assessment of the High Traffic and Emergency Transport Routes.
Hugh McGuire	I'd support highways, motorways and arterial roads for emergency transport routes.	-
Richard Arlidge	They appear sensible.	-
Jean Ellis	This seems to have been well researched and I could see no problem with this part of the plan.	-
Clifford MacDonald	Should be reduced.	-
Property Council NZ	An assessment of the location of the critical infrastructure would be useful in determining which buildings should be considered a priority to ensure access to such infrastructure is maintained.	-
Wendy Booth	Lack of clarity on where Buckle Street is now, given the alteration of streets post Arras Tunnel and installation of footpath.	As a result of the alterations to the streets due to Arras Tunnel, there is now two Buckle Streets. Buckle Street SH1 runs from the eastern end of the tunnel

		from Sussex Street and finishes where it meets Karo Drive. A second Buckle Street runs along the front of the National War Memorial. For the purposes of emergency routes, the length of Buckle Street SH1 from the eastern end of the tunnel from Sussex Street and finishing where it meets Karo Drive remains included.
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Proportionate / disproportionate response to the issue

A number of submitters expressed the view that the earthquake-prone priority building legislation is a poorly considered policy response to the Christchurch and an over-reaction. This theme was also strongly expressed at the public meeting where submitters voiced their concern that this was not a proportionate response to the risk.

Submitter/s	Submission content	Officer response / recommendation
Carol Brown	The Christchurch earthquakes in 2010 and 2011 were followed by what some of us believe was an egregious overreaction by the government of the day. Not sure the state (central and local government) understands the enormity of what they are demanding of ordinary citizens, most of whom have very ordinary resources. Some of us are prepared to take the risk rather than be made homeless or financially ruined.	Wellington is built on a number of large fault-lines and is therefore exposed to considerable risk. This is recognised in legislation where Wellington has been identified as being situated in a high risk zone and the timeframes for remediating earthquake prone buildings is shorter than for other parts of NZ.
Architectural Centre	The Architectural Centre considers this policy to be an over-reaction to the legislative requirements. The council's response needs to be measured and proportionate to the actual risk, not react to uninformed perception.	
Laura Newcombe	I don't think council should take a blanket approach when funding is so difficult to obtain in these current times	
Hazel Kirkham	In the wake of the Christchurch earthquakes, the Government sold the legislation on the grounds of public safety. MBIE commissioned more than one analysis of costs versus safety benefits. A big problem with the analyses is that the 'building owners' who would bear the costs of strengthening or demolition, were perceived as being commercial building owners.	The Council is required by legislation to identify high priority earthquake prone buildings and the reduced timeframe for remediation (7.5 years for priority buildings) is also set through legislation.
Matthew Wright	There is no evidence of this causing any issues during or after earthquakes, there has been no research or cost-benefit analysis to support this proposal which will create millions of dollars of costs to be burdened upon property owners at even shorter notice than was originally given. The goal posts should not be continually moved.	
Historic Places Trust	We wonder if too many routes have been identified, although we accept the Council has applied various criteria such as traffic and pedestrian counts	
John Perera	Most of these buildings on your list have stood the test of time. I mean one hundred years or more. They may stand for another hundred years without strengthening.	GNS advice is that we have a 10 percent chance of a 7.5M on the Wellington fault line in the next 50 years (as well as other seismic risks). Up to 1800 fatalities are expected in that scenario; most of these will be caused by falling buildings. This advice informs the approach taken by the Council in determining priority routes.
Sam Bunglebob	If there's any risk to the public at all, then all situations have the same priority level.	
Chetan Sukha	Over-inclusive	
Insurance Council NZ	ICNZ has supported amendments to the Building Act 2004 to give stronger emphasis to earthquake prone building and how they are managed, including the 2016 amendments that gave priority to buildings that are considered to pose a higher risk.	

Wilton Resident's Association	It seems important to carry out this work both from a public safety point of view but also to assure people thinking of moving here or setting up business here that we are reasonably protected from earthquakes despite the high earthquake risk classification.	The Council believes the approach taken to setting high traffic and emergency transport routes in the city is an appropriate response to the risk the city is exposed to and commensurate with the requirements of legislation.
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Public vs private benefit

This issue was a significant theme throughout the consultation and was a strong area of debate at the public meeting – that reducing the risk to the public from buildings is a public good and should be supported with public funding.

This section should be read in conjunction with support for building owners (financial / non-financial).

Submitter/s	Submission content	Officer response / recommendation
Carol Brown	Surely justice demands that the public helps to pay for its own safety. It is asking the few to fund for the many	The purpose of the legislation is to ensure that private buildings do not collapse onto public areas endangering the lives of people using those public areas, or impeding an emergency response in the case of an earthquake event.
Architectural Centre	We consider that the increased costs likely to be imposed on private building owners to be inappropriate. The policy means that WCC is externalising the costs of its responsibility to provide a safe public realm onto building owners who should not be burdened with the responsibility of ensuring safe roads and pedestrian thoroughfares and emergency vehicle thoroughfares.	
Elin Lloyd	It really seems to me that this is something the council should be funding as part of its duties to protect public safety, rather than expecting civilians to shoulder the burden.	
Hazel Kirkham	Reduction of earthquake risk is a public good. Public goods should be paid for from the public purse and delivered by the government or TAs. The legislation, at least as it impacts private home owners, is iniquitous – grossly unfair and morally wrong. Its consequences are perverse.	The onus on building remediation rests with the building owner/s and Council's role is that of regulator, facilitating the process, and providing assistance where it can.
Ash McCrone	Currently individuals are being required to privately fund expensive mandatory seismic strengthening works for a public good.	
Blythwood Association	We have previously raised the alternative of financial assistance in various forms at both local and national government levels. We depose that if the public authorities wish to protect and assist the public in the event of an emergency, which is a laudable object and no more than part of their role, it seems not unreasonable for them to take on board some or all of the financial burden that entails.	Council support and financial assistance is covered in the section below.
Wilton Residents' Assoc.	There is likely to be an impact on council expenditure – we can't really comment on this without knowing the amount – but we are aware that rates are a significant burden on some of our residents.	

Support for building owners (financial)

Earthquake prone building owners expressed strongly held views that government (central and/or local) needed to provide financial support in one way or another in order to achieve its stated objective of having priority earthquake prone buildings remediated in 7.5 years. There was a strong sense that there was a public good element to strengthening work and that therefore government support was appropriate, but also, that without support, building owners would not be able to meet the deadline for remediation. Ideas put forward included: lender of last resort facility, grants, suspensory loans, interest free (or low) loans, tax rebates on capital works, waived consent fees, rates rebates, buying owners out at agreed valuations, providing incentives for doing work earlier (than 7.5 years).

Submitter/s	Submission content	Officer response / recommendation
Christopher Butler	Provide (or support the provision of) financial instruments such as targeted rates, lender of last resort facility, grants, suspensory loans, tax rebates etc which reflect 'public good' outcomes.	A number of submitters have argued for Council (and/or government) to move beyond their legislation setting and regulatory functions, and provide financial assistance to building owners to support remediation works.
Heritage NZ	HNZPT support a comprehensive support package for building owners, including owners of heritage buildings. HNZPT seeks to ensure that any support package is clearly detailed as relates to heritage buildings and non-heritage buildings, including a range of support methods. HNZPT recommends that any support made available is undertaken in a coordinated way.	
Carol Brown	If the intention to strengthen dwelling places goes ahead, the costs should be met largely by the state	Use of ratepayer funding to support the earthquake strengthening of private buildings at the scale envisaged by some submitters is not possible or supported by Council.
Matthew Wright	Council should provide support by providing free building & resource consents when required, and contributing towards costs the building owner incurs as a result of this legislation	
Architectural Centre	The level of Council rates rebate needs to be clearly articulated and communicated to priority building owners. We ask that the WCC lobby central government for a tax rebate on the cost of strengthening buildings, with higher rebates for heritage buildings.	Notwithstanding the above, Council does recognise that the new legislation places significant pressure on building owners, and more support is required to ensure the accelerated priority building remediation programme is successful. The following actions are supported: <ul style="list-style-type: none"> new criteria for the \$500k
Richard Jackson	Council should fine building owners not undertaking the work and use the funds to do the work on their behalf.	
Ash McCrone	If the Government & Council have mandated seismic strengthening, the Council should financially compensate owners that would be required to remediate their buildings in order to comply with the proposed shortened timeframes, or buy owners out at an agreed valuation.	
Don Maclean	It is unrealistic to expect property owners to be able to afford upgrading to compliance without financial assistance. Especially if a reduced timeframe is enforced because the building falls within one of the proposed areas.	
Esther King	Council has already given a lot of time and presumably those buying or owning buildings know what	

	they're getting into with the long-known Wellington risks for earthquakes. Perhaps an incentive for buildings that are fully remediated quickly eg. by the end of 2020. Those who do not complete the job within the 7.5 years should be fined to provide a pressure to get it done, to protect people and to be fair to those owners who have done the right thing in a timely manner	<p>Built Heritage Incentive Fund to ensure it is targeted to those that most need it (already in the draft 2019/20 annual plan)</p> <ul style="list-style-type: none"> a new \$500k per year resilience fund to support building owners meet associated costs relating to earthquake strengthening their buildings eg. engineering assessments (already included in the draft 2019/20 annual plan) an enhanced Council advisory service to help guide building owners through the accelerated earthquake strengthening process active lobbying of central government to provide financial assistance tools to owners of earthquake prone buildings continuation of the various Council rates rebate schemes for buildings that are needing to be earthquake strengthened.
Richard Arlidge	I think the WCC is making a reasonable fist of it. At central Government level they should have looked closer at the tax/cost deductibility of the situation if they really wanted to encourage people to remediate asap but, alas, that horse has long since bolted.	
Mo Greig	This could be in grants or interest free loans. As a non-resident recent changes to the law mean I cannot borrow money from a bank in NZ	
Rachel Law	We would like City Council approach the request to Central Government if IRD can consider the cost of strengthen as tax deductible expense. And our rate can be waived during the strengthening period	
Elin Lloyd	I feel meaningful, fiscal support will be needed for us struggling homeowners who are just not going to be able to fund this at all on our own. I feel the council really needs to just step up and contribute in the most straightforward and meaningful way which is financially, and since it would end up being the governments paying anyway in the aftermath of a disaster I feel it should just step up and take preventative responsibility while it really matters.	
The MPI Trust	The only solution I see is guaranteed loans available at low interest rates that can be amortized over 30 years or more so owners can somehow cash-flow manage these upgrades. Finally I have no problem with what society is trying to achieve in reducing loss of life in the event of an earthquake but making these decisions then leaving the building owners hung out to dry to fund societies decisions is unfair.	
Vivienne Tovey	Long term low interest loans	
Inner City Wellington	<p>Provide WCC targeted financial assistance mechanisms and programme support to help owners undertake the complete project wherever possible in the absence of a Government scheme or to complement a Government scheme.</p> <p>WCC must lobby Government and Coalition partners to establish Lender of Last Resort mechanisms, tax relief, programme advisory support to enable all mandatory seismic strengthening projects to be progressed and completed.</p> <p>WCC to provide targeted financial assistance mechanisms and programme support to help owners undertake the complete project wherever possible in the absence of a Government scheme or to complement a Government scheme. Also consider progressing the Strategic Housing Investment</p>	

	Programme outlined in the Long Term Plan 2018-2028 to provide an option for owners of earthquake prone buildings (where the costs are unaffordable and uneconomic for owner-occupiers).	
Ash McCrone	The Council, and the NZ Government, need to seriously rethink the 'support' that is currently offered for strengthening, and indeed the whole EPB issue. This is not just a Wellington problem. The incentives to strengthen earthquake-prone buildings currently offered by the Government & Council are insufficient.	
Angelos Argus	Pay for all expenses and losses incurred in meeting the requirements of the Council	
Chetan Sukha	Helping further with costs to remedy on the property – quick alternatives to remedy – Tax rebate	
Laura Newcombe	My recommendations to help alleviate the financial burden would be for the Council/Government to offer a grant to struggling heritage building owners like myself (based on assessment of individual circumstances), the Government to collect zero GST on strengthening work, and zero interest loans for a 10 year duration to help someone like myself who is greatly battling to come up with funds to complete remedial work to the deadline	
Eric and Betty Cornick	Give adequate financial assistance! Rates remissions and building consent subsidies don't cut the mustard! Also give a reasonable time frame! We have just been through the URM process for parapets and facades and found the experience very stressful given the time frame and lack of resources ie. engineers and builder's! We've no sooner completed this work than we've been hit with further requirements! Will this be the end of it or will there be more?! The financial burden of continuing strengthening work has and is going to cause us significant hardship and stress	
Vanessa Noble	Building consent for earthquake strengthening works should be waived completed or nil rather than just subsidising, as building owners have to bear all financial burden of high strengthening costs and no income.	
George Kanelos	Being a non-heritage building as well, means we have had no access to any funding to-date. This needs to change if you want to retain Wellington as a vibrant and resilience city to live in.	
Barry McEwen	Free consents & permits.	
Geoffrey Lee	The Build Heritage Incentive Fund has helped with repairs to the Tower of St Mary's. A similar approach to the at risk buildings on high traffic/emergency routes would be welcomed. That is set up a fund to support the cost of repairs.	
Jean Ellis	Lender of the last resort	

Support for building owners (non-financial / other)

In addition to financial support, submitters were also supportive of Council providing non-financial support to buildings to help them achieve the deadline for priority buildings. Ideas put forward included: an advisory service that building owners could call on, and publishing information and guidelines for assessing and retrofitting EPBs. A number of submitters noted that they were not commercial building owners and didn't always have the necessary expertise to undertake complex capital works at the scale required and help was needed for some building owners and body corporates.

Submitter/s	Submission content	Officer response / recommendation
Marlo Bromley	Remove the need to upgrade fire and disabled access while strengthening a priority building and provide a step by step guide for building owners to help them understand the process of assessing and retrofitting EPBs.	As part of the Unreinforced Masonry programme of work, the Council provided an advisory service to building owners to ensure strengthening or remediation was undertaken within the required timeframes. Council will continue to provide an advisory service to meet the needs of the priority building programme of work. Initial planning around the scope and scale of the advisory service is currently being worked on and if there are any financial impacts associated with the enhanced advisory service these will be considered as part of the 2020/21 annual plan process.
Architectural Centre	The process for building owners who disagree they are a priority building needs to be clearly communicated.	
Christopher Butler	Support expert and well-resourced advisory services	
Heritage NZ	Ensure that the available information in support, such as guidance leaflets, and website content, clearly sets out the full range of options available, including HNZPT National Heritage Preservation Incentive Fund. HNZPT supports strengthening multiple building owners in a coordinated way, such as through initiatives to facilitate meetings with adjoining owners through the Earthquake Resilience Team at Council	
Inner City Residents Assoc.	Provide transparent information to owners on how WCC has identified a building on an emergency route as a priority building. Is WCC going to identify all earthquake-prone buildings on these routes as priority buildings until owners provide evidence to the contrary? What evidence will WCC provide to justify the identification as a priority building? WCC should be helping owner progress the full seismic strengthening project wherever possible to avoid ... loss of knowledge (with consequential additional costs) from changes of construction and Body Corporate personnel due to a delay between the 'part' strengthening and the full seismic project while the new personnel gather knowledge on the building.	

Ash McCrone	<p>Where strengthening is not feasible, the Government and Council should look to develop creative solutions, such as enabling pathways for partnerships with body corporates (BCs) and developers to build – e.g. a form of Kiwibuild - which would potentially enable more new good quality housing stock to be added.</p> <p>Will the WCC or the Government identify the common issues and concerns of building owners/BCs and develop technical guidance and legal advice to support all building owners and BCs? This would help standardise responses and save fees & costs building owners and BCs are facing.</p>	
George Kanelos	We are lobbying hard and asking for local and central government to set up an advisory body to aid us with our projects. No one in my building works in the construction sector and the requirements and cost to comply with the legislation are both beyond both our skill-sets and finances respectively. We are a very different set of owners, a far cry from commercial property owners/developers who have resources at hand.	
Ash McCrone	Will the WCC or the Government identify the common issues and concerns of building owners/BCs and develop technical guidance and legal advice to support all building owners and BCs? This would help standardise responses and save fees & costs building owners and BCs are facing. We are not experts - but we are expected to find technical solutions, determine and navigate the legal and financial pathways to achieve those solutions, find ways to fund the work, and plan multi-million- dollar construction projects with potentially massive risks! The Government and Councils need to rethink the EPB policies and determine sound equitable solutions to support owners with the complexities and expense of seismic strengthening.	
Mo Greig	Technical support. There is a shortage of skilled people to carry out the work and as a result there are some unscrupulous practitioners taking advantage of this shortage. Having just completed remedial work to the parapet of our building I experienced just such a problem. I was bullied and lost \$10,000 as a result. Fortunately the council assisted me by finding project management and builders who were professional and ethical. Such a service for future work would be mandatory in my opinion.	

Timeframes for strengthening

Submitters generally did not support the timeframe provision in the legislation. The feedback was that existing timeframes were already difficult enough to meet, and in many instances the new reduced timeframes for priority buildings would be very hard or impossible to meet because the engineering / construction sectors were not big enough to be able to complete all the work by the required deadline. Other submitters opposed the timeframe because existing rental agreements/financial arrangements allowed them to meet original deadlines, but not an earlier one.

Submitter/s	Submission content	Officer response / recommendation
Blythwood Association	If we are faced with the expense of doing so more rapidly than we have calculated then some of those who own flats in the building will be unable to meet their financial obligations in that regard. Some people might retort that those so affected have the alternative of selling their lease and moving to other accommodation but that is no solution and is, in any event, an unacceptable and hard hearted response. Borrowing money or moving elsewhere is not really an option for the elderly.	While the reduced timeframes are set through legislation and cannot be changed by Council, we will continue to liaise with government (through MBIE) and regularly update them on progress and issues with the priority building programme of work.
Inner City Residents Association	Reducing the timeframe by up to 7.5 years will have huge financial implications for owners in a time of capacity constraints and rising prices. All priority buildings have to present a real risk to public safety and emergency response access. This is particularly an issue for priority buildings on the emergency transport route as the whole building has to be strengthened within the 7.5 years. Council should Lobby the Government for flexibility on timeframes when capacity constraints and resulting rising costs place further unreasonable financial burdens on owners.	
Historic Places Wellington Inc.	We are very concerned at the scale and timeframes of this legislation/policy change, especially for owners of heritage buildings on the identified routes. There could be enormous pressure on private owners to find the financial resources and on the design and building industry to complete the necessary work in the short timeframe. We think this has the potential for changing some of the streetscapes of Wellington through demolition.	
Esther King	It's a when not if scenario. We're pretty shocked that it's already been 7 years and that this still gives another 7.5 years to fix. Wellington has long known the risks here and the Council and Govt need to get it sorted asap. It significantly reduces our visits to the CBD due to the dangers posed	

	by the earthquake prone buildings.	
Don Maclean	Maybe staged timeframes for remediation to allow realistic management of limited resources and manpower to achieve the desired outcomes.	
Sarantos Economou	We feel it is unfair that priority buildings need to be remediated within 7.5 years	
Chetan Sukha	Not changing from the original timeframes given as rental agreements have been set based on the timeframe to remedy. Budgets to remedy has been factored on the timeframes to complete.	
Laura Newcombe	Because of the revised time frames in your proposal, there is now even more financial pressure for me on top of the strengthening process to meet the Council's proposed deadlines.	
Heritage New Zealand	While the Building Act allows owners of Category 1 heritage buildings to seek an extension of time, HNAT supports and prefers seismic strengthening of heritage building within any identified priority routes to occur under the same timeframes as non-heritage buildings particularly where this can occur in a coordinated way.	
John Perera	We do not even have enough tradesmen to do these jobs. Charges of engineers and tradesmen are excessive. Please give people more time and help with costs.	

Heritage

Submitter feedback was that there needed to be appropriate levels of support for heritage buildings where remediation could be more challenging. Submitters also advocated for more technical advice from Council on heritage issues, and a number also noted that greater weighting should be given to safety if there was conflict between strengthening and heritage.

Submitter/s	Submission content	Officer response / recommendation
Heritage NZ	HNZPT support a comprehensive support package for building owners, including owners of heritage buildings	Heritage buildings hold historical value and the Council does not want to see strengthening work adversely affect the intrinsic value of these buildings. Council provides funding support through the Council's Building Heritage Incentive Fund (BHIF) and owners can also apply to the newly established Resilience Grant for additional funding support. Funding support from the Ministry for Culture and Heritage is also available. Owners of heritage buildings listed as a Category 1 historic place on the New Zealand heritage list, or included on the National Historic Landmarks, may also apply in writing to Council for an extension of up to 10 years to complete remediation work.
Historic Places Wellington	It is good that there is an opportunity for owners of Category 1 heritage buildings to apply for an up to 10 year time extension. But that still leaves Category 2 owners without this possibility.	
Historic Places Wellington	We are very concerned at the scale and timeframes of this legislation/policy change, especially for owners of heritage buildings on the identified routes. There could be enormous pressure on private owners to find the financial resources and on the design and building industry to complete the necessary work in the short timeframe. We think this has the potential for changing some of the streetscapes of Wellington through demolition.	
Nick Pinfold	Increase the heritage fund, provide technical resource.	
Laura Newcombe	As someone who is identified as owning a heritage building unit on your emergency/high traffic route, I need financial assistance to help me get over the line with these extremely high costs. I invite the council to look into my books and accounts and see what can be offered for someone trying their hardest to raise funds for this heritage building that Wellington values.	
Thomas Kriha	If there's a conflict between heritage and safety we should err on the side of safety.	
Ash McCrone	Owners and body corporates in non-heritage buildings where it is feasible to strengthen need the support that is available through the Built Heritage Incentive Fund and URM facades & parapets.	
Wellington Electricity	Another consideration that Council could take relates to a clear allowance being provided for modification to heritage buildings. Given the intent behind the PBSOP – WELL consider weighting should be given to the city's resilience to natural hazards as opposed to heritage protection. While the assistance for heritage listed building owners is noted in the PBSOP, it is felt that greater allowance to forgo strict adherence to heritage building modification constraints should be provided at the Statement of Proposal level of the initiative.	

Architectural Centre	We support the acknowledged need to protect heritage EPBs.	There are no restrictions on building owners applying – and receiving – financial support through multiple schemes listed above.
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Construction / legal / insurance / professional services market issues

A number of submitters observed that the market conditions were very tight and obtaining engineers in particular, was very difficult in the current market. Broadly, they felt that achieving the shorter timeframe for strengthening priority buildings would not be possible. The engineering sector and construction sector were tight with existing work, and a tight market would drive up costs further making strengthen even more difficult for owners.

Submitter/s	Submission content	Officer response / recommendation
Hazel Kirkham	This is a bonanza for engineers, architects, and quantity surveyors who produce reports of variable reliability as they struggle to deal with the flood of new work. As their clients have no professional experience in the field and are nervous and naïve, there is another income stream for the experts in peer reviews and second opinions. It's also a bonanza for materials suppliers and construction companies who are the biggest beneficiaries of this piece of legislation. Lawyers too benefit, assisting body corporates, (learning on they go along), to navigate the whole risky process.	It is recognised that there is considerable complexity associated with remediating earthquake prone buildings. This is particularly the case for non-commercial building owners who traditionally do not have the background or experience to easily navigate the requirements associated with large capital projects.
Ash McCrone	There is reasonable concern that the construction industry is under stress. Some construction does not appear to be of the highest quality and there may be significant waiting times or delays getting construction underway. The lack of suitably qualified structural engineers, the specialised nature of the work, and the lack of qualified work force will impact on the number of upgrades that may be able to be undertaken, affect costs, and the quality of work. There may be a logjam of construction as it gets close to the 7.5 year deadline. The construction sector may struggle to meet the upsurge in demand as the time period for strengthening draws to a close. Will there be enough qualified work force available, with the quality oversight and compliance monitoring in place to cope with the increase in demand/number of buildings that require strengthening? Insurance is fast becoming unaffordable for EPBs. Insurance is limited already and does not even cover the rebuild of our apartments now – our cover is far from sufficient to enable reconstruction and full recovery.	The construction market is currently also stretchedacerbating the issue further. As noted above, Council is proposing to support building owners with an enhanced advisory service. The scope of that advisory service is currently being developed and if there are any funding requirements for that service this will be considered as part of the 2020/21 annual plan process.
Inner City	Reducing the timeframe by up to 7.5 years will have huge financial implications for owners in a	

Wellington	<p>time of capacity constraints and rising prices.</p> <p>Lobby the Government for flexibility on timeframes when capacity constraints and resulting rising costs place further unreasonable financial burdens on owners.</p>	
Wendy Booth	Insurance has gone up significantly and is harder to get for many	
Don Maclean	Also the shortage of builders and professionals associated with such work, already in high demand, is exacerbated by the reduced timeframes and the fact that this work is being enforced nation-wide, meaning overall costs are snowballing.	
Mo Greig	There is a shortage of skilled people to carry out the work and as a result there are some unscrupulous practitioners taking advantage of this shortage. Having just completed remedial work to the parapet of our building I experienced just such a problem. I was bullied and lost \$10,000 as a result. Fortunately the council assisted me by finding project management and builders who were professional and ethical.	
Elin Lloyd	As we heard multiple times in the meeting, the difficulty in sourcing engineers and actually getting the work done is hugely challenging, so even if we could pretend for a blissful moment that money were not an issue here, there is still no guarantee that work can be done on time if engineering firms have too much on their plates. We could be forking out huge amounts of money and doing everything right, but still left waiting endlessly for engineers to act, in which case will we be the ones penalised if deadlines are missed?	
George Kanelos	<p>The issue the council and central government have not taken into consideration with this current piece of legislation is: Where are the available resources to complete strengthening within 7.5 years</p> <p>In my mind there is too much on, given the timeframes allotted and I think central government and local government need to reassess what is a real priority given restricted resources. From that establish a proper framework/timelines, with staggered delivery dates (i.e. years apart) so that all works can be completed and that everyone can have access to the resources to complete their works.</p>	
Laura Newcombe	As you are aware, costs for seismic remedial work in Wellington (and throughout New Zealand) are incredibly unaffordable due to many earthquake strengthening deadlines, and other building projects such as Kiwibuild placing pressure on the small pond of resources available to undertake this work	
Carol Brown	Blythwood has had various contractors pull out over the years. It is not always easy to find	

	replacements. Money has been spent on specialists who then walk away from the project.	
John Perera	We do not even have enough tradesmen to do these jobs. Charges of engineers and tradesmen are excessive. Please give people more time and help with costs.	
Clifford MacDonald	It is almost impossible to put up a financial argument to the banks to fund the strengthening of city fringe buildings. I feel owners will have no option but to demolish a large proportion of the older Wellington commercial building landscape.	

Body corporate structure issues

A number of earthquake prone buildings are made up of (or include) multi-unit residential dwellings that are structured as a body corporate. Having multiple people own a building increases the complexity and level of difficulty when earthquake strengthening is required. Some of these difficulties are outlined in the submissions below.

Submitter/s	Submission content	Officer response / recommendation
Hazel Kirkham	<p>All body corporates with EPB problems are trying to figure out what to do with the challenge of complying with the legislation. Committees, volunteer owners ordinarily responsible for routine governance and maintenance, have become responsible for finding technical solutions, finding legal pathways to achieve those solutions, finding ways to fund the work, and planning multi-million-dollar construction projects with massive risks. As the work goes on year after year, if no solution is found, the pressure on those people is way beyond what should be expected of them, and the work is possibly beyond their capability.</p> <p>Wellington City Council, which is responsible for implementing the Building Act, offers body corporates some technical advice on compliance with the building code. Otherwise, there is absolutely no help available for body corporates. They are on their own.</p>	As previously noted, Council is proposing to support building owners with an enhanced advisory service. The complexities that body corporates can face in remediation will be considered when designing what that advisory service could look like.
Shane Joyce	More real help is needed for buildings with body corporates where the majority are held to ransom by a minority. WCC needs to attend AGMs and EGM relating to Eq upgrades and provide some guidance and support. Owners that wish to start the work should not be fined/punished by those that don't. Legal assistance would go a long way helping as many multi-unit buildings have the same problem. Eg: 20 Egmont St has 80% of owners wanting to start on remedial work but have been threatened with legal action by one owner (a lawyer) that believes WCC or Govt will fund such work in the future if we wait, and that there will be a miracle cheaper eq. alternative if we leave looking at it until the deadline.	
Wendy Booth (Tasman Garden Apartments Body Corporate)	Provide guidance on likelihood of obtaining resource consents for site intensification (for redevelopment to subsidize costs) and support a process that enables Body Corporate's to borrow the substantial funds required to redevelop and/or strengthen	

Other / miscellaneous

The following section outlines feedback on the consultation process, legislation, the impact and consequences of introducing the reduced timeframe on building owners and other miscellaneous comments from the consultation process.

<i>Submitter/s</i>	<i>Submission content</i>	<i>Officer response / recommendation</i>
Heritage NZ	Council needs to provide clear communications about timeframes for building owners where a building owner is identified in a high traffic route or emergency transport route, and the owner has already been serviced with a remediation notice under s124 of the Building Act.	All building owners affected by the establishment of high traffic and emergency routes will be notified. All notices will be sent by December 2019 as required by legislation.
Property Council NZ	We call on the Council to identify affected priority buildings and consult with specifically affected building owners before any final decisions are made about the emergency transport routes.	All building owners with earthquake prone buildings were contacted directly on two occasions as part of the Special Consultative Procedure on priority buildings. Further engagement will continue as part of the priority building programme as it develops.
Architectural Centre	We consider this important consultation to be both inadequate - largely due to insufficient information being supplied - and poorly timed for the following reasons: Setting routes is premature because of LGWM The consultation document did not include quantifiable measures (cordon counts) for all of the streets and footpaths listed Not clear whether the whole of the road is affected or only part of it. Impact of changing traffic volumes over time not covered. Will building form, sets backs inform identification of priority buildings.	Traffic counts and transport movement modelling was a key factor in setting high traffic routes. Let's Get Wellington Moving was also factored into the consideration of high traffic and emergency transport routes.

		<p>If a buildings is sufficiently set back from the high traffic or emergency transport route (1.5 x the height of the building) and it is not likely to collapse onto the route causing injury, death or impeding emergency services(in an earthquake event) it will not be considered a priority building.</p>
Inner City Wellington	The Guidance (p16) says 'public consultation enables communities to decide the appropriate level of risk to accept as a community, informed by their knowledge of the local economy, portfolio of buildings and their uses'. This information was not available for the consultation process.	-
Wellington Electricity	<p>Matters that could be expanded upon within the document relate to better definition of building elements (i.e., not-URM elements) that do not present elevated risk to emergency traffic routes. From a more general perspective WELL considers defining a set of clear criteria informing building owners as to potential exemptions (or partial exemptions) to the priority building notification process is appropriate. Similarly, reference to an explicit set of criteria should be provided in the PBSOP where only partial URM remediation works could be undertaken (i.e., removal of a veranda, parapet, chimney, etc.).</p>	<p>A review of every URM building will be made by officers as to whether the URM building or part of the building will fall on to the route before it is determined a priority building.</p> <p>If an owner receives engineering advice which indicates that the building or part of the building will not fall onto or impede the identified route this information will be considered and the priority building designation reviewed on a case by case basis. Criteria for exemptions and extensions will be made available on the Council website shortly and</p>

		owners can work directly with our Advisory service for further support.
Architectural Centre	What non-NBS criteria will determine the qualifying “part[s] of a public road, footpath, or other thoroughfare in an area of medium or high seismic risk onto which parts of an unreinforced masonry building could fall in an earthquake” (s133AF(2)(a)(i)). For example will building form, set back, low pedestrian numbers inform the identification of a priority building on a high traffic route?	Building form and set back from the route will be considered before a building is determined as a priority.
Ash McCrone	Does the WCC (indeed the NZ Govt.) have accurate data on the number of earthquake-prone buildings and the costs involved in undertaking strengthening? The consultation document states that “over 5,000 buildings have been assessed since 2006, and just over a 1,000 have been identified as earthquake-prone”. However, the Register of earthquake-prone buildings data puts Wellington’s earthquake-prone buildings at 699.	Wellington has been active in identifying earthquake prone buildings in the city and requiring earthquake prone buildings to be strengthening for a number of years. Many buildings have already completed remediation or strengthening work. A total of 600 are identified as earthquake-prone at this point in time and still require to be remediation.
Angelos Argus	You have gone through a very expensive process upon the property owners to strengthen the facades of buildings which may also have a seismic prone classification. Are these buildings to be included in your present assessment. If so, this latest assessment will result in further high expense, disruption upon tenants and resulting in vacancies in the buildings selected. Why was this not done at the same time as the facades requirements?	The buildings that were included in the Unreinforced Masonry Order in Council March 2017 –Sept 2018 have undergone work to secure the most vulnerable parts of the building, parts of the façade and parapet connections. The requirements for the EPB legislation are more onerous than the URM Order In

		<p>Council. URM buildings identified under the Priority Building process are required to strengthen the parapet and entire front façade of the building. The URM Order in Council only required the parapets, roof level façade connections and top story floor level façade connections. Some building owners chose to do the minimum and some chose to do more.</p> <p>Special consideration and review will be given to all the URM buildings that were part of the URM Order in Council before they are determined as a priority building.</p>
Hugh McGuire	I support their policy of raising building standards towards a deadline because it has been pretty successful no matter how they try and do.	-
Geoffrey Lee	We agree with the concept of promptly remediating buildings that have unreinforced masonry which may fall onto priority traffic routes.	-
Hazel Kirkham	<p>Some owners will not be able to raise loans from high street lenders. Bankruptcy will quite possibly be our way out.</p> <p>If the decision is to demolish the buildings, then we might be lucky enough to walk away with some cash, but probably not enough to buy a replacement for the home we would have lost. Either way, the legislation would have taken everything we'd worked for, (and paid taxes on), for our whole working lives.</p>	-
Ash McClone	Will the owners in EPB actually be able to strengthen within the shortened timeframe, or will the city be facing a whole load of demolition sites and the associated consequences (court cases, limited availability of the construction sector to undertake works, increased pressure on tips with	-

	demolition material, homeless residents and other negative outcomes)?	
Ash McCrone	We are private home owners, not developers. The cost of strengthening is more than the value of the building and pretty similar to demolishing and building anew a 100% NBS block of homes. The assessed cost of these works and the return on the completed apartments make strengthening the building prohibitively expensive, and just not sensible. Currently we are left with only one option - being forced to sell for what we can get and walking away. Basically being left homeless.	-
Sarantos Economou	You have no idea how upsetting all this is for them and they don't need it at the age of 82. You are hurting the little ma and pa investors without any proper financial assistance.	-
Laura Newcombe	Being confronted with these costs and deadlines for strengthening has been incredibly overwhelming, and has caused me great anxiety.	-
Wellington Electricity	The PBSOP will compel third parties to expediently direct resources to remediating their priority buildings as appropriate and to ensure these buildings do not limit access through the city.	-
Tony Simpson	Many of those who reside in the building are owner occupiers, some of whom live on fixed incomes. Our leaseholders more generally are already in some cases struggling to meet the costs involved in bringing our building up to the required mark. If we are faced with the expense of doing so more rapidly than we have calculated then some of those who own flats in the building will be unable to meet their financial obligations in that regard.	-
Wellington Electricity	From a more general perspective WELL considers defining a set of clear criteria informing building owners as to potential exemption's (or partial exemptions) to the priority building notification process is appropriate. Similarly, reference to an explicit set of criteria should be provided where only URM remediation works could be undertaken	-
Inner City Wellington	More clarity is required on how buildings on emergency transport routes are identified as priority buildings and what evidence WCC must provide of the risk of the identified buildings collapsing onto the emergency routes.	Any building that is on an emergency transport route that is below 34% of the New Building Standard and has the potential to impede the route is a priority building and will require remediation within 7.5 years (unless they already have a prior (and earlier) deadline.
Inner City Wellington	ICW would like independent assurance that:	

	<ul style="list-style-type: none"> buildings that have been previously assessed and deemed not earthquake prone are not being included again without further information being held by WCC buildings (that are not earthquake-prone) and used to include streets as high traffic routes are URM. 	<p>If a building has been determined as not earthquake-prone, only if further information comes to light, will the buildings status come under review.</p> <p>Only buildings that are URM or have URM parts have been included in the proposed routes for high traffic.</p>
	Is WCC going to identify all earthquake-prone buildings on these routes as priority buildings until owners provide evidence to the contrary? What evidence will WCC provide to justify the identification as a priority building?	Once high traffic and emergency transport routes have been set in the city, the Council will consider all unreinforced and earthquake prone buildings individually at some level of detail to determine if they were to collapse in an earthquake event, whether they would collapse onto the routes.
Historic Places wellington Inc.	Will you have a minimum set-back distance from the boundary that defines 'Priority' EPB elements? For example, if the building is set back from the thoroughfare/pavement by 5 or 10 metres, does this still require the same action?	<p>It is likely that some buildings and parts of buildings will be sufficiently set back (1.5 times the height of the building) from the emergency or high traffic routes that any collapse would not impede emergency services or cause harm or death to the public using those routes</p> <p>In these cases, they would not be considered a priority building and the reduced</p>

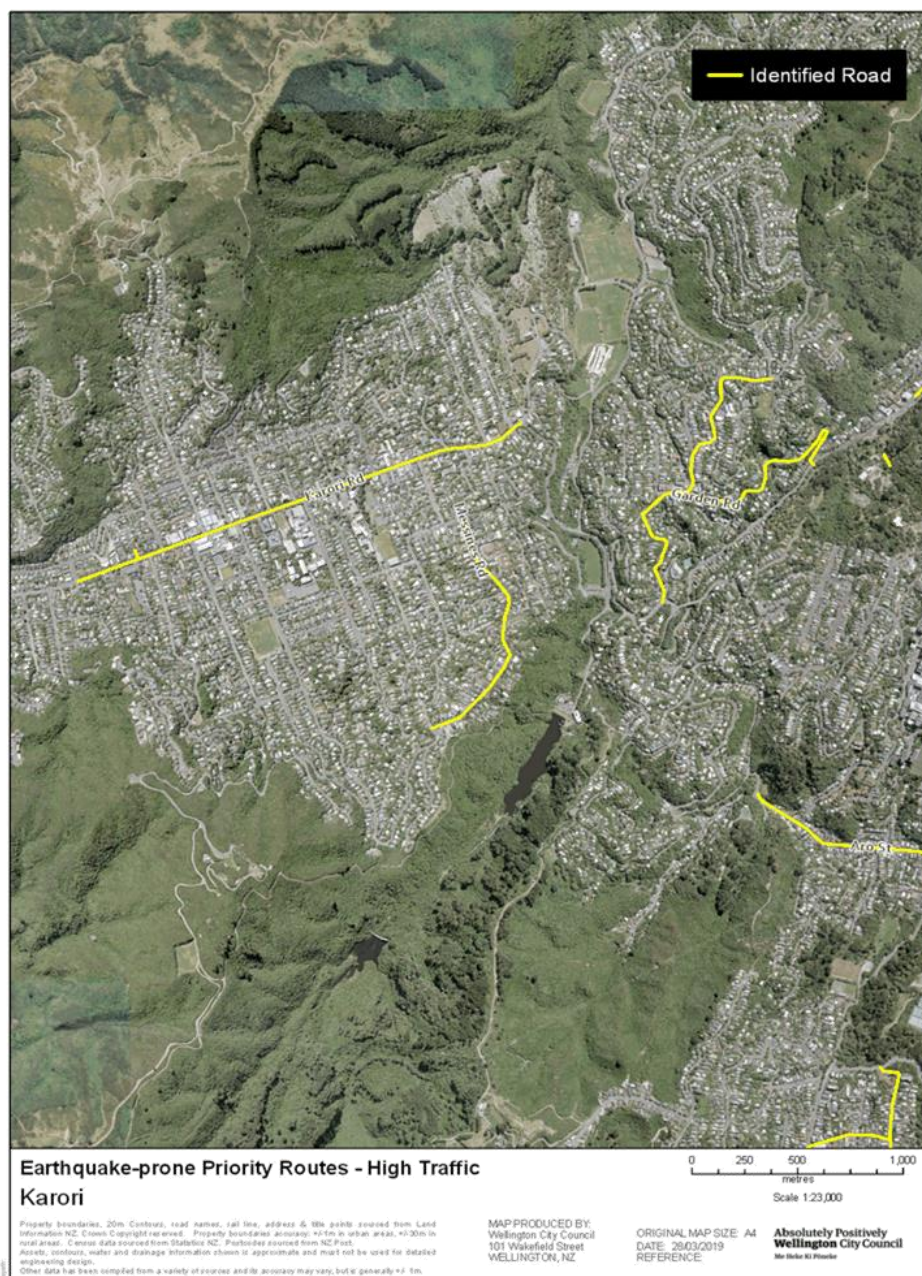
		timeframe for remediation would not apply.
Ash McCrone	We are not experts – but we are expected to find technical solutions, determine and navigate the legal and financial pathways to achieve those solutions, find ways to fund the work, and plan multi-million-dollar construction projects with potentially massive risks! The Government and Councils need to rethink the EPB policies and determine sound equitable solutions to support owners with the complexities and expense of seismic strengthening.	Council is establishing an advisory service to support the priority building programme of work.
Elin Lloyd	There needs to be a plan that acknowledges different socioeconomic tiers of need among those affected, and an assurance that keeping vulnerable people in their only homes will be a priority in the work plan around this.	-
Brooklyn Residents Assoc.	Having been in Brooklyn for the 2013 and 2016 earthquakes, a more likely risk to traffic flows would be hillsides collapsing. Such as happened in Ngaio Gorge in 2017 after heavy rain caused 3500 tonnes of rock and rubble to essentially cut that road off. The rock was potentially loosened / fragmented by previous earthquakes	The Council has included substantial additional funding to improve the resilience of Wellington in its 2018 28 long term plan. this includes additional funding to strengthen the roading corridor (including strengthening retaining walls above and below the roading corridor)
Matthew Wright	The situation of the property on the land needs to be taken into account. For example, if the property is down a driveway or set well back from the road, then there is no chance for the road to be affected by any damage from the falling building, then it should be specifically excluded. A blanket policy to cover all buildings on the street would not work. Only buildings which could potentially fall onto the road should be included.	Once high traffic and emergency transport routes have been set in the city, the Council will consider all unreinforced and earthquake prone buildings individually at some level of detail to determine if they were to collapse in an earthquake event, whether they would collapse onto the routes.
Richard Arlidge	At a distance of some 25 metres (downhill) from the nearest edge of the carriageway, there is no chance that this building poses a realistic risk to any significant transport route. Accordingly, I do trust that common sense in the application of any proposed new policy will prevail? Maybe a sensible exemption could be worded around exempting EPBs where the distance from the building to the centreline of the adjacent carriageway is greater than, say, three (or, if you must, four or five?) times the height of the structure or principal street front facade?	It is likely that some buildings

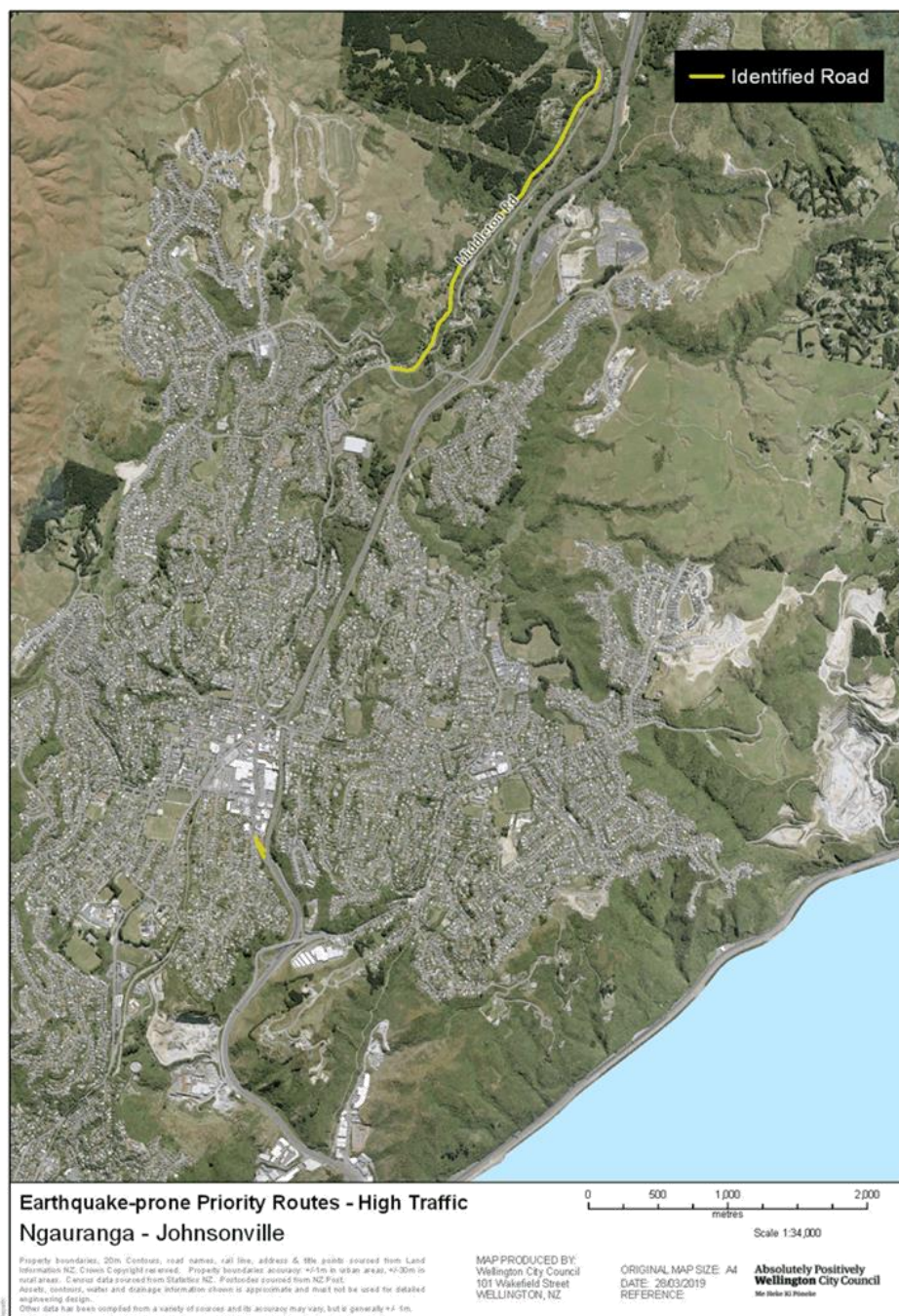
		<p>will be sufficiently set back (1.5 times the height of the building) from the emergency or high traffic routes that any collapse would not impede emergency services or cause harm or death to the public using those routes</p> <p>In these cases, they would not be considered a priority building and the reduced timeframe for remediation would not apply.</p>
Tasman Garden Body Corporate	As the priority EQP building list is to be based on the expected performance of buildings in a “moderate” earthquake, it would be helpful to understand what constitutes a “moderate” earthquake in terms of WCCs determination of the priority list.	<p>A moderate earthquake is defined in the Building Act under the regulations and captures the broadly understood 33% of the New Building Standard (NBS)</p> <p>‘Moderate earthquake and ultimate capacity defined. For the purposes of Section 133AB of the Act (meaning earthquake-prone building) moderate earthquake means, in relation to a building, an earthquake that would generate shaking at the site of the building that of the same duration as, but that is one-third as strong as, the earthquake shaking (determined by normal</p>

		measure of acceleration, velocity and displacement) that would be used to design a new building at that site if it were designed on 1 July 2017.
Esther King	Work on the busiest pedestrian ones first eg Cuba St. Please also look at the verandas – many look very unsafe and likely to come down. This should be an easier quicker job.	Council has a Veranda Bylaw in place, whereby Council officers inspect all verandas on a five yearly basis, ensuring building owners are maintaining and upgrading their verandas on a regular basis.
Tomas Kriha	We should ensure safe routes for the public to evacuate (from CBD to home; from the city out) on bike or foot.	The purpose of the emergency routes used to identify priority buildings is to allow emergency services to access the city immediately after an event to move critical supplies to where they are needed and access key services eg. hospital. Additional routes would be opened on a gradual basis.
Carl Savage	Most likely risks in a major earthquakes are more likely to be landslips than building collapses.	-
Nick Pinfold	Many of the banks surrounding the roads will give way in a moderate earthquake. For example the top of Abel Smith Street and The Terrace is likely to experience rock fall blocking the road.	-

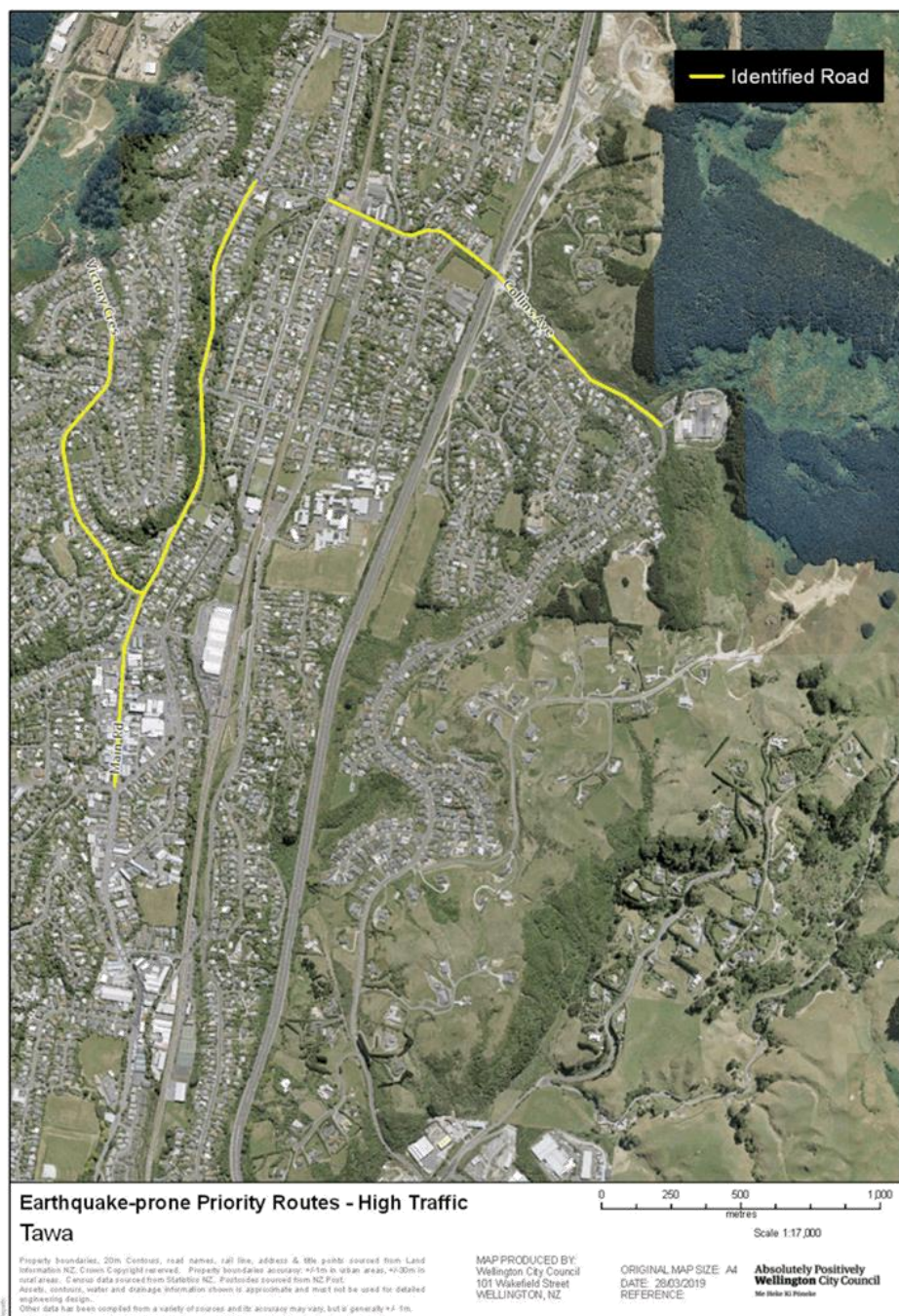
Attachment 2

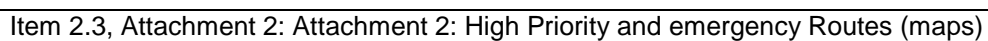
High Traffic Routes



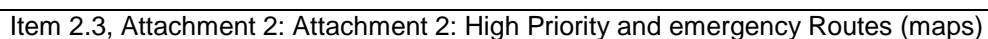




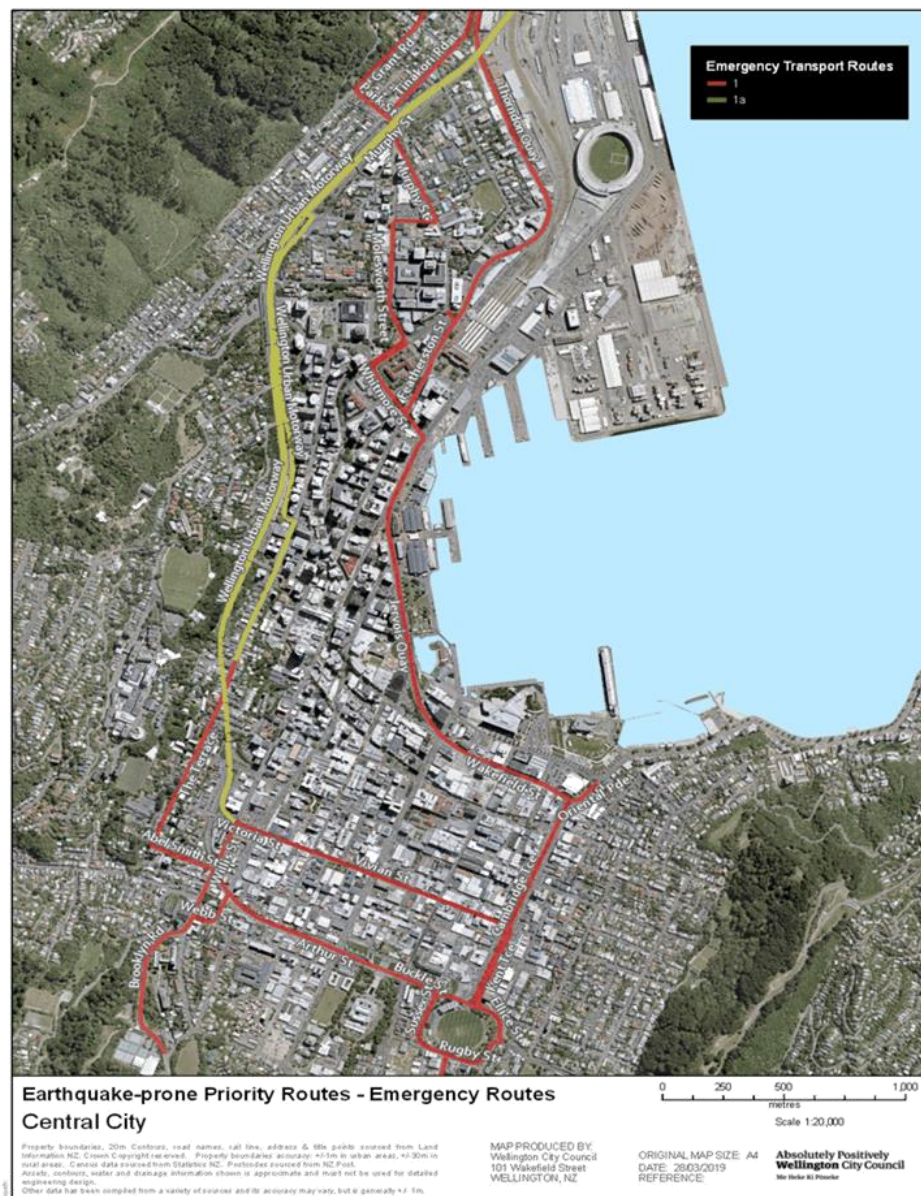




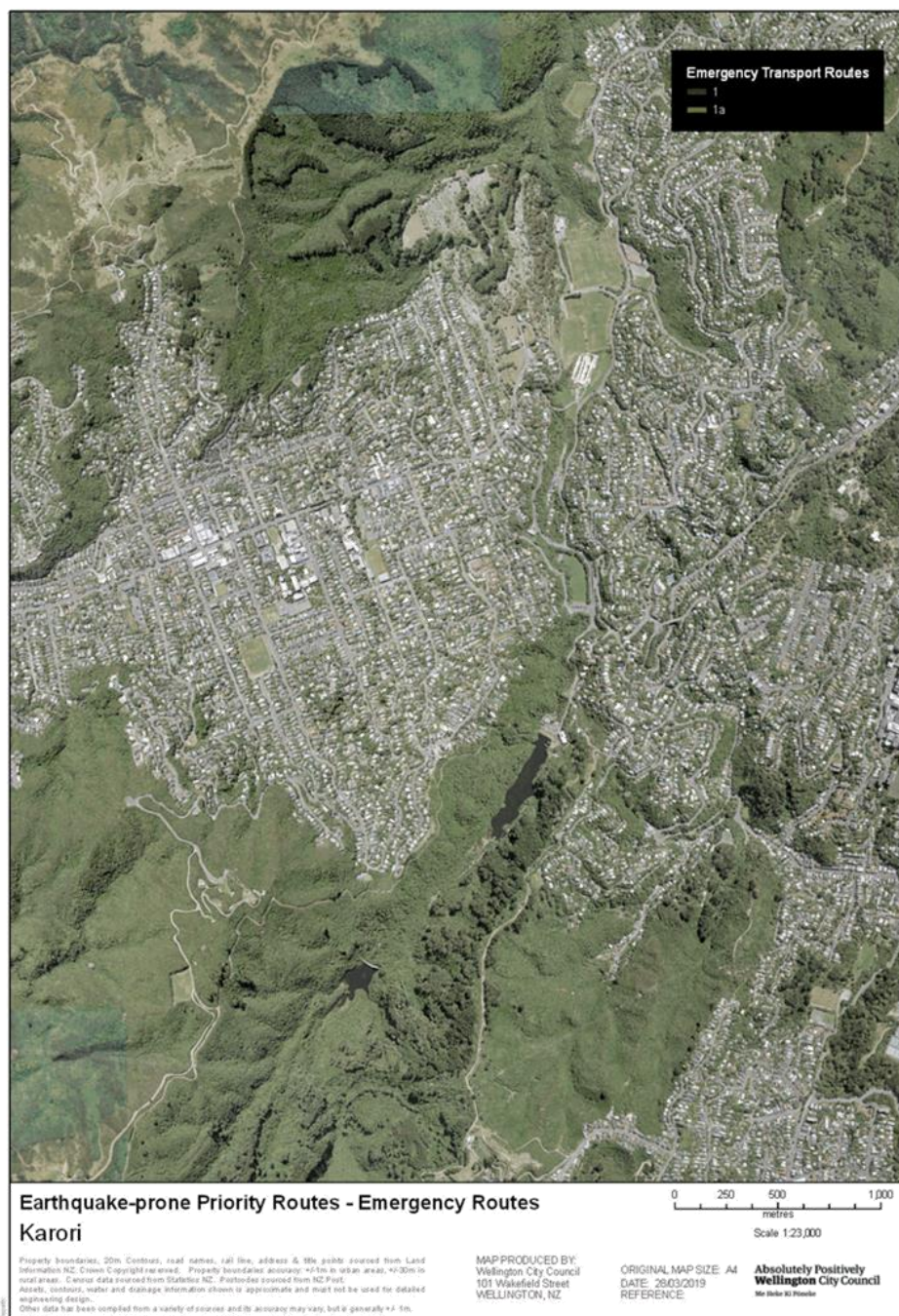




Emergency transport routes



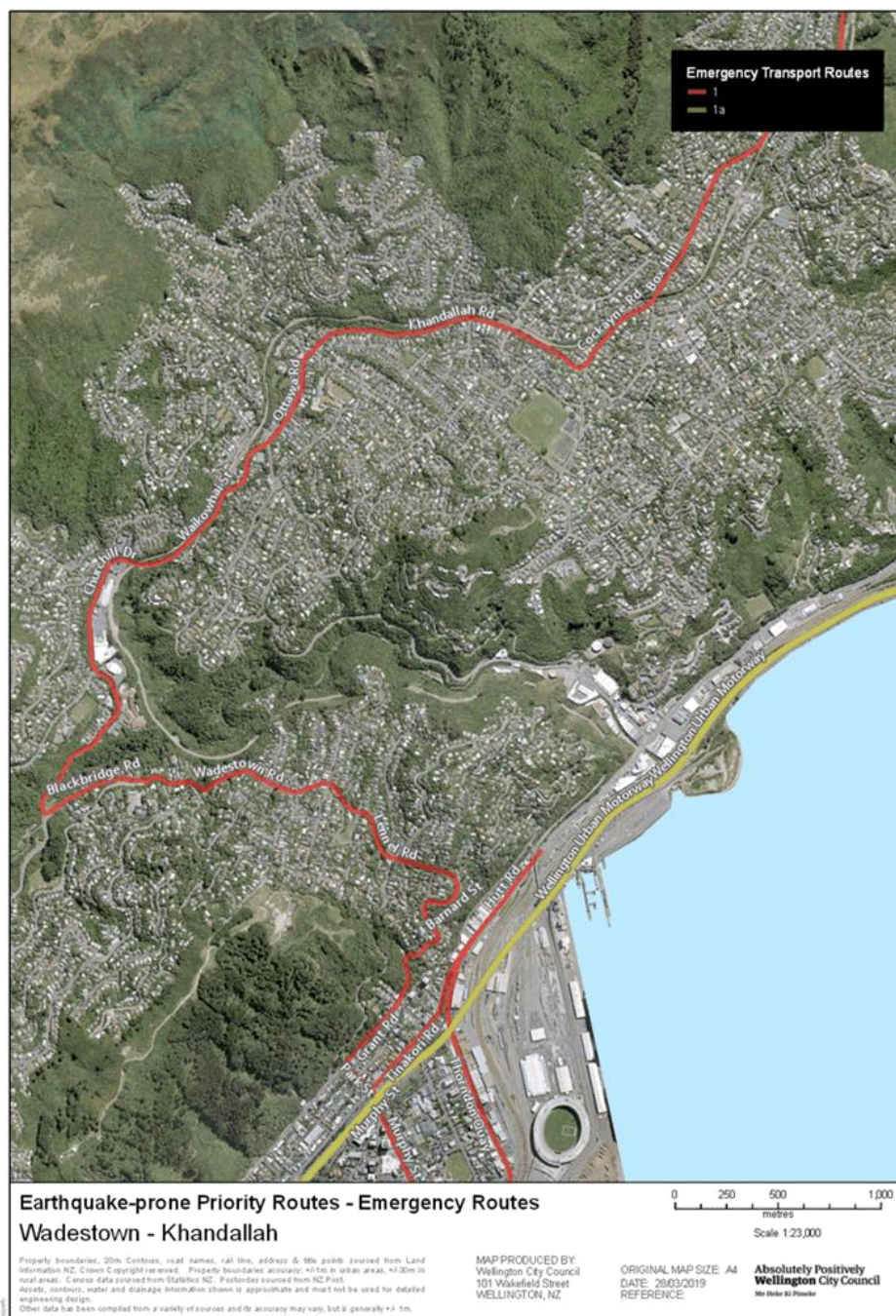












Attachment 3

High Traffic Routes

Suburb	Road Name
Aro Valley	Abel Smith St
Aro Valley	Aro St
Aro Valley	Boston Tce
Aro Valley	Palmer St
Aro Valley	Willis St
Berhampore	Adelaide Rd
Brooklyn	Cleveland St
Brooklyn	Todman St
Brooklyn	Washington Ave
Glenside	Middleton Rd
Hataitai	Evans Bay Pde
Hataitai	Hataitai Rd
Hataitai	Kilbirnie Cres
Hataitai	Moxham Ave
Hataitai	Waitoa Rd
Island Bay	Adelaide Rd
Island Bay	Brighton St
Island Bay	Derwent St
Island Bay	Humber St
Island Bay	Reef St
Island Bay	The Esplanade
Island Bay	The Parade
Johnsonville	Centennial Highway
Johnsonville	Johnsonville Rd
Kaiwharawhara	Hutt Rd
Kaiwharawhara	Kaiwharawhara Rd
Karori	Eagle St
Karori	Karori Rd
Karori	Messines Rd
Kelburn	Botanic Gardens
Kelburn	Boulcott St
Kelburn	Bowen St
Kelburn	Garden Rd
Kelburn	Tinakori Rd
Khandallah	Dekka St
Khandallah	Hutt Rd
Khandallah	Khandallah Rd
Kilbirnie	Bay Rd
Kilbirnie	Coutts St
Kilbirnie	Duncan Tce

Kilbirnie	Evans Bay Pde
Kilbirnie	Kemp St
Kilbirnie	Kilbirnie Cres
Kilbirnie	Moxham Ave
Kilbirnie	Onepu Rd
Kilbirnie	Rongotai Rd
Kilbirnie	Te Whiti St
Kilbirnie	Troy St
Lyall Bay	Apu Cres
Lyall Bay	Kingsford Smith St
Lyall Bay	Onepu Rd
Maupuia	Maupuia Rd
Miramar	Broadway
Miramar	Brussels St
Miramar	Caledonia St
Miramar	Hobart St
Miramar	Ira St
Miramar	Maupuia Rd
Miramar	Monorgan Rd
Miramar	Park Rd
Mount Cook	Adelaide Rd
Mount Cook	Belfast St
Mount Cook	Drummond St
Mount Cook	Hanson St
Mount Cook	Rugby St
Mount Cook	Sussex St
Mount Cook	Taranaki St
Mount Cook	Tasman St
Mount Cook	Thompson St
Mount Cook	Victoria St
Mount Cook	Willis St
Mount Victoria	Brougham St
Mount Victoria	Buckle St (SH1)
Mount Victoria	Cambridge Tce
Mount Victoria	Hawker St
Mount Victoria	Kent Tce
Mount Victoria	Majoribanks St
Mount Victoria	Roxburgh St
Mount Victoria	Vivian St
Newtown	Adelaide Rd
Newtown	Constable St
Newtown	Hanson St
Newtown	Mansfield St
Newtown	Mein St
Newtown	Owen St
Newtown	Rhodes St

Newtown	Riddiford St
Newtown	Rintoul St
Newtown	Zoo internal area
Ngaio	Abbott St
Ngaio	Crofton Rd
Ngaio	Kaiwharawhara Rd
Ngaio	Khandallah Rd
Northland	Garden Rd
Northland	Northland Rd
Oriental Bay	Kent Tce
Oriental Bay	Oriental Pde
Oriental Bay	Wakefield St
Pipitea	Bowen St
Pipitea	Bunny St
Pipitea	Customhouse Quay
Pipitea	Davis St
Pipitea	Featherston St
Pipitea	Hill St
Pipitea	Hobson St
Pipitea	Hutt Rd
Pipitea	Lambton Quay
Pipitea	Molesworth St
Pipitea	Mulgrave St
Pipitea	Sar St
Pipitea	The Terrace
Pipitea	Thorndon Quay
Pipitea	Waterloo Quay
Rongotai	Coutts St
Rongotai	Kingsford Smith St
Rongotai	Mamari St
Rongotai	Rongotai Rd
Rongotai	Tirangi Rd
Roseneath	Evans Bay Pde
Roseneath	Grafton Rd
Roseneath	Oriental Pde
Strathmore Park	Broadway
Strathmore Park	Monorgan Rd
Tawa	Collins Ave
Tawa	Main Rd
Tawa	Victory Cres
Te Aro	Abel Smith St
Te Aro	Allen St
Te Aro	Aro St
Te Aro	Arthur St
Te Aro	Blair St
Te Aro	Boulcott St

Te Aro	Buckle St (SH1)
Te Aro	Cambridge Tce
Te Aro	Claytons Ave
Te Aro	Courtenay Pl
Te Aro	Cuba St
Te Aro	Dixon St
Te Aro	Edward St
Te Aro	Egmont St
Te Aro	Eva St
Te Aro	Feltex Lane
Te Aro	Frederick St
Te Aro	Garrett St
Te Aro	Ghuznee St
Te Aro	Haining St
Te Aro	Holland St
Te Aro	Karo Drive
Te Aro	Lorne St
Te Aro	Lukes Lane
Te Aro	Manners St
Te Aro	Marion St
Te Aro	Palmer St
Te Aro	Swan Lane
Te Aro	Taranaki St
Te Aro	Tasman St
Te Aro	Tennyson St
Te Aro	The Terrace
Te Aro	Tory St
Te Aro	Victoria St
Te Aro	Vivian St
Te Aro	Wakefield St
Te Aro	Wigan St
Te Aro	Willis St
Thorndon	Bowen St
Thorndon	Davis St
Thorndon	Hill St
Thorndon	Hobson St
Thorndon	Molesworth St
Thorndon	Mulgrave St
Thorndon	Murphy St
Thorndon	Pipitea St
Thorndon	Tinakori Rd
Thorndon	Wadestown Rd
Wadestown	Wadestown Rd
Wellington Central	Ballance St
Wellington Central	Boulcott St
Wellington Central	Bowen St

Wellington Central	Cuba St
Wellington Central	Customhouse Quay
Wellington Central	Featherston St
Wellington Central	Hunter St
Wellington Central	Jervois Quay
Wellington Central	Johnston St
Wellington Central	Lambton Quay
Wellington Central	Maginnity St
Wellington Central	Rosina Fell Lane
Wellington Central	Taranaki St
Wellington Central	The Terrace
Wellington Central	Victoria St
Wellington Central	Wakefield St
Wellington Central	Willis St
Wellington Central	Woodward St

Emergency Transport Routes

Suburb	Road Name
Aro Valley	Abel Smith St
Aro Valley	Brooklyn Rd
Aro Valley	Willis St
Berhampore	Rintoul St
Brooklyn	Brooklyn Rd
Churton Park	Johnsonville-Porirua Motorway
Crofton Downs	Churchill Dr
Glenside	Johnsonville-Porirua Motorway
Grenada North	Johnsonville-Porirua Motorway
Grenada North	Takapu Road
Grenada Village	Johnsonville-Porirua Motorway
Hataitai	Crawford Rd
Johnsonville	Burma Rd
Johnsonville	Centennial Highway
Johnsonville	Helston Rd
Johnsonville	Johnsonville-Porirua Motorway
Johnsonville	Johnsonville Rd
Johnsonville	Moorefield Rd
Kaiwharawhara	Wellington Urban Motorway
Khandallah	Box Hill
Khandallah	Burma Rd
Khandallah	Cockayne Rd
Khandallah	Khandallah Rd
Khandallah	Wellington Urban Motorway
Kilbirnie	Coutts St

Kilbirnie	Evans Bay Pde
Kilbirnie	Kilbirnie Cres
Kilbirnie	Rongotai Rd
Kilbirnie	Salek St
Kilbirnie	Wellington Rd
Mount Cook	Adelaide Rd
Mount Cook	Buckle St
Mount Cook	Dufferin St
Mount Cook	Ellice St
Mount Cook	Rugby St
Mount Cook	Sussex St
Mount Victoria	Cambridge Tce
Mount Victoria	Kent Tce
Newlands	Centennial Highway
Newtown	Constable St
Newtown	Riddiford St
Newtown	Rintoul St
Ngaio	Khandallah Rd
Ngaio	Ottawa Rd
Ngaio	Waikowhai St
Ngauranga	Centennial Highway
Ngauranga	Kiwi Point Quarry Rd
Ngauranga	Wellington Urban Motorway
Oriental Bay	Oriental Pde
Paparangi	Johnsonville-Porirua Motorway
Pipitea	Featherston St
Pipitea	Hutt Rd
Pipitea	Lambton Quay
Pipitea	Molesworth Street
Pipitea	Mulgrave St
Pipitea	Thorndon Quay
Pipitea	Wellington Urban Motorway
Pipitea	Whitmore St
Rongotai	Coutts St
Rongotai	Tirangi Rd
Takapu Valley	Johnsonville-Porirua Motorway
Tawa	Johnsonville-Porirua Motorway
Tawa	Takapu Rd
Te Aro	Arthur St
Te Aro	Buckle St
Te Aro	Karo Drive
Te Aro	The Terrace
Te Aro	Victoria St
Te Aro	Vivian St
Te Aro	Wakefield St
Te Aro	Webb St

Te Aro	Wellington Urban Motorway
Te Aro	Willis St
Thorndon	Grant Rd
Thorndon	Hawkestone St
Thorndon	Little Pipitea St
Thorndon	Molesworth Street
Thorndon	Murphy St
Thorndon	Park St
Thorndon	Tinakori Rd
Thorndon	Wellington Urban Motorway
Wadestown	Barnard St
Wadestown	Blackbridge Rd
Wadestown	Grosvenor Tce
Wadestown	Lennel Rd
Wadestown	Wadestown Rd
Wellington Central	Customhouse Quay
Wellington Central	Jervois Quay
Wellington Central	The Terrace
Wellington Central	Wellington Urban Motorway

LOCAL PUBLIC HEALTH BYLAW 2008 - REVIEW

Purpose

1. This report asks the City Strategy Committee to approve public consultation on proposed amendments to the Local Public Health Bylaw 2008 (the bylaw).

Summary

2. The bylaw regulates both food premises and public swimming pools (public pools). It requires both types of premises to be registered and provides for regular inspection.
3. Officers have reviewed the bylaw in line with Local Government Act 2002 (LGA) requirements for the 10-yearly review of bylaws, and propose an amended bylaw that removes Part Two of the bylaw about food premises (now covered by the Food Act 2014), and continues to regulate public pools.
4. Officers seek your agreement to consult on a proposed amended bylaw.

Recommendations

That the City Strategy Committee:

1. Receives the document for consultation on proposed amendments to the Local Public Health Bylaw 2008.
2. Agree that it remains appropriate to have a Local Public Health Bylaw that regulates public swimming pools.
3. Approve the Statement of Proposal (Attachment 1) for public consultation.
4. Agree to delegate to the Chief Executive and the Portfolio Leader, the authority to amend the proposed consultation document to include any amendments agreed by the Committee and any associated minor consequential edits.

Background

5. Under the LGA all bylaws must be reviewed every 10 years. Bylaws that are not reviewed within two years of a review becoming due are automatically revoked (LGA sections 158 – 160A). The bylaw became due for review on 1 July 2018 and the review must be completed by 1 July 2020.
6. As part of the review the Council must determine whether a bylaw is the most appropriate way of addressing the perceived problem (LGA sections 155(1) and 160).
7. The current bylaw regulates both food premises and public pools. It requires both types of premises to be registered and provides for regular inspection.

Discussion

Food premises

8. As food premises are now comprehensively regulated by the new Food Act, officers propose to amend the bylaw to no longer provide for the registration, inspection and grading of food premises. The bylaw is now inconsistent with the new Food Act and the

Act requires inconsistent bylaw content to be revoked (Food Act section 446). Of note, the Council continues to have a key role in regulating food businesses (e.g. registering most food businesses and inspecting them for compliance with the new Food Act), but now does so completely under the new Food Act.

Public pools

9. Officers have considered whether a bylaw remains the most appropriate way to regulate public pools, and consider it continues to be appropriate for three reasons:
 - The current system is well established and is effective to manage public health risks at public pools. Some 30 public pools are registered, which means they are required to register annually, and must be inspected at each registration. Public pools are typically Council pools, school pools, and pools associated with gyms and hotels. Four notices to remedy public health risks were provided in the past year.
 - Some form of legislative tool is required in order to give the New Zealand Standard: Pool Water Quality NZS5826:2010 (the standard) legal force. This is the standard that all pools should apply, and that Council officers use to ensure public pools are of an acceptable standard.
 - Public pools cannot be regulated under the combination of the Health Act 1956 (section 120) and the Health (Registration of Premises) Regulations 1966, which provide a framework for regulating premises used for certain purposes (e.g. lodging houses, hairdressers and funeral director parlours). This is because public pools are not listed as a class of premises in respect of which regulations can be made.
10. Officers recommend that the Committee agree that it remains appropriate to have a bylaw to regulate public swimming pools.
11. Drafting improvements to the public pools content are proposed to provide greater clarity and a simpler drafting style. A proposed amended bylaw is included in the statement of proposal (Attachment 1).
12. A detailed summary of drafting improvements is provided with a copy of the current bylaw (Attachment 2).

Options

13. The Committee could choose not to progress amendments, and allow the bylaw to be automatically revoked. This is not recommended as it could lead to a reactive system to manage public health risks at public pools, based on addressing any issues that did arise. Issues could include an outbreak of disease and related health risks and costs. There could be reduced public confidence in our public pools which could undermine the positive contribution they make to community health and wellbeing.
14. Officers have also considered whether other public health issues should be regulated by the bylaw. The Auckland City Council Public Health Bylaw covers all activities that involve contact with the skin, for example, the health and beauty industry. However, the Council has found no record of complaints and issues from the health and beauty sector in Wellington that would require a bylaw response. Any matters raised during consultation will be considered.

Next Actions

15. It is recommended that the Committee agree to consult on the proposed amended bylaw using the attached consultation document (Attachment 1).
16. Given that the proposed amendments are not considered to have substantial impact on the public, a written consultation process is proposed with one month for written submissions proposed. Officers will contact registered public pools about the consultation, Regional Public Health have already been consulted and will also be kept informed (refer Supporting Information, Communications Plan).
17. Officers will report to the Committee on any feedback and seek approval for the Council to adopt the amended Public Health Bylaw (Public Pools).
18. When adopting the bylaw the Council will need to consider if the bylaw is in the most appropriate form, and whether it gives rise to any implications under the New Zealand Bill of Rights Act 1990.

Attachments

Attachment 1.	Statement of Proposal ↓ 	Page 115
Attachment 2.	Summary of Drafting Improvements ↓ 	Page 123

Authors	Leila Martley, Senior Policy Advisor Geoff Lawson, Principal Advisor
Authoriser	Baz Kaufman, Manager Strategy Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation

Officers have consulted with Regional Public Health during development of the proposed amended bylaw and will keep them informed of consultation and progress. Approval for consultation with the public is now sought.

Treaty of Waitangi considerations

There are no Treaty of Waitangi considerations.

Financial implications

The proposed amendments will raise no additional costs.

Policy and legislative implications

The proposed bylaw amendments give effect to changes required by legislation, the Food Act 2014 and the Local Government Act 2002. Prior to making the bylaw the Council will need to consider if the bylaw is in the most appropriate form, and if there are any New Zealand Bill of Rights Act 1990 considerations.

Risks / legal

The proposed amendments and consultation document have either been drafted or reviewed by the legal team.

Climate Change impact and considerations

There are no climate change considerations.

Communications Plan

A communications plan has been developed in accordance with the Council's Significance and Engagement Policy. The consultation document will be provided online and brochures printed for libraries and the Council service centre. Copies will also be addressed to the operators of registered public pools, to Regional Public Health, and to the Ministry of Education.

Health and Safety Impact considered

There are no changes to the status quo that would have a health and safety impact. Officers considered whether the requirement to supervise children could be covered by alternative health and safety legislation or regulation and consider that it is not.

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Proposed amendments to the Local Public Health Bylaw 2008 Statement of Proposal



Summary of information

Wellington City Council is reviewing its Local Public Health Bylaw 2008, which currently provides for the regulation of food premises and public swimming pools (public pools).

As part of that review, we propose to:

- no longer provide for the registration, inspection and grading of food premises because this is now comprehensively regulated by the Food Act 2014; and
- continue to provide for the registration of public pools because it provides a system that is working well to prevent the spread of disease via public pools, which in turn helps maintain a high level of trust in our public pools.

Drafting improvements to the public pools content are proposed to provide greater clarity and a simpler drafting style. The proposed amended bylaw is attached.

Have your say

The Council invites your views on the proposed amendments to the Local Public Health Bylaw 2008. To have your say on the proposed amendments you can:

- make a submission online at wellington.govt.nz/[have-your-say/consultations](https://www.wellington.govt.nz/have-your-say/consultations)
- download a submission form from the website and email it to policy.submission@wellington.govt.nz
- fill in the submission form and send it to: Freepost 2199, Local Public Health Bylaw Review 2019, PO Box 2199, Wellington 6140
- drop a completed submission form to our service centre at 101 Wakefield Street.

You can get more copies online at [wellington.govt.nz](https://www.wellington.govt.nz), the Service Centre, libraries, by emailing policy.submission@wellington.govt.nz or phoning 04 499 4444.

Written submissions open on Tuesday 23 April 2019 and close at 5pm on Friday 24 May 2019.

Next steps

Please submit your feedback by 5pm on Friday 24 May 2019.

A report on feedback will be considered by the Council's City Strategy Committee in June, and the Council will make a final decision in June 2019.

Statement of Proposal

Proposed amendments to the Local Public Health Bylaw 2008

Wellington City Council is reviewing its Local Public Health Bylaw 2008 (the bylaw), which currently provides for the regulation of food premises and public swimming pools (public pools).

Food premises

Current framework

The current bylaw provides a registration, inspection and grading system for food premises.

The bylaw also has a stand-alone clause about businesses who hire out food utensils, requiring them to clean utensils using a particular method.

Reason for proposed changes to food premises content

When the bylaw was passed the Food Act 1981 and the Food Hygiene Regulations 1974 provided the wider legislative framework - and the bylaw provided complementary detail about the registration, inspection and grading of food businesses.

This previous legislative framework has now been replaced by the Food Act 2014 (the new Food Act) and associated regulations. The new legislation provides a comprehensive regime for regulating the public health aspect of food businesses - including the aspects that were regulated by the bylaw.

Local authorities are now required under the new Food Act and the Local Government Act 2002 to amend or revoke any bylaws which are inconsistent with the new Food Act. The food premises content of the bylaw should therefore be revoked as there is no need to replicate the requirements of the new Food Act, and to do so is considered inconsistent.

Of note, the Council continues to have a significant role because the Council is an approved authority under the new Food Act. In this role that Council must:

- maintain a register of food businesses;
- conduct verification of businesses to ensure each food business has an appropriate risk based measure for their type of business; and
- ensure that the risk based measure is being appropriately followed.

Proposed change 1: Revoke the bylaw content about the registration, inspection, and grading of food premises.

Reason for proposed changes to utensil hire

Clause 2.4 of the bylaw is about how to clean utensils that are hired out. The Council considers this provision is no longer needed as it has never received any complaints about hired utensils requiring reliance on the clause, or has any evidence of a problem that requires a bylaw response. If issues or risks to public health are reported in future, they could be considered by the Council under other legislation (e.g. the Health Act 1956).

Proposed change 2: Revoke the bylaw content related to the hire of utensils.

Proposed changes one and two require all of Part 2 of the bylaw be revoked.

Public swimming pools (public pools)

Current framework

The bylaw establishes a registration system for public pools, administered by the Council. Bylaw requirements are that all public pools be registered and display current certificates; premises and equipment must be kept clean; water quality must comply with the New Zealand Standard on Pool Water Quality (NZS5826:2000 - now 2010), and appropriate staff must hold NZQA Unit Standards in swimming pool water quality.

Some 30 pools are registered. Registration certificates are issued for a year, and a Council inspection is part of the registration process. The bylaw also has rules that children under eight must be actively supervised by a caregiver over age 16, and that signs must be displayed about a range of topics (e.g. supervision and disease prevention).

Reason for continuing to regulate public pools through a bylaw

The current framework for managing public pools is working as it provides a proactive system for the Council to work with pool operators to maintain pool water quality and prevent public health issues from arising. In the past year four compliance notices were issued to address and resolve issues related to hygiene and pool water quality.

Some form of legislative tool is required in order to give the New Zealand Standard on Pool Water Quality (NZS5826:2010) legal force. This is the Standard that officers use to ensure that public pools are of an acceptable standard.

Public pools cannot be regulated under the Health Act 1956 (clause 120) and the Health (Registration of Premises) Regulations 1966, which provide a framework for regulating premises used for certain purposes (e.g. lodging houses, hairdressers and funeral director parlours). This is because public pools are not listed as a class of premises in respect of which regulations can be made.

Other options, such as revocation of the bylaw, could lead to a reactive system, based on addressing any issues that did arise. Issues could include an outbreak of disease and related health risks and costs. There could also be reduced public confidence in our public pools, and this could undermine the positive contribution they make to community health and wellbeing.

The Council therefore considers that a bylaw continues to be the most appropriate way of addressing public health issues at public pools, and the current framework is working well.

Drafting improvements

Drafting improvements are proposed to bring the bylaw in line with modern, simpler drafting practice. While no changes to Council's practice are proposed, it is recognised on review that some aspects of the bylaw were ambiguous and could be made clearer.

Proposed change 3: Introduce drafting improvements for clarity.

The proposed amended bylaw, the Public Health Bylaw (Public Pools) is provided in this statement of proposal.

A copy of the current bylaw can be viewed online www.wellington.govt.nz/your-council/plans-policies-and-bylaws/bylaws/other-bylaws/local-public-health-bylaw-2008.

Are there any other public health issues which should be regulated by this bylaw?

The Council has also considered, as part of its review, whether other public health issues should be regulated by the bylaw. The Auckland City Council Public Health Bylaw covers all activities that involve contact with the skin, for example, the health and beauty industry.

The Council has found no record of complaints and issues from the health and beauty sector that would require a bylaw response, but will consider any matters noted on the topic during this consultation. Council officers consider that if issues did arise they could be addressed under legislation on a case-by-case basis, including under consumer legislation and health and safety legislation (e.g. the Health Act 1956).

Proposed amended Public Health Bylaw (Public Pools)

Introduction

This bylaw is made under section 145 of the Local Government Act 2002 and section 64 of the Health Act 1956. The bylaw was adopted on 1 July 2008 and amended on [insert date].

Contents

1. Purpose
2. Interpretation
3. Public pools to have certificate of registration
4. Premises and equipment to be clean
5. Compliance with pool water quality standard
6. Children to be supervised
7. Signs to be displayed
8. Fees
9. Notices to remedy public health risks
10. Offences

1. Purpose

- 1.1 The purpose of this bylaw is to promote, protect and maintain public health and safety at public swimming pools.

2. Interpretation

- 2.1 In this bylaw, unless the context otherwise requires—

authorised officer means an enforcement officer authorised under the Local Government Act 2002, a public health inspector authorised under the Health Act 1956, or any other person appointed as an authorised officer by Council for the purposes of administering and enforcing this bylaw

actively supervised means watching any dependent child at all times and being able to provide immediate assistance

certificate of registration means a certificate issued by the Council in accordance with clause 3.3 of this bylaw

operator means any person who operates a public pool

public pool means a water-retaining structure, wholly or partially of artificial construction and

generally having a circulation and filtration system, designed for recreational, training or therapeutic use and includes commercial, school, institutional, club, hospitality, community, and local authority pools. It does not include pools for domestic use only.

- 2.2 Any explanatory notes and attachments are for information purposes, do not form part of this bylaw, and may be made, amended and revoked without formality.

3. Public pools to have certificate of registration

- 3.1 Any person who operates a public pool must:

- (a) hold a valid and unexpired certificate of registration; and
- (b) clearly display the certificate at the principal entrance or reception of the pool so as to be readily visible to the public to the satisfaction of an authorised officer.

- 3.2 An application for a certificate of registration for a public pool must be made:

- (a) on the form provided by the Council for that purpose;
- (b) include all information required; and
- (c) be signed by the operator.

- 3.3 The Council may issue a certificate of registration for a public pool, with or without conditions, having regard to:

- (a) the results of any inspection of the public pool by an authorised officer;
- (b) whether water quality complies with the New Zealand Standard on Pool Water Quality (NZS5826:2010) and, if not, the extent of any non-compliance;
- (c) whether there has been any non-compliance with this bylaw; and
- (d) whether at least one person involved in water treatment and testing of the pool has successfully completed training from a registered New Zealand Qualifications Authority (NZQA) training establishment covering *Unit Standard 20046 monitor pool water quality and store pool water treatment chemicals*.

3.5 A certificate of registration expires 12 months from date of issue unless otherwise provided by condition.

3.6 A certificate is personal to the operator and is not transferable.

4. Premises and equipment to be clean

4.1 All public pool areas and associated facilities and equipment must be maintained in a clean and hygienic condition.

5. Compliance with pool water quality standard

5.1 The operator of a public pool must ensure that the pool and premises comply with the New Zealand Standard on Pool Water Quality (NZS 5826:2010).

5.2 The operator of a public pool must ensure that, at all times during the currency of a certificate, at least one person who is involved in water treatment and testing of the pool has successfully completed training from a registered NZQA training establishment covering *Unit Standard 20046 monitor pool water quality and store pool water treatment chemicals*.

6. Children to be supervised

6.1 Children under eight years are not permitted in public pool premises unless actively supervised by a caregiver at least 16 years of age.

7. Signs to be displayed

7.1 At all times that a public pool is operated, the operator of the pool must display signage relating to appropriate behaviour, supervision, safety and disease prevention measures. The signage must be in full and unobscured view to the public and displayed at:

- (a) the principal entrance or reception of the pool; and
- (b) any other public areas at the pool, as may be required by an authorised officer.

8. Fees

8.1 The Council may by resolution set fees and charges to be payable for functions undertaken by the Council under this bylaw.

9. Notices to remedy public health risks

9.1 An authorised officer may issue a written notice to an operator requiring that the operator carry out any specified corrective action or otherwise undertake any action required to comply with this bylaw or address a public health risk at a public pool.

9.2 If the operator of a public pool does not comply with the written notice an authorised officer may initiate a review of the relevant registration. As a result of that review the officer may:

- (a) suspend the certificate of registration;
- (b) amend or impose additional conditions of registration; or
- (c) cancel the registration.

10. Offences

10.1 A person who breaches this bylaw commits an offence and is liable to a penalty under the Local Government Act 2002 or the Health Act 1956.

Related links

- Wellington City Council Public Pools
www.wellington.govt.nz/recreation/get-active-with-us/swimming-pools/indoor-pools
- Pools: safety at the pool, Ministry of Education
www.education.govt.nz/school/property/state-schools/school-facilities/swimming-pools/pool-safety/
- Application form for registering a public pool
[link to be provided]

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Attachment 2: Summary of drafting improvements - including copy of the Local Public Health Bylaw 2008

Table 1 provides a summary showing where content is located in the proposed new draft bylaw - the Public Health Bylaw (Public Pools) (refer Statement of Proposal, Attachment 1), relative to the current bylaw (refer below). A brief description of any drafting improvements is provided in the commentary.

Table 1: Summary of drafting improvements

Current Clause Ref.	Amended Clause Ref.	Commentary
Title	Title	Amended to show the focus is public pools.
1	Introduction	Some content cut. The need for the bylaw is discussed in Council papers, and does not need to be in the bylaw.
-	Contents	New. A contents list is now standard in the Council's bylaws. 1. Purpose 2. Interpretation 3. Public pools to have certificate of registration 4. Premises and equipment to be clean 5. Compliance with pool water quality standard 6. Children to be supervised 7. Signs to be displayed 8. Fees 9. Notices to remedy public health risks 10. Offences
1	Purpose	Amended to reflect the focus on public pools.
2	-	Deleted. All content on food premises and utensils.
3.1	2.1	Definitions have been added and amended as follows: <ul style="list-style-type: none"> 'actively supervised' wording is changed from 'your child' to 'any dependent child', as it is not always a parent who is supervising a child. 'authorised officer', these are the officers who inspect pools and issue any notices. 'operator' is amended to mean 'any person who operates a pool' instead of 'any person whose name appears in the record of registration kept by the Council', this is to ensure it's clear that operator obligations apply to new operators, as well as those already registered 'premises' is deleted, the plain English meaning is sufficient. 'public pools' is aligned with the definitions of public pool and domestic pool, provided in the New Zealand Standard on Pool Water Quality (NZS5826:2010).
-	2.2	New. Now standard in Council bylaws to ensure attachments and explanatory notes are not treated as a formal part of the bylaw.
3.2.1	3.1 (a)(b)	Unchanged. A public pool must be registered, and the certificate of registration on display.
3.2.2	3.2 (a)(b) and (c)	Unchanged. Applications for registration must be on the Council form, include all information required and be signed.
3.2.3	3.3	This clause is about the application requirements. The clause has been expanded to clearly reference all the aspects of an application that will be considered; inspection results, water quality, any non-compliance with the bylaw, and whether staff have appropriate training.
3.2.4	3.5	Previously certificates expired on the 'date shown on the certificate'. New content reads that it expires after '12 months'.

Current Clause Ref.	Amended Clause Ref.	Commentary
		which has been the practice – this effectively provides for annual registration (which requires an inspection).
3.2.5	3.6, 3.1, and definition of operator	Previous content had a process for when the operator changed. This is now covered in new 3.1 (anyone who operates a public pool must hold a certificate) and in new 3.6 (which says the certificate is personal to them). These have the effect that when there is a change of operator a new registration is required.
3.2.6	9.2	This clause notes conditions for suspending a registration. The content has been relocated to new clause 9, which is about notices to remedy public health risks. A consequence of not remedying a risk is that the registration may be suspended. Bringing the content together makes it clearer.
3.2.7	-	Deleted. The Council may waive the requirement to be registered without reference to a bylaw.
3.3	3.1(b)	Unchanged. Certificates of registration are to be displayed.
3.4	4.1	Unchanged. Premises are to be maintained in a clean and hygienic condition.
3.5	5	Unchanged: A public pool must comply with the NZ Standard on Pool Water Quality (NZS 5826:2010). The date has been updated.
3.6	5.2	This clause is about training. Reworded to match current practice and the requirements of the NZ Standard on Pool Water Quality. The current bylaw states <i>'the operator and person(s) involved in water treatment'</i> must be trained (in water quality). This is potentially a large group, and sometimes the 'operator' may be an administrator. New clause 5.2 states that <i>'at least one person who is involved in water treatment (...)'</i> must be trained. The training requirement is clarified by naming the NZQA standard.
3.7	6	Unchanged. Children are to be actively supervised.
3.8	7	This clause is about signs. Current content is that signs must be 'clearly displayed'. New wording is to have signs in 'full unobscured view, at the entrance and at other public areas as may be required by an authorised officer'. Officers note that signs often get obscured (e.g. by other posters or by equipment).
4.1	8	Unchanged. The Council may set registration fees.
4.2.1	9	The Council can issue a written notice to an operator to remedy a public health risk. The consequences of non-compliance are included (in current bylaw they are noted with registration criteria).
4.3.2 and 4.3.3	-	Deleted. Content about objections to written notices has been removed. Anyone who receives a notice from the Council may object to the notice, without the need for a bylaw power. There is no similar content in any other Council bylaw.
4.4.1	10	A person who breaches the bylaw commits an offence and is liable to a penalty under the Local Government Act 2002 or Health Act 1956. Drafting style has been modernized.
Schedule		Deletions: A list of bylaws revoked and amended is deleted. These are no longer relevant. Additions: New links are provided to information about Council pools, pool safety and to the application form to register a pool.

Local Public Health Bylaw 2008

Part 1: Introduction

The Wellington City Council is empowered to make bylaws for the improvement, promotion, protection, and maintenance of public health and safety. The authority for the Council to **make such bylaws can be found in the Local Government Act 2002 and the Health Act 1956**. The Council finds cause to make this bylaw in the interests of public health and safety. The bylaw is made subordinate to and in support of the Acts noted above. The need for a bylaw covering these matters is founded upon addressing perceived problems that are not effectively controlled by any statute or regulation.

This bylaw is made pursuant to Part 8 of the Local Government Act 2002.

1.1 Commencement, review and termination

- 1.1.1 The bylaw shall be operative from 1 July 2008.
- 1.1.2 Unless revoked or reviewed sooner, it shall be reviewed no later than 30 June 2018. If not reviewed by 30 June 2018, this bylaw terminates on 1 July 2020.
- 1.1.3 The bylaws specified in schedule 1 are revoked or amended.

Part 2: Food premises

2.1 Interpretation

'Certificate of Registration' also means the Certificate of Hygiene or such term as Council decides on from time to time and has the same meaning as in the Food Hygiene Regulations 1974.

'Food' means anything that is used or represented for use as food or drink for human beings.

'Food Premises' has the same meaning as in the Food Hygiene Regulations 1974.

'Food Premises Operator' has the same meaning as 'Occupier' in the Food Hygiene Regulations 1974.

'Grading' means the allocated grade resulting from an inspection of the Food Premises by the Council assessed according to the grading system determined by the Council.

'Utensils' means all utensils (such as cutlery, dishware and glassware) and equipment used in the storage, processing, preparation or serving of food and drink intended for human consumption, with which food or drink comes into contact during such use.

2.2 Grading

- 2.2.1 The Council shall grade food premises annually following an inspection for grading.
- 2.2.2 A new food premises or a food premises that has had a change of owners and is registered with the Council will not receive a grading until 3 months of continuous operation has elapsed.
- 2.2.3 A food premises operator can request a regrading, but not within 2 months of issue of the current grading.
- 2.2.4 The Council can regrade premises at its discretion, following an inspection of the premises.

- 2.2.5** Where the Council has a certificate for a grading classification, it shall be issued to the food premises together with an annual certificate of registration where the applicant meets the requirements for the certificates of registration and grading.
- 2.2.6** The food premises operator shall clearly display in a public area of the premises, the current certificate of registration issued for the premises and the current grading certificate, where such a certificate has been issued for the premises.
- 2.2.7** A grading certificate is voided and shall not be displayed when a change of occupier occurs or where the food premises fails to maintain the qualifying standard prescribed for that Grading Certificate as determined by the Council from time to time.
- 2.2.8** No food premises operator shall display a grading certificate or certificate of registration after the expiration date shown on the certificate.

2.3 Food hygiene training

- 2.3.1** The Council will not issue a certificate of registration unless there is working on the premises
- a. a staff member that has been trained in food safety to NZQA level or equivalent or such other training approved by the Council and has been issued with an appropriate food safety training certificate, and/or;
 - b. a manager or staff member who is responsible for training others has been trained to NZQA level or equivalent or such other training approved by the Council and has been issued with an appropriate food safety training certificate; and/or;
 - c. a manager or staff member who has undergone trade training or other training which has a food safety component equivalent to NZQA level or other suitable training approved by the Council

2.4 Food utensil hirers

- 2.4.1** Any premises or place for the hire of any utensil or appliance used in the service or consumption of food shall comply, to the Council's satisfaction, with the requirements of the Health Act 1956 and the Food Hygiene Regulations 1974.
- 2.4.2** Any utensil or appliance that is let for hire for use in the service or consumption of food must be effectively cleansed and rendered hygienic by one of the methods in the Food Hygiene Regulations 1974 or some other method approved by the Council.

Part 3: Public pools

3.1 Interpretation

'Actively supervised' means watching your child at all times and being able to provide immediate assistance.

'Certificate of Registration' means a certificate issued in accordance with 3.2 of this bylaw.

'Operator' means the person whose name appears in the record of registration kept by the Council.

'Premises' and **'Public Pool Premises'** has the same meaning as public pool.

'Public Pool' means any swimming pool, plunge pool, spa pool, tank, or similar structure with the primary purpose of holding a person or persons and includes school pools, Council pools, and commercially operated pools (including but not limited to hotels, motels, and other places of accommodation, fitness centres, gymnasiums, massage parlours) whether or not the primary purpose of the premises is the operation of a public pool, it does not include pools used in conjunction with private residential accommodation.

3.2 Premises to be registered

- 3.2.1** No premises shall be used for the operation of a public pool unless the operator has obtained a certificate of registration from the Council. The certificate shall be displayed in accordance with 3.3.1.
- 3.2.2** Every application for annual registration of a public pool shall be made on the form provided by the Council for that purpose and include all information required and be signed by the operator.
- 3.2.3** The Council shall, following an inspection, issue a certificate of registration, provided the premises comply with this bylaw.
- 3.2.4** The certificate of registration shall remain in force until the date shown on the certificate.
- 3.2.5** Where the operator of a public pool changes, the new operator shall apply to the Council for registration within 14 days. If no application for registration is received by the Council the registration is deemed void and the public pool shall not be used or operated until such time as the premises comply with this bylaw.
- 3.2.6** The Council may suspend the registration of a public pool premise in accordance with Part 4.2 of this bylaw.
- 3.2.7** The Council, at its discretion, may waive the requirement to be registered.

3.3 Certificates to be displayed

- 3.3.1** The registered operator of the public pool shall clearly display the certificate of registration in a public area of the premises. Certificates of registration shall not be displayed after the expiration shown on the certificate or if the Council has issued a notice to suspend or cancel the certificate.

3.4 Clean premises and equipment

- 3.4.1** All public pool areas and associated facilities and equipment shall be maintained in a clean and hygienic condition.

3.5 Compliance with pool water quality standard

- 3.5.1** All public pool premises shall comply with the New Zealand Standard on Pool Water Quality (NZS 5826:2000) and any updates, additions or amendments to that Standard.

3.6 Training

- 3.6.1** Any certificate of registration to operate a public pool is conditional upon the operator and person(s) involved in water treatment and testing holding NZQA Unit Standards in swimming pool water quality or equivalent qualification that is to a standard approved by the Council.

3.7 Supervision

- 3.7.1** Children under 8 years are not permitted in public pool premises unless actively supervised by a caregiver at least 16 years of age.

3.8 Signage

- 3.8.1** Signage related to conditions of entry and use of the public pool premises covering behaviour, supervision, safety and disease prevention shall be clearly displayed in a public area of the public pool premises.

Part 4: Administration and enforcement

4.1 Fees

- 4.1.1** The Council may from time to time set fees and charges to be payable on demand, for functions undertaken by the Council under this bylaw. Fees and charges shall be made by resolution of Council.
- 4.1.2** The Council may for such reasons as it thinks fit, refund, remit or waive any fee or portion of fee.

4.2 Notice to cleanse, repair or cease use of premises

- 4.2.1** Where any premises, that are subject to this bylaw, by reason of their situation, construction, defect, or state is unsanitary or unhygienic so as to present risks to public health, the Council may serve a notice in writing on the occupier/operator or owner/proprietor requiring:
- a. The premises to be cleaned and/or repaired in a manner and timeframe specified in the notice; or
 - b. Cessation from using the premises until the premises are cleaned and/or repaired to the satisfaction of the Council.
- 4.2.2** All such notices provided under this section shall state particulars of any corrective action required to ensure that any risk to public health is removed.

4.3 Objections

- 4.3.1** Any operator of a public pool premises or food premises who has been issued with a notice by a duly authorised Council officer may object to the requirements of the notice. Objections must be in writing and submitted within 14 days of being issued with the notice.
- 4.3.2** Where an objection to a notice is made, the notice remains in force, until complied with or until the recipient is notified that the notice is cancelled or changed following the Council's consideration of the objection, whichever is earlier.
- 4.3.3** The Council may, on considering the objection, confirm or cancel or change the original requirements of the notice issued by the Council officer.

4.4 Offences

- 4.4.1** Everyone commits an offence against this bylaw who:
- a. Does, or causes to be done, or permits or suffers to be done, or is concerned in doing, anything whatsoever contrary to or otherwise than as provided by this bylaw; or

- b. Omits, or neglects to do, or permits, or suffers to remain undone, anything which according to the true intent and meaning of this Bylaw, ought to be done at the time and in the manner therein provided; or
- c. Refuses or neglects to comply with any notice duly given under this Bylaw; or
- d. Obstructs or hinders any officer of the Council in the performance of any duty to be discharged by such officer under or in the exercise of any power, conferred by this Bylaw.

Schedule 1

Bylaws revoked and amended

From 1 July 2008 the following parts of the Wellington Consolidated Bylaw 1991 are revoked:

- Part 9 Commercial Pools and Saunas
- Part 22 Food Premises

From 1 July 2008, the following part of the Wellington Consolidated Bylaw is amended:

- Part 16 Reserves and Swimming Pools
- Title is amended to Part 16 - (Reserves)
- Clauses 16.1 (clauses related to swimming pools only) 16.9, 16.10, 16.11, 16.12, 16.13, 16.14 and 16.15 are revoked

THE WASTE BYLAW REVIEW: THE APPROPRIATENESS OF A BYLAW IN RESPONSE TO WASTE MANAGEMENT & MINIMISATION ISSUES.

Purpose

1. This report provides background information on waste management and minimisation issues within Wellington City. It presents the case to:
 - I) Support the review of Part 9 of the existing Consolidated Bylaw 2008 relevant to Waste Management; and
 - II) To update the existing bylaw for the purposes of promoting effective and efficient waste management and minimisation.
2. It is noted that this paper is intended to be read in conjunction with the attached Waste Bylaw Review Background Information and Issues Report.

Summary

3. Part 9 of the Consolidated Bylaw 2008 for Waste Management (hereafter referred to as the Bylaw) is currently due for review. If the Bylaw is not reviewed within a two-year period, the existing waste bylaw will be revoked on 19 December 2020.
4. The legal requirement to review the Bylaw is timely, as several existing bylaw provisions and associated terms and conditions are in need of an immediate update, including provisions pertaining to waste and divertible material collection times on high traffic roads; and the current lack of terms and conditions applicable to waste management storage and servicing areas in multi-unit dwellings.
5. Another area of the Bylaw requiring an immediate update is the extent to which it promotes waste minimisation.
6. In the Wellington Region Waste Management and Minimisation Plan (2017-2023) (WMMP), the Council made a commitment to work collaboratively with the other seven territorial authorities of the region, in order to investigate and if feasible develop, implement and oversee monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws. For this reason, the bylaw review process will take into account a range of local and regional-level waste issues.
7. In October 2018, a preliminary waste bylaw background report was provided to councillors. The preliminary report considered the following issues:
 - The potential for inefficient & ineffective waste management operations;
 - The risk of inappropriate and unsafe management of the collection, transport and disposal of dangerous, hazardous and/or infectious waste;
 - Waste storage and collection activities that have the potential to create public nuisance issues and adverse impacts on amenity;
 - The inefficient and inappropriate waste management storage and servicing associated with multi-unit dwellings;
 - The high quantity of waste sent to landfills;

-
- The lack of construction and demolition waste management and minimisation;
 - Littering, waste and public nuisance caused by the delivery of unaddressed mail (otherwise commonly referred to as junk mail);
 - The lack of event waste management and minimisation on Council owned, administered or managed land; and
 - The limited availability of regional-level waste data.
8. On 16th October, a suite of waste-related bylaw issues and options were subsequently workshopped with Councillors. The primary focus of the workshop was to discuss the variety of waste minimisation issues and options potentially relevant to the Wellington Region. This purpose of this workshop was to establish where there may be scope to develop regional-level consistency across territorial authority bylaw provisions.
 9. Amongst the matters considered during the workshop, the importance of community education, information, and guidance was highlighted in relation to the waste issues considered.
 10. The waste bylaw background report has subsequently been updated to highlight the relevance of non-regulatory action regarding each waste issue discussed (as detailed in Appendix 1). Yet notwithstanding the significance of non-regulatory action, regulatory controls are recognised to have an important role in ensuring the identified waste issues are adequately addressed.
 11. A waste management bylaw is considered necessary for the achievement of effective and efficient waste management, for the protection of human health and safety, and for the promotion of waste minimisation.
 12. If the Council is to promote efficient and effective waste management and minimisation and achieve the objectives of the WMMP, it needs to be able to regulate both waste and recycling service users and operators, as well as the deposit, collection, transport and disposal of waste and recycling.
 13. Without a bylaw, the Council will be unable to safeguard waste and recycling service standards for residents over the next 10 years and have a limited ability to influence waste stream content.
 14. Over the coming months, possible waste bylaw provision options will be workshopped with other territorial authorities around the Wellington Region. These workshops will reveal the potential for cross-council bylaw consistency, and enable staff to determine the most appropriate form of bylaw for further Council consideration.
 15. Following input from each of the eight territorial authorities in the Wellington Region, draft bylaw provisions will be developed. Draft bylaw provisions will be circulated for Council consideration in late 2019.

Recommendation/s

That the City Strategy Committee:

1. Receive this information.
2. Note that Part 9 of the Consolidated Bylaw 2008: Waste Management was due for review on 19 December 2018. If it is not reviewed within a two-year period, the existing waste bylaw will be revoked on 19 December 2020.
3. Note the Waste Management and Minimisation Plan, adopted by the Council in August 2017, specifies that the eight councils agree to investigate and if feasible develop, implement and oversee monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws.
4. Note that this paper should be read in conjunction with the *Waste Bylaw Review Background Information and Issues Report October 2018* (Attachment One).
5. Note a bylaw is the appropriate mechanism for addressing and managing a range of waste management and minimisation issues within Wellington City.
6. Agree to support the drafting a revised waste management and minimisation bylaw.
7. Agree the following waste management and minimisation issues are to be addressed in the updated waste bylaw:
 - a) The potential for inefficient & ineffective waste management operations;
 - b) The potential for inappropriate and unsafe management of the collection, transport and disposal of dangerous, hazardous and/or infectious waste;
 - c) Waste storage and collection activities that have the potential to create public nuisance issues and adverse impacts on amenity;
 - d) Responding to inefficient and inappropriate waste management storage and servicing associated with multi-unit dwellings;
 - e) The high quantity of waste sent to landfills;
 - f) Lack of construction and demolition waste management and minimisation;
 - g) Littering, waste and public nuisance caused by the delivery of unaddressed mail (commonly referred to as junk mail);
 - h) Limited regional waste data;
 - i) Lack of event waste management and minimisation on Council owned, administered or managed land.
8. Note discussions with the seven other territorial authorities in the Wellington Region will be undertaken in early 2019.
9. Note officers will come back to Council with a draft revised waste bylaw late 2019.

Background

16. In August 2017, the Council adopted the Wellington Region Waste Management and Minimisation Plan (2017-2023) (WMMP). This regional-level plan was collaboratively developed and subsequently adopted by the eight territorial authorities of the

Wellington Region. This Plan identifies the council methods for achieving effective and efficient waste management and minimisation within the respective city/districts.

17. Within the WMMP the eight councils agreed to investigate and if feasible develop, implement and oversee monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws. In addition, the Council made a local commitment to “ensure systems and resources are available for implementing, monitoring and enforcing the Wellington Consolidated Bylaw Part 9: Waste Management, the future Regional Waste Bylaw and any other waste-related bylaws, e.g. the Collection and Transportation of Waste and Wellington Trade Waste Bylaws” (Action R.1).
18. Consistent with these bylaw-related WMMP actions, the Council also has a legal obligation to review Part 9 of the existing Bylaw every 10 years. This Bylaw became due for review on 19 December 2018.
19. The legal requirement to review the existing Bylaw is timely, as several existing Bylaw provisions and associated terms and conditions are in need of an immediate update, including provisions pertaining to waste and divertible material collection times on high traffic roads; and the current lack of terms and conditions applicable to waste management storage and servicing areas in multi-unit dwellings.
20. Another area of the existing Bylaw requiring an immediate update is the extent to which it promotes waste minimisation. Currently the purpose of the existing Bylaw includes assisting with the implementation of the Waste Minimisation Act (2008).
21. The primary purpose of the Waste Minimisation Act is to encourage waste minimisation and a decrease in waste disposal in order to:
 - (1) Protect the environment from harm, and
 - (2) Provide environmental, social, economic, and cultural benefits.
22. Currently the provisions of the Bylaw do not encourage waste minimisation and a decrease in waste disposal in order to provide environmental, social and economic benefits.

Discussion

23. The first step in the bylaw review process, involves the Council determining whether a bylaw is the most appropriate way of addressing the perceived issue or problem.
24. The attached report sets out the factors relevant to making this determination with respect to waste management and minimisation issues within Wellington City.
25. In summary, these issues include:
 - a) **The potential for inefficient & ineffective waste management operations** (i.e. There is a need to ensure efficiency and effectiveness by managing the type, use and placement of kerbside containers for collection; controlling collection times; service routes; regulating the types of waste and diverted material placed in kerbside collection containers and levels of recycling contamination; addressing littering and the inappropriate deposit of waste, the reliability of service provision, and the appropriate disposal of material at, and use of the Southern Landfill).
 - b) **The potential for inappropriate and unsafe management of the collection, transport and disposal of dangerous, hazardous and/or infectious waste.**
 - c) **Waste storage and collection activities that have the potential to create public nuisance issues and adverse impacts on amenity** (i.e. current issues include the siting of wheelie bins in a manner that impedes footpath access; the

mass deposit or piling of rubbish and recycling on the kerbside and outside of multi-unit dwellings; inappropriate waste disposal in public places; noise associated with collections; and traffic congestion issues resulting from waste servicing on select streets within peak hour traffic).

- d) **Responding to inefficient and inappropriate waste management storage and servicing associated with multi-unit dwellings.**
 - e) **The high quantity of waste sent to landfills.**
 - f) **The lack of construction and demolition waste management and minimisation.**
 - g) **Littering, waste and public nuisance caused by the delivery of unaddressed mail** (otherwise commonly referred to as junk mail).
 - h) **Limited regional-level waste data.**
 - i) **Lack of event waste management and minimisation on Council owned, administered or managed land.**
26. While non-regulatory guidance (e.g. community education, guidelines and the provision of information) and appropriate operational practices will also be necessary to address the issues above, bylaw regulation is necessary as a means to establish minimum baseline waste management and minimisation standards applicable to waste service users and service providers.
27. If the Council is to promote efficient and effective waste management and minimisation and achieve the objectives of the WMMP, it needs to be able to regulate both waste and recycling service users and operators, and regulate the deposit, collection, transport and disposal of waste and recycling.
28. The attached report considers the issues identified above relative to their local and regional significance. This report concludes that a bylaw is the most appropriate regulatory response to a number of waste management and minimisation issues within the City.
29. Recognising the regional significance of waste management and minimisation issues is important given the commitment the Council has made to work regionally with other territorial authorities to address waste minimisation issues and to establish the scope to develop regionally consistent bylaw provisions.
30. In order to establish the potential for regional-level cross-council bylaw consistency in addressing these issues, a suite of territorial authority workshops is proposed within the Wellington Region. These workshops will discuss a number of bylaw mechanism options available to Councils, and consider potential scope and nature of the revised bylaw provisions.
31. Feedback from these workshops will inform the drafting of the revised waste bylaw, identifying areas where there is scope to develop regionally consistent bylaw provisions for the promotion of waste minimisation.
32. A waste management bylaw is considered necessary for the achievement of effective and efficient waste management, for the protection of human health and safety, and for the promotion of waste minimisation.
33. The Council has a limited number of tools available to manage and address these issues. As detailed within the attached report, non-regulatory action in the form of


community education, together with the provision of best practice information and guidelines, has the potential to support the implementation of and promote the effectiveness of bylaw standards. However alone, non-regulatory action will be limited in its ability to address the waste management and minimisation issues in question.

34. A bylaw enables the Council to set up and manage a consistent operating environment that focuses our efforts on these goals. Without a bylaw, the Council will have a reduced ability to influence waste stream content, and will be unable to safeguard waste and recycling service standards for residents.
35. Collaborative working with other councils will also enable the Council to support a regionally consistent approach towards the promotion of waste minimisation and advance consistent regulation across the region.

Next Actions

36. This report reviews a range of waste management and minimisation issues relevant to Wellington City. In summary, it concludes that a bylaw is necessary in response to a number of waste management and minimisation issues within the City.
37. Given that it has been established that bylaw controls are the most appropriate means to address a select range of waste management and minimisation issues, bylaw drafting will soon commence.
38. Over the coming months, possible bylaw provision options in response to these waste management and minimisation issues will be workshopped with territorial authorities in the region. These workshops will reveal the potential for cross-council bylaw consistency, and enable staff to determine the most appropriate form of bylaw for further Council consideration.
39. Following input from each of the eight territorial authorities in the Wellington Region, draft bylaw provisions will be developed. Draft bylaw provisions will be circulated for Council consideration in mid to late 2019.

Attachments

Attachment 1. Waste Bylaw Review: Background Information and Issues Page 139
Report [↓](#) 

Author	Emma Richardson, Regional WMMP Planner
Authoriser	Mike Mendonca, Chief Resilience Officer David Chick, Chief City Planner

SUPPORTING INFORMATION

Engagement and Consultation

The review of the WCC Waste Management Bylaw is occurring in conjunction with other territorial authority waste bylaw reviews around the Region. As part of the development of the Wellington Region Waste Management and Minimisation Plan in 2017, the eight councils publicly consulted on their proposal to investigate, and if feasible develop, implement and oversee the monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws. Once a revised waste bylaw has been drafted, further stakeholder and community consultation will be undertaken.

The eight Councils of the Wellington Region are also currently working together to advance the implementation of the National Waste Data Framework. As part of this work, the Councils recently engaged with 28 representative waste industry stakeholders undertaking a series of semi-structured one-to-one interviews. The matter of waste operator and facility licensing was considered during these discussions. In summary, this engagement exercise illustrated that waste facility and waste operator licensing was generally seen by the larger operators as a way of ensuring everyone participates in sharing data and operates under the same rules.

Treaty of Waitangi considerations

This report is not inconsistent with the principles of the Treaty of Waitangi. Further consideration to the Treaty of Waitangi will occur upon drafting the revised draft waste management and minimisation bylaw.

Financial implications

This report identifies the range of waste management and minimisation issues warranting consideration of a bylaw response. With respect to any subsequent waste minimisation bylaw measures proposed by the Council, any significant reduction in waste disposed of into the Southern Landfill would reduce landfill-based revenue for the Council. However, any regionally consistent waste minimisation bylaw provisions would be applied equitably across the Wellington Region and therefore likely maintain a level operational market situation for Wellington City Council, Hutt City Council and Porirua City Council as landfill owning councils.

1. Furthermore, it is also relevant to note that if waste minimisation were to result in a decrease in landfill tonnage, and if the region's economic growth rate continues, decreases in waste tonnages as a result of bylaw measures could be offset by the increase in tonnages associated with economic growth.

2.

With respect to ensuring efficient and effective waste management operations, 2017 tonnage data suggests that 1215 tonnes of waste is being illegally deposited/dumped on the kerbside within the Central Business District every year. This results in an estimated loss in landfill revenue for Wellington City Council of approximately \$148,000 per annum.

Policy and legislative implications

In addition to the LGA and the WMA discussed in this report, the following legislation is also relevant to the waste management and minimisation issues discussed:

- *The Resource Management Act (1991):*

The Resource Management Act (RMA) 1991 stipulates that territorial authorities have the obligation to control the actual or potential effects on the use of land. This includes the need to have regard to maintenance and enhancement of the quality of the environment, and the need to maintain amenity values when giving effect to the purpose of the Act. Although the RMA does not define waste, the RMA enables the Council to regulate the impacts of land use activities that have the potential to have adverse effects on the environment, which includes impacts on amenity.

- *The Litter Act (1979):*

Under the Litter Act 1979 it is an offence for any person to deposit litter of any kind in a public place, or onto private land without the approval of the owner. The Litter Act is enforced by territorial authorities, who have the responsibility to monitor litter dumping, act on complaints, and deal with those responsible for litter dumping. Councils reserve the right to prosecute offenders via fines and infringement notices administered by a litter control warden or officer. The maximum fines for

littering are \$7,500 for a person and \$30,000 for a corporation. Council powers under the Litter Act could be used to help address the illegal dumping issues recognised within the Wellington Region WMMP (2017-2023).

- *Health Act (1956):*

Subject to the provisions of this Act, it shall be the duty of every local authority to improve, promote, and protect public health within its district, and for that purpose every local authority is hereby empowered and directed (see s23) —

- (b) to cause inspection of its district to be regularly made for the purpose of ascertaining if any nuisances, or any conditions likely to be injurious to health or offensive, exist in the district:
- (c) if satisfied that any nuisance, or any condition likely to be injurious to health or offensive, exists in the district, to cause all proper steps to be taken to secure the abatement of the nuisance or the removal of the condition:
- (e) to make bylaws under and for the purposes of this Act or any other Act authorising the making of bylaws for the protection of public health:
- (f) to furnish from time to time to the medical officer of health such reports as to diseases, drinking water, and sanitary conditions within its district as the Director-General or the medical officer of health may require.

Risks / legal

There are no risks, legal or otherwise, associated with this report.

Climate Change impact and considerations

There are no direct climate change implications associated with this report. However, regulating waste minimisation through bylaw provisions may have the ability to reduce the discharge of green house gas emissions associated with disposal of waste to landfill.

Communications Plan

No communications plan is proposed at this stage, however this will be reviewed following the drafting of the revised bylaw.

Health and Safety Impact considered

There are no health and safety implications associated with the content of this report. However, waste bylaw provisions have the ability to promote the health and safety of waste and recycling service operators.

Appendix 1

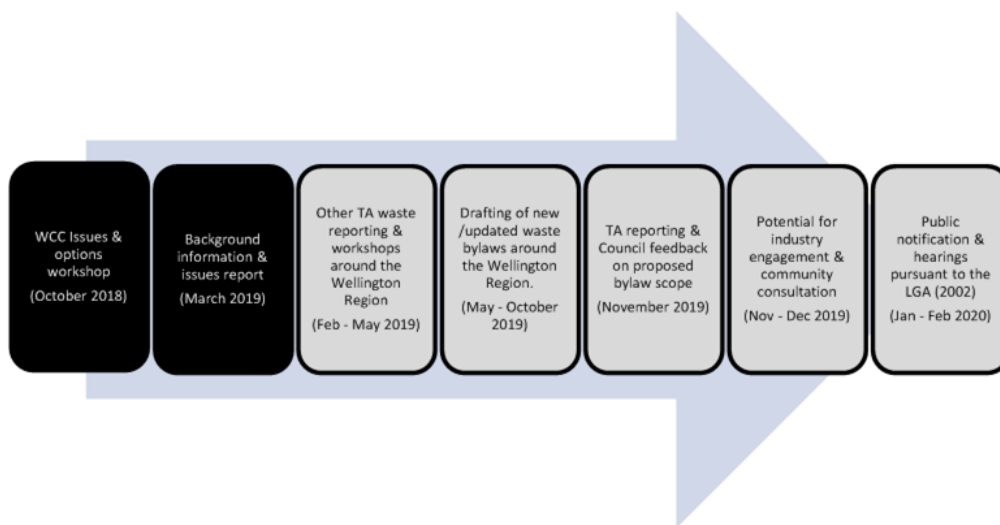
Waste Bylaw Review

Background Information and Issues Report

February 2019

1. Purpose of this report

This report presents a summary of local and regional waste management and minimisation issues that need to be considered for the purposes of informing the Council's waste bylaw review. It also reviews the effectiveness of Part 9 of the existing Wellington City Council Consolidated Bylaw 2008 (Waste Management) (the Bylaw) in addressing these issues.



2. Executive Summary

In August 2017, the Council adopted the Wellington Region Waste Management and Minimisation Plan (2017-2023) (WMMP). This regional-level plan was collaboratively developed, and subsequently adopted, by the eight territorial authorities of the Wellington Region. This Plan identifies the council methods for achieving effective and efficient waste management and minimisation within the respective city/districts.

Within the WMMP the eight councils agreed to investigate and if feasible develop, implement and oversee monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws. In addition, the Council made a local commitment to "ensure systems and resources are available for implementing, monitoring and enforcing the Wellington Consolidated Bylaw Part 9: Waste Management, the future Regional Waste Bylaw and any other waste-related bylaws, e.g. the Collection and Transportation of Waste and Wellington Trade Waste Bylaws" (Action R.1).

Consistent with these bylaw-related WMMP actions, the Council also has a legal obligation to review Part 9 of the existing Bylaw every 10 years. This Bylaw is due for review in December 2018.

The legal requirement to review the existing Bylaw is timely, as several existing Bylaw provisions and associated terms and conditions are in need of an immediate update, including provisions pertaining to waste and divertible material collection times on high

WCC Waste Bylaw Review Issues

traffic roads; and the current lack of terms and conditions applicable to waste management storage and servicing areas in multi-unit dwellings.

Another area of the existing Bylaw requiring an immediate update is the extent to which it promotes waste minimisation. Currently the purpose of the existing Bylaw includes assisting with the implementation of the Waste Minimisation Act (2008). The primary purpose of the Waste Minimisation Act is to encourage waste minimisation and a decrease in waste disposal in order to: (1) Protect the environment from harm, and (2) Provide environmental, social, economic, and cultural benefits. Currently the Bylaw does not encourage waste minimisation and a decrease in waste disposal in order to provide environmental, social and economic benefits.

The first step in the bylaw review process, involves the Council determining whether a bylaw is the most appropriate way of addressing the perceived issue or problem. This report sets out the factors relevant to making this determination with respect to waste management and minimisation issues within Wellington City. These issues include:

- **The potential for inefficient & ineffective waste management operations** (i.e. There is a need to ensure efficiency and effectiveness by managing the type, use and placement of kerbside containers for collection; controlling collection times; service routes; regulating the types of waste and diverted material placed in kerbside collection containers and levels of recycling contamination; addressing littering and the inappropriate deposit of waste, the reliability of service provision, and the appropriate disposal of material at, and use of the Southern Landfill).
- **The potential for inappropriate and unsafe management of the collection, transport and disposal of dangerous, hazardous and/or infectious waste.**
- **Waste storage and collection activities that have the potential to create public nuisance issues and adverse impacts on amenity** (i.e. current issues include the siting of wheelie bins in a manner that impedes footpath access; the mass deposit or piling of rubbish and recycling on the kerbside and outside of multi-unit dwellings; inappropriate waste disposal in public places; noise associated with collections; and traffic congestion issues resulting from waste servicing on select streets within peak hour traffic.
- **Responding to inefficient and inappropriate waste management storage and servicing associated with multi-unit dwellings.**
- **The high quantity of waste sent to landfills.**
- **The lack of construction and demolition waste management and minimisation.**
- **Littering, waste and public nuisance caused by the delivery of unaddressed mail (otherwise commonly referred to as junk mail).**
- **Limited regional-level waste data.**
- **Lack of event waste management and minimisation on Council owned, administered or managed land.**

This report considers the issues identified above relative to their local and regional significance. Recognising the regional significance of waste management and minimisation issues is important given the commitment the Council has made to work regionally with other territorial authorities to establish appropriate regionally consistent bylaw provisions. As such, the following report initially considers issues specific to Wellington City, and then considers waste management and minimisation issues relevant to the broader Wellington Region. The report concludes that a bylaw is the most appropriate regulatory response to a number of waste management and minimisation issues within the City.

While non-regulatory guidance (e.g. community education, guidelines and the provision of information) and appropriate operational practices will also be necessary to address the issues discussed within this report, bylaw regulation is necessary as a means to establish

WCC Waste Bylaw Review Issues

the baseline waste management and minimisation standards applicable to waste service users and service providers. Together, regulatory standards, non-regulatory action and operational practice will support the delivery of effective and efficient waste management and minimisation (as depicted in Diagram 1).

Diagram 1: The core components of effective and efficient waste management and minimisation.



In order to establish the potential for regional-level cross-council bylaw consistency in addressing these issues, a series of council workshops is proposed within the region. These workshops will discuss a number of bylaw mechanism options available to Councils, and consider potential scope and nature of the revised bylaw provisions. Feedback from these workshops will subsequently inform the drafting of the revised waste bylaw.

3. Background – How waste is currently managed

3.1 Legislative Context

Collectively the LGA, the WMA, the Litter Act (1979), the Resource Management Act (1991), and the Health Act (1956), provide a legislative framework for waste management and minimisation in New Zealand. These Acts provide legislative direction to support the implementation of the New Zealand Waste Strategy (2010).

The LGA and the WMA are the primary pieces of legislation relevant to this Bylaw review. Underpinning this, the WMA (s42) stipulates that territorial authorities have an obligation to encourage effective and efficient waste management and minimisation within their district. The LGA further specifies that territorial authorities are required to have particular regard to the contribution that solid waste collection & disposal makes to its communities as a core service (s11A, LGA). As the WMA exists independently of the LGA, territorial authorities are obliged to give effect to both pieces of legislation.

Territorial authorities have the ability to make bylaws in accordance with the WMA and LGA in order to:

- Prohibit or regulate the deposit of waste (WMA s56(1)(a)).
- Regulate the collection and transportation of waste (WMA s56(1)(b)).
- Prohibit the removal of waste intended for recycling from receptacles (WMA s56(1)(f)).
- Protect the public from nuisance (LGA s145(a))

WCC Waste Bylaw Review Issues

- Protect, promote and maintain public health and safety (LGA s145(b)); and
- Regulate waste management, solid waste, and trade waste¹ (LGA s146(a)(ii, iii, iv)).

3.2 The Wellington Solid Waste Bylaw

On the 18 December 2008 the Council gave effect to the existing Bylaw. This Bylaw is made pursuant to sections 145 and 146 of the LGA, section 56 of the WMA, section 12 of the Litter Act 1979, and section 64 of the Health Act 1956. The purpose of this bylaw is to:

- a) Contribute to safe, effective and efficient waste management in the district, and, where appropriate, beyond the district.
- b) Protect the health and safety of the public, employees and contractors.
- c) Assist with the implementation of the WMA, the goals of the (previous) New Zealand Waste Strategy 2002, and the Councils (previous) Solid Waste Management Plan 2003 and Liquid Waste Management Plan 2005, and any subsequent waste minimisation activities.

It seeks to achieve this purpose by regulating:

- Collection service for waste and diverted material including from individual properties and where collection services are offered by commercial providers.
- The types of waste that may be disposed of.
- The prevention of nuisance in relation to waste collection, and litter and recycling bins provided by the Council in public places.
- The rules and conditions for use of the Southern Landfill which provides for the disposal of waste to ground, the temporary collection and storage of divertible material, the temporary holding of hazardous substances and hazardous waste, and information services.

The Bylaw applies to municipal waste and diverted material that is disposed of or collected within the district, transported through or within the district, and/or disposed at a waste handling facility sited within the district. For clarity, this Bylaw does not regulate trade waste, which refers to liquid waste discharged from a trade premises into the wastewater system (e.g. sewer, pumping station, storage tank etc.).

In summary, the Bylaw provisions apply to all waste and recycling service users, and specify controls relevant to all people using commercial collection systems for waste or divertible material. These controls prohibit the disposal of residential waste and other forms of material in a public place; set rules to protect against the interference with collection services; and sets controls relevant to any person entering the Southern Landfill to dispose of waste.

The Bylaw provisions are supported by a set of terms and conditions adopted by Council resolution (29 June 2016), which further regulate collection services and landfill use. The terms and conditions primarily control the disposal of hazardous and/or dangerous substances specify the need for the correct separation of waste and/or divertible materials, detail the nature of approved containers, and specify kerbside container siting requirements. The terms and conditions also specify rules relating to the collection times relevant to kerbside collection services.

¹ The LGA 2002 does not define any of these waste types.

3.3 Bylaws

The Council has an obligation to review its bylaws made under the Local Government Act (LGA) initially every 5 years, and then subsequently at least every 10 years. The Waste Minimisation Act (WMA) further specifies that territorial authorities have an obligation to review bylaws made in accordance within the WMA, at least every 10 years. The Council's existing Bylaw (see Appendix 1) is due for review in December 2018. If this Bylaw has not subsequently been reviewed by 19 December 2020, it will be automatically revoked.

Before a local authority makes a bylaw, a council must determine whether a bylaw is the most appropriate way of addressing the perceived issue or problem. This report sets out the factors relevant to making this determination with respect to waste management and minimisation issues within Wellington City.

3.4 The Wellington Region Waste Management and Minimisation Plan

In August 2017, the Council adopted the WMMP. This regional-level plan was collaboratively developed and adopted by the eight territorial authorities of the Wellington Region. This plan outlines the Council's strategy for achieving effective and efficient waste management and minimisation within the City, and the region more broadly.

Together, the eight councils of the Wellington Region agreed to the primary regional WMMP target, to reduce the total quantity of waste sent to Class 1 Landfills from 600 kgs (per person/per annum) to 400 kgs (per person/per annum) by 2026. The Plan outlines how the Councils of the region intend to work together towards this goal, and identifies a range of local and regional methods proposed for achieving effective and efficient waste minimisation.

In conjunction with the other seven territorial authorities in the region, the Council have committed to investigate, and if feasible develop, implement and oversee the monitoring and enforcement of a new regional bylaw, or a suite of regionally consistent bylaws for waste management and minimisation. As signalled within the WMMP, this work reflects the Council's intent to work with other territorial authorities within the region in an effort to collaboratively advance solutions to waste management issues.

In addition to this regional-level bylaw commitment, the Council has made a local commitment to "ensure systems and resources are available for implementing, monitoring and enforcing the Wellington Consolidated Bylaw Part 9: Waste Management, the future Regional Waste Bylaw and any other waste-related bylaws, e.g. The Collection and Transportation of Waste and Wellington Trade Waste Bylaws" (Action R.1).

4. The Waste Management Context

4.1 Waste Management in Wellington City

Waste management services within Wellington City are currently facilitated through a combination of Council funded waste and recycling, and independent private sector services. Six private sector kerbside waste service providers are understood to be operating in the City.

The Council currently operates City wide user pays waste, and Council funded recycling service delivery, but contracts out service delivery to the private sector. Separate waste service contracts have been established for the inner city and suburban area. Diagram 2 provides an overview of the level of waste and recycling service provision associated with these contracts.

Diagram 2: WCC Waste Service Provision Overview

WCC Inner City Waste Services	WCC Suburban Area Waste Services
<ul style="list-style-type: none"> Waste: User pays rubbish bags, kerbside service, serviced daily. Recurrent street cleaning service for other waste/litter. Recycling - Plastics, tin/ cans, paper and glass serviced weekly. Waste, recycling and street cleaning service provision is contracted to Downer Group (and subcontracted to Civic Contracting). 	<ul style="list-style-type: none"> Waste: User pays rubbish bags, kerbside service, serviced weekly. Recycling - <ul style="list-style-type: none"> Plastics, tin/cans, and paper, serviced fortnightly. Glass, serviced fortnightly (alternate). Waste and recycling services are contracted to EnviroWaste Services Ltd.

Within the suburban area the Council provides a weekly, user pays, waste collection service to residents that is funded through the sale of yellow rubbish bags. The delivery of this service is contracted out to EnviroWaste Services Ltd. The Council also provides a kerbside recycling service for residents. This is a two-stream recycling service, comprising of (1) paper & cardboard, metal and plastics, and (2) glass collection on an (alternate) fortnightly basis. This service is also contracted to EnviroWaste Services Ltd, but is funded primarily by the revenue generated from operations at the Southern Landfill.

Within the inner city area, the Council funded waste and recycling collection and street cleaning services are contracted out to Downer Group then subsequently subcontracted out to Civic Contracting. Inner city service provision includes daily user pays (via bag sale) kerbside waste servicing for residents and businesses, and the provision of a weekly kerbside recycling service.

In addition to this, the Council provide a nightly street cleaning collection service within the inner city area. Service delivery is also currently subcontracted out to Civic Contracting.

4.2 Waste Composition and Trends

Over time waste is more closely linked with real GDP than any other factor. In New Zealand, our GDP has increased by an average of 2.9% per year from between 2008 and 2017. In addition to increases in waste associated with GDP growth, in the Wellington Region the population is estimated to have increased by an average rate of 0.9% (per year) between 2008 and 2017. More specifically, in Wellington City the population is estimated to have increased a total of 11.5% between 2008 and 2017. As such, the link between GDP growth and increased waste to landfill, and increased population growth will likely be resulting in increasing amounts of waste being sent to landfill.

In terms of waste to landfill trends, data suggests that the Wellington City is estimated to be sending 507 kg of waste (per person) to Class 1 landfill (per year). This rate is lower than the regional average of 608 kg of waste (per person) sent to Class 1 landfill (per year)². Within the Wellington Region however, city and district level waste to landfill data has the potential to be misleading due to the cross boundary movement of waste (e.g. waste from

² Calculated using the most recent available district level data for the Wellington Region, listed in Table 33 of Wellington Region Waste Assessment 2016.

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Wellington City may be sent either Silverstream Landfill in the Hutt Valley, or Spicer Landfill in Porirua City). This means that Wellington City's waste estimates may not reflect the actual amount of waste generated in the city area. For this reason, the regional waste to landfill average of 608 kg (per annum/per person) is likely to be a more accurate reflection of waste generation within Wellington City.

See diagram 3 for an overview of the activity source of waste to municipal (Class 1) landfills in the Wellington Region. See table 1 for a snapshot of the estimated amounts of waste (per capita) sent to landfill in New Zealand.

Diagram 3: Activity source of waste to Class 1 landfills in the Wellington Region

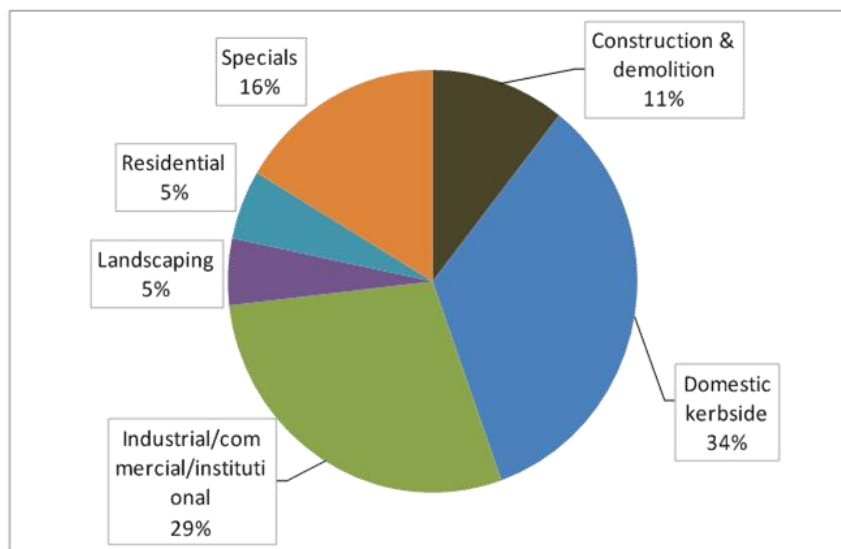


Table 1: Waste to Landfill in New Zealand

Overall waste to landfill (excluding cleanfill and cover materials)	Kilograms per capita/ per annum
Gisborne District 2010	305
Waimakariri District 2012	311
Westland District 2011	331
Carterton/Masterton/South Wairarapa Districts 2015	352
Ashburton District 2014-15	366
Tauranga and WBoP District 2010	452
Napier/Hastings 2012	483
Southland region 2011	500
Wellington City & Porirua City 2015	507

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Overall waste to landfill (excluding cleanfill and cover materials)	Kilograms per capita/ per annum
Christchurch City 2012	524
Taupo District 2013	528
Kāpiti Coast District 2015	584
Wellington region 2015	608
New Plymouth District 2010	664
Hamilton City	668
Queenstown Lakes District 2012	735
Rotorua District 2009	736
Auckland region 2012	800
Upper Hutt City & Hutt City 2015	874

Source: The Wellington Region Waste Assessment 2016, p.70.

Note – Within the table above, the districts with the lowest per capita waste generation tend to be rural areas or urban areas with relatively low levels of manufacturing activity. The areas with the highest per capita waste generation are those with significant primary manufacturing activity, major industrial work projects or with large numbers of tourists.

Wellington City is also recycling an estimated 58 kg (per person per annum), which is slightly more than the regional average of 53 kg (per person/per annum), but significantly less than the estimated average national recycling rate of 77 kg (per person/per annum). For clarity, the average national recycling rate is indicative only, and has been calculated using district/city level data for the 13 districts outside the Wellington Region (including Auckland) (Table 36 of the Wellington Region Waste Assessment 2016, p.74).

See table 2 for a snapshot of recycling rates in the Wellington Region.

Table 2: Per Capita Kerbside Recycling (Kg/Capita/Annum) – By Area for the Wellington Region

Kerbside recycling - includes council and private collections - kg/capita/per annum	2010/11	2011/12	2012/13	2013/14	2014/15
Carterton (1)	34	53	58	60	57
Hutt	53	52	52	50	50
Kāpiti Coast	67	67	67	64	64
Masterton	50	55	51	52	52
Porirua	58	54	52	51	46
South Wairarapa (1)	14	92	95	93	92
Upper Hutt	44	43	28	22	22
Wellington	61	65	59	60	58
WELLINGTON REGION	56	59	55	54	53

Source: The Wellington Region Waste Assessment 2016, p. 75.

Note: (1) Includes transfer station drop-off tonnages.

The waste stream entering the Southern Landfill comprises (by weight) of approximately 29.2% potentially hazardous material, 22.8% putrescibles (referring to plant based material and other bio-degradable material such as food waste), 13.4% construction & demolition waste (timber & rubble), 12.2% paper & cardboard, and 9.4% plastics³. The remaining 13% of the waste stream is made up of nappies and sanitary waste (4.1%), glass (3.3%), textiles (3%), metals (2.4%), and rubber (0.2%).

In 2016 it was estimated that 40% of households within the Wellington City used the Council's user pays kerbside rubbish service. It was also estimated that of the total kerbside waste collected in Wellington (by weight), 24% is collected by Council contractors. Said differently, within the Wellington City the majority of kerbside waste (76%) is currently collected by private sector operators. These waste estimates have been calculated by measuring the individual council's share (by weight) of the domestic kerbside market. This is done by converting the number of refuse bags sold by the Council each year into a tonnage. This tonnage (based on a known average bag weight of 6.25 kg) is then used to calculate the Council's market share of the domestic kerbside refuse market for the year. It is emphasised that these are high level estimates⁴.

5. The Local Impact of Regulating Waste Management in the City

5.1 Ensuring efficient & effective waste management operations

Both waste service user, and operator actions have the potential to impact the efficiency and effectiveness of waste management operations. These actions include: the use and placement of kerbside containers for collection; collection times; service routes; the types of waste and diverted material placed in kerbside collection containers; levels of recycling contamination; littering and the inappropriate deposit of waste, the reliability of service provision, and the appropriate disposal of material at the Southern Landfill.

Within Wellington City, the existing Bylaw, together with the associated bylaw terms and conditions, regulate city-wide waste management operations to help maximise waste management effectiveness and minimise operational inefficiency. Current Bylaw provisions relating to waste service collection times, recycling stream content and disposal conditions and standards nevertheless need to be updated in order to improve the efficiency and effectiveness of the waste management system.

Without regulatory controls applicable to waste service users and commercial operators, waste management operations have the potential to generate a range of adverse public nuisance, health and safety, and environmental impacts. Regulatory controls are also necessary as they set clear and transparent kerbside waste and recycling collection standards applicable to Council contracted waste and recycling service operators.

The use of education strategies and programmes exists as the other option available to the Council to manage these issues. Community education promoting the correct use of kerbside collection systems will be essential if a collection service is to run effectively and efficiently. However, despite education being an effective tool for promoting behaviour change, it does not provide a satisfactory solution for a small percentage of the population who knowingly breach kerbside collection rules. Furthermore, education and advice will not, alone, be sufficient in managing commercial waste collectors who will largely be driven by cost considerations.

³ Based on an audit of the Southern Landfill undertaken in June 2009, as prepared by Waste Not consulting.

⁴ See the Wellington Region Waste Assessment (2016, p. 77) for further information.

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

As recognised in the NZ Waste Strategy (2010) efficiency in waste management is also recognised to extend beyond the consideration of operational efficiency and also includes the efficiency of resource use to reduce the impact on the environment and human health, and to capitalise on economic benefits. These aspects of efficiency are encompassed within the issues discussed in the remainder of this report.

5.2 Managing dangerous, hazardous and/or infectious waste:

The existing Bylaw allows the Council to control the deposit of waste in an approved kerbside container in a public place, as well as the types of waste deposited within the Southern Landfill. With respect to kerbside operations, the Bylaw stipulates that no one can put a hazardous substance into a container for collection, including:

- Explosive or any highly flammable material
- Radioactive material, asbestos or paint
- Trade refuse, offal, dead animals or infectious matter
- Any waste removed from any part of a drainage or sewerage system
- Hot ashes, and
- Unwrapped sharp objectives.

Notwithstanding the existing Bylaw, the disposal of hazardous waste within kerbside containers and into the Southern Landfill remains a waste management issue requiring attention. As national regulation, standards and codes of practice pertaining to hazardous waste management continue to evolve, it will be important the Council can respond and address related issues in accordance with bylaw provisions and conditions.

Regulating the disposal of dangerous, hazardous and infectious materials in the kerbside waste stream, and at the Southern Landfill is consequently necessary and bylaw provisions must ensure that risks such materials pose to human health, environmental wellbeing and waste service operator safety are minimised, and where possible avoided. As such, the use of a non-regulatory approach to controlling the disposal of hazardous waste is considered inappropriate.

In line with guiding legislation, specifically section 145(b) LGA 2002, and sections 23(e) and s64(1)(a) of the Health Act, a bylaw remains the most appropriate regulatory tool for controlling the deposition of dangerous, hazardous and infectious substances within the waste stream. However, it is recognised that in order to be effective, such bylaw controls need to be supported by community education advocating best practice waste management behaviour.

5.3 Managing waste storage and collection activities to minimise public nuisance issues and adverse impacts on urban amenity:

Waste and recycling collection activities have the potential to reduce the level of amenity enjoyed within the urban environment and lead to public nuisance issues. Within Wellington City, such issues include: the siting of wheelie bins in a manner that impedes footpath access; the recurrent practice of the mass deposit or piling of rubbish and recycling on the kerbside and outside of multi-unit dwellings; inappropriate waste disposal in public places and on private property; the potential for unreasonable noise and disturbance associated with collections; and traffic congestion issues resulting from waste servicing on select streets within busy traffic.

Existing bylaw provisions require an update in this regard, as they fail to address trends associated with the increasing use of wheelie bins, ongoing kerbside waste dumping within

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the Central Business Area, traffic safety and congestion issues caused by inappropriate waste servicing times, and the mass piling of kerbside waste.

The Council also has the ability to minimise these issues using education strategies and programmes. While community education may be effective in promoting behaviour change for kerbside service users, addressing issues such as the inappropriate siting of wheelie bins and the mass piling of waste, the effectiveness of community education is likely to be limited where practices will result in a cost saving, or a short term time saving by a service user or service operator.

For this reason the use of community education would be best supported by bylaw provisions, which provide a regulatory standard that service users, and operators, are required to meet. A bylaw consequently exists as the primary regulatory tool available to the Council to effectively address these public nuisance and amenity-related issues.

5.4 Ensuring efficient and appropriate waste management storage and servicing for multi-unit dwellings:

At present multi-unit residential developments are not consistently being designed and developed to provide adequate on-site waste management storage and servicing areas within Wellington City. Broadly, a multi-development refers to a property comprising two or more separately occupied household/residential units, whether in the same building or in separate buildings, and held either in common ownership or in separate ownership located on the one site. However, differing District Plan rule triggers currently apply to multi-unit developments located across varying areas/zones.

Inappropriate multi-unit dwelling design can create difficult to access or no access sites for collection vehicles. In turn, associated servicing can cause kerbside (public place) public nuisance issues, result in a recurrent loss of amenity, and create traffic safety and nuisance issues.

Insufficient space provision in multi-unit developments for waste and recycling receptacles, and inappropriately designed and located waste management storage areas can also be problematic for residents, constraining a person's ability to sustainably manage and divert/minimise their waste for the life of the building.

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

Building Code provisions are therefore considered inadequate for amenity protection, and for accommodating the waste management needs of residents, for the following reasons:

- a) Where a development is exempt from Clause G15:
 - The provision of an independent site access does not guarantee that multi-unit developments are designed with sufficient on-site waste and recycling storage areas. Furthermore, existing bylaw provisions prohibit the storage of waste and recycling material within a public place.
 - The provision of a private open space at the ground level does not guarantee that this open space is available or accessible for waste storage or servicing needs.
- b) Where Clause G15 is deemed applicable to a development:
 - It does not specify a minimum site size for on-site waste and recycling storage. It is, however, noted that Building Code provision G15/AS1 provides detail of a possible 'acceptable solution' for waste storage, which when complied with, will be deemed acceptable in terms of Building Code compliance.

This issue is complex, and connects to the waste management servicing expectations of multi-unit dwelling residents.

When considering any potential solutions to this issue, it is important to differentiate between existing legally constructed multi-unit dwellings, and new (yet to be established) multi-unit dwellings. The use of a regulatory mechanism as a means to require suitable waste and recycling storage and servicing areas is only appropriate with respect to new multi-unit dwellings, or buildings being converted into multi-unit dwellings. Existing multi-unit dwellings are anticipated to be legally constructed in accordance with regulatory standards. Nevertheless, the Council can regulate waste and recycling service collection and standards applicable to both new and existing multi-unit dwellings.

For new (yet to be established) multi-unit dwellings and buildings being converted into multi-unit dwellings, there are two regulatory options relevant for consideration as a potential means to address the waste storage and servicing area capacity issue. These include the introduction of new bylaw controls, and the establishment of new District Plan controls. While the matter of multi-unit dwelling waste management and servicing will be considered as part of the District Plan Review, this review process will take a number of years to complete. Presently, the formal notification of new District Plan provisions is anticipated to occur in 2022.

Bylaw regulation consequently exists as an immediately appropriate mechanism to manage multi-unit dwelling storage and servicing. However, should appropriate District Plan standards be established and given effect to in the future, relevant clauses of the bylaw could be superseded by District Plan standards.

Due to the ongoing issues caused by inadequate waste management storage facilities in multi-unit dwellings, which are being exacerbated by new development and urban intensification, together with the public nuisance issues caused by inappropriate multi-unit development servicing, voluntary best practice guidance and community education cannot, alone, effectively address these issues.

In summary, the waste management issues discussed above highlight the appropriateness of a bylaw as a regulatory tool to promote effective and efficient forms of waste management. This includes the use of a bylaw to regulate the waste management activities, including (but not limited to) regulating: the use of the kerbside collection system; the collection, transportation, disposal and management of waste; waste management activities for the purposes of limiting public nuisance and litter issues; and controlling the potential for adverse amenity impacts connected to waste management; controlling the deposit of waste in kerbside containers and disposal of material at the Southern Landfill.

It should also be noted that the Council's existing Bylaw currently allows the Council to regulate on-site space for approved containers for multi-unit buildings (see Appendix 1, clause 4.2.1). However, to date, this provision has not been given effect through the supporting terms and conditions for collection services.

6. Regional Waste Management and Minimisation Issues

This section of the report addresses the issue of landfill disposal, and discusses the appropriateness of using a bylaw to achieve waste minimisation. It also discusses the need for a bylaw to address the limited and inconsistent collection of regional-level waste data within the region.

In order to contextualise the issue of waste minimisation relative to the bylaw making process, the WMA stipulates that waste disposal is the least preferable form of waste management and minimisation (s44). As defined by the WMA, waste disposal refers to the final (or more than short term) deposit of waste into or onto land, or the incineration of waste.

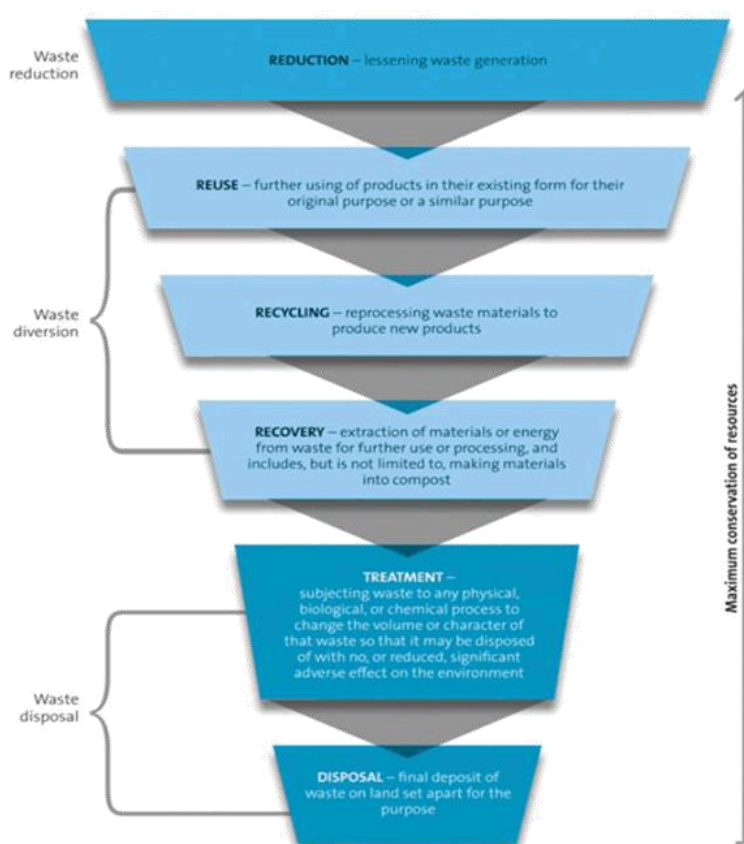
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As stipulated by the WMA, territorial authorities have an obligation to promote effective and efficient forms of waste minimisation within their district (s42). When preparing these plans, councils must consider the following waste hierarchy priorities in descending order of importance (see diagram 4):

Territorial authorities also have the ability to make a bylaw that prohibits or regulates the collection and deposit of waste (s51(1)), as long as such a bylaw is not inconsistent with their waste management and minimisation plan (s56(1)).

Currently the purpose of the existing Bylaw includes assisting with the implementation of the Waste Minimisation Act (2008), the waste minimisation goals in the New Zealand Waste Strategy (2002), and the Council's Solid Waste Management Plan (2003), however the existing Bylaw does not directly encourage waste minimisation.

Diagram 4: WMMP Waste Hierarchy set by the Waste Minimisation Act.



6.1.1 A large quantity of waste is being sent to landfill:

The Regional Waste Assessment (2016) established that the Wellington Region has a comparatively high (per capita) waste disposal rates, and comparatively low (per capita) kerbside recycling rates when compared to the rest of New Zealand. Given that territorial authorities are required to promote effective and efficient forms of waste minimisation within

their district, the unrecognised potential for local authorities to further divert waste away from landfill should not be ignored by the Council.

While the existing Bylaw does not promote waste minimisation, a bylaw mechanism nevertheless remains a key tool for the Council to draw on to promote waste minimisation.

Currently the Council uses community programmes and education strategies to promote waste minimisation. The Council facilitates the Waste Heroes Waste Minimisation in Schools Program, supports Love Food Hate Waste initiatives, and runs regular social media campaigns to promote waste minimisation. These initiatives have raised the profile and importance of waste minimisation within the City, and have also responded to the increasing importance of waste minimisation within the community. As such, these education initiatives highlight the value and role of waste education in conjunction to bylaw controls.

The Council also promotes waste reduction by offering a Council funded recycling service that is free to residential households within the City, and provides community drop-off recycling facilities at the Southern Landfill.

Research undertaken in Auckland suggests the most important factor determining the per capita quantity of kerbside refuse is believed to be the proportion of households that use private wheelie bin collection services. Households that use private wheelie bins, particularly larger, 240-litre wheelie bins, tend to set out greater quantities of refuse than households that use refuse bags. As a result, in general terms the higher the proportion of households that use large private wheelie bins for waste in a given area, the greater the per capita quantity of kerbside refuse generated (The Wellington Region Waste Assessment, 2016, p.71).

While the use of community and education programmes, and the provision of kerbside recycling, are important and necessary for waste minimisation behaviour change within the community, the current effectiveness of these options for minimising waste within Wellington City should be reconciled against the City's relatively low per capita kerbside recycling rate and the region's moderate to high per capita waste to landfill disposal rate. While the Council has the potential to increase the level of community education to enhance diversion and more comprehensively optimise waste services to increase the diversion of waste to landfill (e.g. kerbside organics diversion and enhanced diversion facilities at the Southern Landfill) the effectiveness of waste minimisation services could be increased through appropriate bylaw conditions and standards.

For this reason, regulatory waste minimisation standards would likely be beneficial for waste minimisation and would assist the Council in working towards the achievement of their WMMP waste reduction goals. When advanced in parallel with community waste education programmes and engagement, waste minimisation bylaw provisions would be more effective than any standalone voluntary waste minimisation measure.

As illustrated in Appendix 2, a range of bylaw provisions orientated towards waste minimisation have already been put in place by numerous territorial authorities in New Zealand.

6.2 Littering, waste and public nuisance caused by the delivery of unaddressed mail

Advertising material is currently being deposited in mail boxes and on car windows. Inappropriate disposal or depositing of unaddressed mail in already full mailboxes can result in public nuisance issues for residents, increased waste to landfill, and litter in public places. The Wellington City Council community website currently reports that 30kg of advertising circulars are delivered to each New Zealand home every year.

Furthermore, when waste is deposited in a public place (e.g. car windscreens and advertising flyers) often becomes the liability of the Council for removal and disposal was

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litter and waste. Council has no ability to recover the costs of removal or disposal by the waste generators.

The Council has three options available in order to address this issue, including reliance on voluntary codes of practice, community education/promotional strategies, and bylaw regulation.

The voluntary Marketing Association Code of Practice for the distribution on unaddressed mail currently already exists. This voluntary standard advocates for the honouring of household "No Junk Mail" requests by advertisers, and is a standard that is, in principle, widely accepted by the marketing industry and endorsed by the Marketing Association and the New Retailers Association. However, notwithstanding the existence of this standard, waste and litter issues associated with unaddressed mail continue to remain an issue for many residents within the Wellington Region.

In response to this issue, the Council has produced and promoted letterbox stickers for households, stipulating the refusal of unaddressed mail and made them freely available at the WCC Service Centre. However, despite the availability and use of these stickers numerous retailers and service providers (including real estate agents) continue to deliver unaddressed mail. This situation suggests that on its own, a voluntary approach is limited in its ability to address this issue.

The main advantage of regulating unaddressed mail through a bylaw is that a bylaw has universal application and will apply to all advertisers. Also, a bylaw could explicitly prohibit putting marketing material under car windscreen wipers as a waste-related public nuisance issue.

A bylaw response clarifying the acceptable and unacceptable deposit of unaddressed mail is consequently considered the most appropriate response to this issue.

6.3 Shortcomings in terms of regional waste data:

As recognised within the New Zealand Waste Strategy (2010), "...the lack of data about waste hampers our ability to plan appropriate activities to improve waste management and minimisation". Consequently, the limited and inconsistent nature of regional waste (including cleanfill waste data) and recycling sector data currently constrains the Council's understanding of waste issues.

The establishment of waste operator bylaw licensing has the potential to address this issue. Waste operator licensing will be most effective when co-ordinated at the regional level and when developed to give effect to the National Waste Data Framework. From an operator perspective, a regionally co-ordinated waste operator licensing regime would likely be beneficial as it would reduce the burden of data provision for operators working across district/city boundaries within the Wellington Region. The National Waste Data Framework has the potential to inform the collection of waste related data across the Wellington Region, and New Zealand more widely.

Section 56(3)(b) of the WMA enables territorial authorities to require the provision of waste data from operators through operator licensing. Licensing may also stipulate licensing conditions that require the following:

- a performance bond or security, or both, for the performance of the work licensed, and;
- reports setting out the quantity, composition, and destination of waste collected and transported by the licensee (for example, household waste to a disposal facility).

Recent engagement with waste industry stakeholders has confirmed that requesting the voluntary provision of waste data would not secure the provision of data for the Council. This is due to the commercial sensitivity of the data. In one instance, a waste company reported that it was their corporate policy to only release commercial waste data if required by regulation. Accordingly, a number of territorial authorities in New Zealand have already

established operator licensing via bylaw provisions in order to secure the provision of waste data.

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

6.4 Construction & Demolition Waste Minimisation

The New Zealand construction sector is relatively waste-intensive in New Zealand. Construction and demolition activity can generate substantial quantities of dense material, much of which is potentially recoverable, such as brick and concrete, timber, plasterboard, and metal.

In 2013/14, data suggested that approximately 32,099 tonnes of waste sent to municipal (Class 1) landfills in the Wellington Region was waste construction and demolition waste (being 12.7% of Class 1 Landfill waste stream). However, available data also indicates that the majority of C&D waste is currently being sent to Class 2-4 landfills.

Later in 2015, Class 2-4 landfill operators reported their C&D waste tonnages to be approximately 525,000 tonnes per annum. This converts into a per capita disposal rate of 1.06 tonnes per capita per annum (Wellington Region Waste Assessment, 2016, p.55). As such, on the basis that a significant part of the waste stream is potentially recoverable, the Wellington Region Waste Assessment has identified construction and demolition waste as being a priority waste stream that could be targeted by councils as a means to reduce waste to landfill (2016, p.87).

A range of options exist for the Councils to advance C&D waste minimisation. Such initiatives include investing in C&D waste processing activities to stimulate the recovery market, and incorporating C&D waste minimisation into Council procurement considerations. These options are worthy of further investigation by the Council.

In addition to these options, the Council could continue relying on voluntarily waste minimisation practices and sustainability certifications (e.g. the GreenStar building rating system) to promote C&D waste minimisation. This option nevertheless reflects the current situation and despite being useful to reduce C&D waste on discrete projects, it is limited in its capacity to promote or bring about significant reductions in the amount of C&D waste generated across the Region.

The establishment of bylaw provisions that require the consideration of C&D waste minimisation associated with large commercial building projects exists as a starting point for C&D waste minimisation in the Wellington Region. Bylaw provisions have the potential to require the consideration of C&D waste minimisation design, planning, materials recovery and reuse.

It is important to note however, that the establishment of such bylaw provisions will not significantly reduce the amount of C&D waste produced within the region in the absence of changes occurring in the Wellington Region waste market. Currently within the Wellington Region, the disposal of C&D waste to Class 2-4 landfills is relatively cheap in comparison to disposal to Class 1 municipal landfill waste. For this reason, C&D waste diversion would be incentivised and become more commercially viable if the cost of C&D waste disposal was to increase.

The Ministry for the Environment have recently signalled their interest in intervening in the C&D waste market through the application of C&D waste disposal levy. This has the potential to increase the price of a C&D waste disposal in the region. Should this national-level intervention occur and the cost of C&D waste disposal increase, it would act as an incentive for industry to divert and recycle C&D waste. If this waste to happen, the existence of Council required C&D waste minimisation plans would become a valuable tool for identifying the potentially divertible and recyclable waste material streams. Such plans

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would also contribute to the success of any C&D diversion facilities established within the region.

Bylaw provisions that require C&D waste management and minimisation planning on large construction and demolition projects consequently hold a key role in promoting construction and demolition waste minimisation in the Wellington Region.

6.5 Event Waste Management & Minimisation:

Public events, such as festivals, parades, concerts, and organised protests, have the potential to generate a significant amount of waste. However, as the amount of waste being generated at events typically remains unreported, the total volume of event waste generated within the City, and across the region, remains unknown.

Currently the Council encourage event waste managers to consider waste minimisation, and promote this through the provision of advice and free recycling bin hire. Where event organisers choose to run waste free events, or promote recycling and organics diversion at events, it has the dual benefit of normalising and promoting waste minimisation behaviour change within the community, and reducing the amount of waste sent to landfill.

Event organisers within Wellington City are not currently required to ensure or encourage waste minimisation at events. Despite the Council establishing event waste and recycling guidelines for event organisers in 2015, the uptake of these guidelines within the community has been extremely limited due to their voluntary nature.



As event organisers may be able to save time and money by ignoring event waste reduction techniques and sending all their accumulated event waste to landfill, voluntary approaches to event waste minimisation are consequently limited in their capacity to reduce waste. This is recognised as being a weakness of the current Bylaw.

In response to this issue, a number of local authorities around New Zealand have established bylaw provisions to regulate the encouragement of waste minimisation at events. For example, bylaws have the ability to require the lodgement of an Event Waste Management Plan prior to the commencement on an event over a certain size (e.g. over 1000 event attendees). Such plans have the ability to control the types of potential waste materials used and produced at events, require event organisers to specify the steps to be taken to minimise waste and maximise the diversion, and to provide waste information following the event.

Due to the limited effectiveness of non-regulatory event waste management approaches, and the absence of alternate regulatory approaches, a bylaw response is considered the most appropriate means to address the event waste issue.

As the use of bylaw provisions would establish basic waste-related planning considerations for events held on Council owned, managed or administered land, it would help minimise potential waste-related reputational risk issues for the Council. It was also act as a strong learn-by-doing learning tool for promoting and normalising waste minimisation behaviour change within the community.

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Notwithstanding the need for regulatory invention to mandate appropriate event waste management planning across the City, events held on Council owned and/or managed land remain subject to Council events policy, and Council event-related planning processes and requirements. The scope and application of the Council's Events Policy concerning recycling and the use of compostable products at events therefore remains a key provision applicable to waste management and planning at events held on Council owned and/or managed land (see Direction 3, Action 3.1 of the Wellington City Events Policy, 2012, as detailed below). To date there remains scope to more consistently apply Action 3.1 at Council-run events, and, more broadly, to ensure that events held on Council owned, managed or administered land promote waste minimisation and provide an example for waste management and minimisation good practice.

Wellington City Events Policy (2012) Direction 3:

To ensure sustainable development

Goal: *Wellington events will strive to be environmentally friendly and sustainable in the long term.*

Iconic, Regional and Community Events Actions

- 3.1 *Ensure that best green practices are used, including recycling, compostable products and efficient energy practices.*
- 3.2 *Leading environmental practices will be developed.*
- 3.3 *Public transport plans will be planned and implemented around major events and public transport options will be incorporated in all event promotions.*
- 3.4 *A focus on reducing the carbon footprint at events where possible.*

7. Conclusion

This report reviews a range of waste management and minimisation issues relevant to Wellington City. In summary, it concludes that a bylaw is the most appropriate regulatory response to a number of waste management and minimisation issues within the City.

More specifically, it has been determined that a bylaw is necessary to:

- Promote waste minimisation.
- Require event waste minimisation, planning and management.
- Address regional-level waste data gaps and collection issues (including cleanfill data).
- Ensure efficient and effective waste management servicing and operations across the City.
- Manage and/or avoid issues associated with the collection, transportation and disposal of dangerous and/or hazardous waste.
- Avoid public nuisance and adverse amenity impacts associated with waste service operations.
- Ensure new and converted multi-unit dwellings provide appropriate on-site waste management storage and servicing areas.
- Manage and/or avoid public nuisance, littering and waste issues associated with unaddressed mail.
- Ensure construction and demolition waste minimisation is appropriately considered at the time of building consent.

Given that it has been established that bylaw controls are the most appropriate means to address the waste management and minimisation issues discussed above, bylaw drafting will soon commence.

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In response to the waste management and minimisation issues discussed in this report, a range of possible bylaw provision options will be workshopped with the eight Wellington Region territorial authorities over the coming months. These workshops will reveal the potential for cross-council consistency during the process of bylaw development, and enable staff to begin bylaw drafting.

As scheduled, draft bylaw provisions will be circulated to Council for consideration in late 2019.

Appendix One – Existing WCC Waste Management Bylaw Provisions

[Part 9 of the Consolidated Bylaw (2008) – including Terms and Conditions (2011)]

Pursuant to sections 145 and 146 of the Local Government Act 2002, section 56 of the Waste Minimisation Act 2008, section 12 of the Litter Act 1979 and section 64 of the Health Act 1956, the Wellington City Council amends the Wellington City Council Consolidated Bylaw 2008 to include a new part, Part 9 - Waste Management.

1. Short Title and Commencement

- 1.1 This is the Wellington City Council Consolidated Bylaw 2008: Part 9 – Waste Management. This part comes into force on 18 December 2008.

2. Purpose

- 2.1 This part of the Bylaw applies to all municipal waste and diverted material that is:
- (a) disposed of or collected within the district and / or
 - (b) transported through or within the district and / or
 - (c) received by a waste handling facility sited within the district.
- 2.2 The purposes of this part of the Bylaw are to:
- (a) contribute to safe, effective and efficient waste management in the district, and, where appropriate, beyond the district
 - (b) protect the health and safety of the public and of the Council's employees and contractors
 - (c) assist with the implementation of the Waste Minimisation Act 2008, the waste minimisation goals in the New Zealand Waste Strategy 2002 and the Council's Solid Waste Management Plan 2003 and Liquid Waste Management Plan 2005, and any subsequent waste minimisation initiatives.
- 2.3 It achieves these purposes by regulating:
- (a) collection services for waste and diverted material including from individual properties and where collection services are offered by commercial providers
 - (b) the types of waste that may be disposed of
 - (c) the prevention of nuisance in relation to waste collection, and litter and recycling bins provided by the Council in public places
 - (d) the rules and conditions for use of the Southern Landfill which provides for the disposal of waste to ground, the temporary collection and storage of divertible material, including for processing and sale, the temporary holding of hazardous substances and hazardous waste, and information services.

3. Interpretations

The following table sets out the meanings that apply in this part of the Bylaw. Where a difference in meaning arises between interpretations in this Bylaw and an Act, the Act shall prevail.

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approved container	any container for the deposit of divertible material ,or waste to be disposed to landfill, which is approved or provided by or on behalf of the Council, and which is used in a collection service
authorised officer	any person appointed by the Chief Executive of the Council for the purposes of acting as an authorised enforcement officer under this Bylaw
collection service	any service provided for the collection of divertible material or waste for disposal to landfill from producers of municipal waste
commercial collection	waste and divertible material collection services based on private user-pay agreements with commercial operators
depositing	in relation to litter, includes— (a) casting, placing, throwing, or dropping litter; and (b) allowing litter to be cast, thrown, dropped, or to escape, from any motor vehicle or trailer
destination	the location at which the waste will be disposed of, discharged or unloaded
disposal	the final (or more than short-term) deposit of waste into or onto land set apart for that purpose, and the incineration of waste
disposal facility	a facility, including a landfill, at which waste is disposed of; at which the waste disposed of includes household waste; and that operates, at least in part, as a business to dispose of waste, and any other facility or class of facility at which waste is disposed of that is prescribed as a disposal facility
dispose	the action where liquid waste is discharged or solid waste is unloaded from the vehicle transporting it
diverted and divertible material	any thing that is no longer required for its original purpose and, but for Council, commercial or other waste minimisation activities, would be disposed of or discarded, including material for reuse, recycling and recovery

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divertible material station	an area or container set aside by the Council for the deposit of specified types of divertible material
handle	in relation to waste, includes, but is not limited to, any collection, sorting, consolidation, storage or processing of waste
household waste	waste from a household that is not entirely from construction, renovation, or demolition of the house. Household waste includes ashes, sweepings, dust, bones, waste food, cans, cartons, bottles or other containers, paper and any other waste resulting from domestic housekeeping, but does not include trade waste or any material prohibited under this part of the Bylaw
incineration	the deliberate burning of waste to destroy it, but not to recover energy from it
landfill	a designated site for the permanent, underground disposal of waste, but noting also that landfill operations are also often used for the temporary collection and storage of divertible material
litter	includes any refuse, rubbish, animal remains, glass, metal, garbage, debris, dirt, filth, rubble, ballast, stones, earth, or waste matter, or any other thing of a like nature (Litter Act 1979)
municipal waste	solid waste in the Wellington District, including divertible material until such diversion has taken place, and including that generated by householders, visitors, commercial businesses, pedestrians and others
nuisance	has the same meaning as in section 29 of the Health Act 1956, the most relevant clauses being: <ul style="list-style-type: none"> • (b) Where any accumulation or deposit is in such a state or is so situated as to be offensive or likely to be injurious to health: • (c) Where any premises, including any accumulation or deposit thereon, are in such a state as to harbour or to be likely to harbour rats or other vermin:

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- (k) Where any animal, or any carcass or part of a carcass, is so kept or allowed to remain as to be offensive or likely to be injurious to health:
- (n) Where the burning of any waste material, rubbish, or refuse in connection with any trade, business, manufacture, or other undertaking produces smoke in such quantity, or of such nature, or in such manner, as to be offensive or likely to be injurious to health:
- (o) Where any street, road, right of way, passage, yard, premises, or land is in such a state as to be offensive or likely to be injurious to health:
- (q) Where there exists on any land or premises any condition giving rise or capable of giving rise to the breeding of flies or mosquitoes or suitable for the breeding of other insects, or of mites or ticks, which are capable of causing or transmitting disease.

official bag	a bag, or other container approved by the Council under this Bylaw, identified with the Council logo and/or other images or text
operator	the person in control of a disposal facility or other facility
recovery	extraction of materials or energy from waste for further use or processing, including making waste or diverted material into compost
recycling	the reprocessing of waste to produce new materials
reduction	lessening waste generation, including by using products more efficiently or by redesigning products; and in relation to a product, lessening waste generation in relation to the product
reusable container	any container for waste or recycling that can be reused, including wheelie bins, recycling bins and skips
reuse	the further use of waste or diverted material in its existing form for the original purpose of the materials or products that constitute the waste or diverted material, or for a similar purpose

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solid waste	all waste generated as a solid, or converted to a solid form for disposal, including cleanfill
treatment	subjecting waste to any physical, biological, or chemical process, other than by dilution, to change its volume or character so that it may be disposed of with no or reduced adverse effect on the environment
waste	any thing disposed of or discarded, including: <ul style="list-style-type: none"> a) a type of waste that is defined by its composition or source (for example, organic waste, electronic waste, or construction and demolition waste); b) abandoned material and litter; and c) to avoid doubt, includes any component or element of diverted material, if the component or element is disposed of or discarded
waste handling facility operator	any company, operator, contractor, partnership, or private non-profit agency that handles waste for treatment, storage/transport or disposal on a commercial basis
waste management and minimisation	waste minimisation, and treatment and disposal of waste
waste minimisation	the reduction of waste, and the reuse, recycling and recovery of waste and diverted material

4. Collection Services

4.1 Overview

- 4.1.1 This section of the Bylaw is to ensure that municipal waste and divertible material can be collected, transported and disposed of in a safe and efficient manner, and that waste does not cause a nuisance. It aims to prevent the contamination of recoverable resources and maximise the recovery of divertible resources.
- 4.1.2 This section does not cover high-risk waste, such as blades or needles, sourced from waste producers such as health services, tattooists or beauticians, which are the concern of the New Zealand Waste Strategy 2002.

4.2 Terms and Conditions

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- 4.2.1 Any person using a collection service must comply with the terms and conditions for that service as determined by publicly notified Council resolution. The terms and conditions may include, but are not limited to, the following operational matters:
- (a) the types of waste and divertible material that may be placed in approved containers for collection
 - (b) the correct separation and treatment, such as wrapping or cleaning, of waste for disposal to landfill or divertible material into approved containers
 - (c) the use and placement of approved containers for collection
 - (d) collection times
 - (e) retrieval of reusable waste or recycling containers and of any uncollected waste or other material
 - (f) the provision of on-site space for approved containers for multi-unit buildings
 - (g) restrictions on the weight of approved containers when full
 - (h) additional rules as may be required for the efficient operation of the respective collection systems.
- 4.3 Commercial Collection Services**
- 4.3.1 Any person using a commercial collection service for waste or divertible material must comply with this Bylaw and the terms and conditions made under it, as determined by publicly notified Council resolution including, but not limited to, the operational matters identified in 4.2.1 and any additional rules as may be required for the efficient operation of the respective collection systems.
- 4.4 Pedestrian Waste and Divertible Material Bins in Public Places**
- 4.4.1 No person may deposit, or allow to be deposited, accumulated waste or divertible material arising from a resident's household, vehicle or business activities, including any offensive or dangerous matter, in any bin provided by the Council in any public place.
- 4.5 Restrictions on Disposal of Waste**
- 4.5.1 The Council may by publicly notified resolution prohibit certain material from being deposited in an approved container, recycling station or litter bin provided by the council in a public place.
- 4.5.2 If a resolution has been made under clause 4.5.1 then no person may place or allow such material to be deposited in any approved container, recycling station or litter bin provided by the Council in a public place.
- 4.6 Interference with Collection Service**
- 4.6.1 No person may interfere with or remove any waste or divertible material from an approved container or a Council waste collection point, except the Council or its agent, or with the consent of the person who deposited the material.
- 4.6.2 No one shall obstruct or hinder any person engaged in carrying out waste collection services as agents of the Council.
- 4.6.3 No person may deposit any waste in an approved container provided to any other person, without that person's consent.

4.7 Non-Compliance with Conditions for Collection Service

- 4.7.1 Any person who does not comply with the terms and conditions for the collection service that applies to them may be subject to one or more of the following actions being taken against them:
- (a) the rejection of any approved container left out for collection if the contents or placement of the container is non-compliant
 - (b) a notice being issued against that person by the Council to prevent them from using that collection service or area
 - (c) any other steps that may be taken by the Council in law.

5 Southern Landfill

- 5.1 Entry to the landfill is conditional upon the user abiding by directions given by notice and staff. Failure to abide by the rules stipulated by notice or staff is an offence under this Bylaw.
- 5.2 It will be a condition of entry to the landfill for vehicles that the owners and operators of the vehicles may be subject to random audits of the contents of their waste and waste containers whether carried in a vehicle, trailer, or by some other means. Such inspections, sampling, testing or monitoring of waste, to be undertaken by landfill staff, will be for the purpose of determining whether or not people are complying with the terms and conditions of use of the landfill, with regard to the types of waste or divertible material they are carrying in for disposal or deposit. Detection of material that does not comply with the terms and conditions for use of the landfill may result in:
- (a) refusal to accept that waste or load for disposal
 - (b) a notice being issued against that person by the Council to prevent them from using the landfill
 - (c) any other steps that may be taken by the Council in law.
- 5.3 A person wishing to dispose of waste or deposit divertible material at the landfill must comply with the terms and conditions as determined by publicly notified Council resolution. The terms and conditions may include, but are not limited to:
- (a) the hours during which the landfill will be open
 - (b) the types of waste which can be disposed of there, including in relation to any required special handling as defined by the Dangerous Goods and Substances Act
 - (c) the types of divertible material to be directed to a recycling area
 - (d) the charges for disposing of waste in the landfill and for depositing divertible material
 - (e) the part of the landfill where waste is to be placed at any time
 - (f) any other conditions considered necessary for the proper control and management of the landfill.
- 5.4 No one shall remove or disturb any deposit of waste or diverted material, or remove any article or material of any kind from the landfill, unless authorised to do so by the Council.
- 5.5 No one shall light any fire upon or near the landfill without the express permission of the Council.

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- 5.6 Council enforcement officers authorised under this part of the Bylaw are hereby empowered to:
- (a) ensure that anyone entering the landfill complies with the conditions of entry and any other conditions to ensure compliance with health and safety standards, operational requirements and the laws governing the use of the landfill
 - (b) inspect waste and waste containers as provided for in clause 5.2
 - (c) prevent a particular person or organisation from entering the landfill for previous failure to comply with this part or any direction given under it, failure to pay landfill or waste operator licensing fees, or failure to comply with operational requirements, the laws governing the use of the landfill, or health and safety standards in relation to waste management.

6 Public Notification of Council Resolutions

- 6.1 Copies of Council resolutions made under this Bylaw will be made available at its offices and libraries, and online at www.wellington.govt.nz.
- 6.2. For Council resolutions made under 4.2.1, relevant terms and conditions will also be printed on approved collection bags.
- 6.3 For Council resolutions made under 5.3, relevant information will also be notified by signage at the landfill.

7 Offences

- 7.1 The provisions of Part 1 of this Bylaw notwithstanding, every person commits an offence against this Bylaw who does or permits anything contrary to this Bylaw or any resolutions made under this Bylaw.

Terms & Conditions for Collection Services & Landfill Use

These terms and conditions for collection services and landfill use were made by resolution pursuant to clause 4.2.1. of the Wellington City Consolidated Bylaw 2008 Part 9 - Waste Management.

May 2011

1. Introduction and commencement

1.1 These are Council resolutions made pursuant to the Wellington City Council Consolidated Bylaw 2008: Part 9 - Waste Management, and should be read in conjunction with it.

1.2 These resolutions shall come into force on 16 May 2011.

2. Terms and conditions for collection services

[For general information on the recycling collection service including suburban collection and sorting your recycling, see [Recycling - Overview](#).]

2.1 The Council has approved the following 'official containers' for use for Council collection services:

- a. yellow pre-printed plastic bags intended for non-divertible waste
- b. green plastic bins (45 litres) for divertible material
- c. white plastic bags for divertible material.

And, in respect of Council collection of recyclable materials from suburban areas (see clause 2.9):

- d. "Approved container for glass" - a 45 litre green crate embossed, *inter alia*, with the following: "for the collection of domestic recyclables only" and "this bin and the recyclables remain the property of Wellington City Council"
- e. Approved containers for other recyclable materials", either:

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A 140 litre Mobile Recycling Bin (MRB, commonly referred to as a "wheelie bin") issued by Wellington City Council and branded with the Wellington City Council logo; or

A 70 litre clear plastic bag branded with the Wellington City Council logo and printed with the following "official suburban recycling bag".

2.2 No person shall:

- a. put or cause or allow anyone else to put waste or divertible material or a collection container for waste or divertible material, approved or otherwise, in a public place other than during the permitted times, as stated in clauses 2.9.5, 2.9.6 and 2.12, as applicable, without the prior written permission of the Council
- b. allow or cause anyone else to allow the placement of waste or divertible material, including hazardous substances and building materials, in a public place in such a manner as to create a risk to members of the public
- c. allow or cause anyone else to allow any leakage, spillage or fugitive (wind-blown) waste or divertible material to be released from their containers onto public places.

2.3 No one shall put or cause or allow anyone else to put into any container for collection any hazardous substance, including those that require special handling as defined by the Hazardous Substances and New Organisms Act 1996, the most common of which are listed below:

- a. explosive or any highly flammable material
- b. radioactive material, asbestos or paint
- c. trade refuse, offal, dead animals or infectious matter
- d. any waste removed from any part of a drainage or sewerage system
- e. hot ashes. Cold ashes must be well wrapped to protect anyone handling the bag from the risk of breathing ash dust
- f. unwrapped sharp objects. Any broken bottles, glass items or sharp objects must be well wrapped to protect anyone handling the bag from injury.

Note to clause 2.3:

Household substances which are excluded from the collection services may be taken to the Hazardous Waste Storage Facility at the Southern Landfill.

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2.4 No person shall put out any approved container, other than an approved 140 litre Mobile Recycling Bin, for Council collection that, with contents, weighs more than 15 kilograms.

2.5 Waste or divertible material must be correctly separated and treated before being put into approved containers, or public litter or recycling bins, for collection. Divertible material put out for collection must be clean, and not contaminated by food or other organic material which may attract rats or disease.

2.6 The following can be placed in approved containers for collection:

- a. aluminium cans - wash and squash
- b. steel - wash and squash where possible
- c. glass bottles and jars - washed and lids removed
- d. plastic bottles - all grades except polystyrene - wash, squash and remove the lids
- e. cardboard and paper unless it is waxed, foil backed, or has plastic or food on it.

2.7 Approved containers put out for collection must securely contain all material within the container and be placed:

- a. as close to the kerb as possible, or in line with any permanent obstructions, without obstructing the footpath or carriageway
- b. directly in front of the residence or premises discarding the refuse, where possible
- c. out at times consistent with 2.12 (a) or (b)
- d. out at any other specified place or time as determined by the Council from time to time.

2.8 The following additional material may be put out for collection:

- a. cardboard - flattened and securely tied with string or tape into bundles under 15kg in weight
- b. paper of any kind, unless it is waxed, foil backed, or has plastic or food on it - contained in a bag, such as the standard plastic supermarket bags, with handles tied.

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2.9 Notwithstanding clauses 2.6, 2.7, 2.8 and 2.12, the following special terms and conditions apply to Council collection of recyclable materials in areas outside the Central Area as defined in the District Plan.

2.9.1 The following types of material are permitted for kerbside recycling:

- a. **Permitted Glass:** only the following materials may be placed in an "approved container for glass" for collection: uncontaminated and unbroken bottles and jars with lids or caps removed.

Note to clause 2.9.1(a):

All other materials are not permitted, including: general waste; organic waste; non-permitted glass; hazardous materials (for example: sharp objects, gas canisters, aerosols, batteries); clothing; cardboard and paper; plastics; metals; or anything contaminated with paint, chemicals or petroleum products. Examples of non-permitted glass include: broken glass; pane glass; contaminated glass (for example with paint, petroleum products, chemicals, or organic materials); light bulbs; fluorescent tubes; automotive glass; laminated glass; 'Pyrex' type glass; and ceramics.

- b. **Permitted Other Recyclable Materials:** Only the following materials may be placed in an "approved container for other recyclable materials" for collection: uncontaminated paper and cardboard; uncontaminated cans and tins; all grades of uncontaminated plastics except polystyrene (for example meat trays and packaging).

Note to clause 2.9.1(b):

All other materials are not permitted, including: general waste; all forms of glass; organic waste; hazardous materials (eg. sharp objects, gas canisters, aerosols, batteries); clothing; paper or cardboard that is waxed, foil backed, or has plastic or food on it; or anything contaminated, such as with paint, chemicals, or petroleum products.

2.9.2 Approved containers for glass and approved containers for other recyclable materials will be collected on alternate weeks and only on the designated collection days specified by the Council for a geographic location.

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2.9.3 The Council may vary designated collection days from time to time and will advise affected residents accordingly.

2.9.4 Approved containers for glass and approved containers for other recyclable materials put out for collection must securely contain all material within the container and be placed:

- a. as close to the kerb as possible, or in line with any permanent obstructions, without obstructing the footpath or carriageway
- b. directly in front of the residence or premises discarding the material, where possible
- c. out at times consistent with clauses 2.9.5 and 2.9.6
- d. on a public street

or

- e. out at any other specified place or time as determined by the Council from time to time. Containers must be placed as close as possible to the kerb in a manner that does not unduly restrict pedestrian or traffic access.

2.9.5 Containers must be placed at an appropriate pick-up location:

- a. between the hours of 7.00pm the day before the designated collection day and 8.00am on the designated collection day
- b. for streets with dispensation for earlier collections, containers must be placed at an appropriate pick up location between the hours of 7.00pm the day before the designated collection day and 7.00am on the designated collection day
- c. the Council may, from time to time, determine streets with dispensation and will advise affected residents accordingly.

2.9.6 Any material that is uncollected, for whatever reason, and all approved containers must be retrieved from the kerbside area by 10 pm on the designated collection day.

2.9.7 The Council may declare some streets, or parts of streets, unsafe for collection where it is not possible to safely undertake the collection of containers. There will be no collection of recycling from areas so declared, and approved containers, or any other containers for recycling, must not be placed for collection in the affected area.

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2.9.8 Where a resident or household fails to comply with the special conditions for Council collection of recyclable materials described in clauses 2.9.1 to 2.9.7, the Council may withdraw collection services and advise the resident or household accordingly. In such circumstances, the resident or household must not place recyclable materials out for collection by the Council.

2.10 The containers, and any uncollected waste or divertible material outside of an approved container, intentionally or otherwise, remains the property and responsibility of the depositor and is considered litter under the Litter Act 1979 if not removed from the public place.

2.11 The noise generated during the collection and placement processes of any waste and divertible material management is subject to the District Plan noise controls requirements at all times.

2.12 The permitted times for placing approved containers, and any additional material as set out in clause 2.8, in public places for the collection of waste and divertible material are as follows:

- a. For the Central Area, as defined in the District Plan, no container, waste or divertible material is permitted in public places between 7.00am and 5.00pm.
- b. For all other areas in the District Plan, containers may be put out from 7.00pm on the day preceding collection and must be out before 7.00am, or by the latest time as notified by the relevant service provider, on the day of collection. All containers and any uncollected waste and divertible material are to be removed from the public place by 12 midnight on the day of collection.

2.13 The permitted times for the collection of waste and divertible material are as follows:

- a. Collection is permitted at any time where the operation is completed entirely on private property.
- b. Collection activity is not permitted to generate any unreasonable adverse impact on the operation of the transport network or safety. Collection during peak commuter traffic times on Principal, Arterial and Golden Mile roads (as defined under the District Plan) must be avoided. Wellington City Council's Code of Practice for Working on the Road specifies that these peak times are typically weekdays between 7.00am and

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9.00am and between 4.00pm and 6.00pm, and that vehicle and pedestrian traffic may not be disrupted at any time for more than 2 minutes without a Council-approved Temporary Traffic Management Plan.

- c. For the Central Area, as defined in the District Plan, collection is permitted 7 days per week between 6.00pm and 7.00am.
- d. For all other areas in the District Plan, collection is permitted only on week days and only between 7.00am and 10.00pm.
- e. The Wellington City Council may approve variations to collection times for reasons of health, safety or congestion. Requests can be made to the relevant Council Director. Where a request for variation also requires a change in existing collection times, affected parties must be notified and given the opportunity to have their views considered. If a variation is approved, the collection service provider must notify all affected customers in writing of the times for when waste and divertible material must be put out.

2.14 The emptying of pedestrian bins in public places in association with street cleaning activity may occur on any day and time.

2.15 The provision and maintenance of temporary bins in areas of short-term increased demand, such as for events, may be approved under the Footpath Management Policy 2007.

2.16 Inorganic collections, such as community clean-ups at beaches or other public areas, may occur on any day.

Terms and conditions for household use of the Southern Landfill

3.1 The landfill may operate during the hours as determined by the Council from time to time and published on the Council website.

3.2 A full list of material prohibited from disposal into the landfill, but which may be received from households at the Hazardous Waste Storage Facility at the Southern Landfill is to be published on the Council website.

3.3 The Council may refuse to accept for disposal to landfill the types of waste and divertible material described in clause 2.3, except that:

- a. while the landfill is not intended for the disposal of green waste, it will be accepted if necessary. As garden waste emits significant greenhouse gas emissions when disposed to landfill where its decay is anaerobic, home composting is by far the preferred option for this material.
- b. sharp objects need not be wrapped.

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3.4 In addition to the restrictions described in clause 3.3, the Council may also refuse to accept for disposal to landfill:

- a. cleanfill
- b. items and material it considers, at its sole discretion, can reasonably be expected to be diverted from the waste stream.

3.5 Commercial operators are also referred to the Collection and Transportation of Waste Bylaw 1997:

[Collection and Transportation of Waste Bylaw](#)

3.6 The charges for disposing of waste in the landfill and for depositing divertible or hazardous material shall be as determined annually by Council through the Annual Plan process. The Council may make additional charges where special handling and/or storage is necessary, and as required by the Waste Minimisation Act 2008.

Appendix Two – National Examples of TA Bylaw Mechanisms Promoting Waste Minimisation

Kāpiti Coast District Council	<p>Requires waste operator licensing to provide waste data.</p> <p>Requires residential waste service providers to provide a kerbside recycling service.</p>
Far North District Council	<p>Bylaw sets a 20% limit for the total amount of organic material in a waste container/bag.</p> <p>Bylaw sets a 20% limit for the total amount of recyclable material in a refuse container.</p> <p>Requires waste collectors and transporters (from and to land within the district) to obtain a license from the Council.</p> <p>Requires the developer, owner and/or manager of a multi-unit development to make provision for the management of all waste generated within a multi-unit development; and obtain approval and comply with their waste management and minimisation plan (exemptions apply).</p> <p>Requires event organisers to lodge a waste management and minimisation plan prior to an event. An 'event' is defined as :any organised temporary activity of significant scale that is likely to create litter in a public place include an organised gathering, open-air market, parade, protest, festive, film shoot, concert or celebration".</p>
Auckland Council	<p>Bylaw sets a 5% limit for the amount of recyclable material allowed in a refuse container left for collection from a public place.</p> <p>Upon introduction of a separate organic waste collection service in Auckland, the bylaw will set a 5% limit the total proportion of food waste in a refuse container on a public place.</p> <p>Requires waste collectors and transporters, and resource recovery facilities and fill sites to be licensed by the Council.</p> <p>Requires the owner and manager of a multi-unit development to make provision for the management of waste generated within a property; and requires the provision of an event waste management plan, subject to exemptions.</p> <p>Event organisers are required to lodge, and comply with, an event waste management plan for an event.</p>
Taupo District Council	<p>Bylaw uses the licensing system to limit the maximum wheelie bin size available to residential properties for waste – 120 litres.</p> <p>A \$20,000 bond is also required as a condition for licensing.</p> <p>Regulates various aspects of multi-unit dwelling waste collection.</p>
Christchurch City Council	<p>Based on the Council operation of a weekly organics (food and garden waste) service (80 litre wheelie bin), a fortnightly collection of recycling (240 litre wheelie bin) and a fortnightly collection of rubbish (140 litre wheelie bin), this bylaw specifies what material is to be put into recyclables and organic kerbside collection containers. All remaining material goes to waste.</p> <p>Regulates and monitors operators collecting, managing, storing cleanfill (more than 50 cubic metres per year) and waste through</p>

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	licensing.
Rotorua 2016	<p>Waste operator licensing (for operators who transport over 20 tonnes of transported waste per year).</p> <p>Requires kerbside waste operators to make available a separate recycling service.</p> <p>Enables the Council to require the separation of waste, recycling and organics, and set maximum allowable limits for such materials.</p> <p>Licensing for resource recovery facilities and fill sites (subject to conditions and the provision of waste and waste diversion data).</p> <p>Requires the owner and manager of a multi-unit development (10+ dwellings) to make provision for the management of all waste generated within the property. This includes making identification of an adequate and accessible area for the storage of refuse and recycling containers. Exemptions may be granted by the Council.</p> <p>Event waste management and minimisation plans required.</p> <p>Regulates various aspects of multi-unit dwelling waste collection.</p>
New Plymouth 2013	<p>The Council can, by resolution, require the separation of waste and recycling.</p> <p>Sets requirements for transfer station use, which includes separating refuse into compostable refuse, recyclable refuse, and residual waste categories.</p> <p>Requires waste service operator licensing, with conditions and the provision of waste data. Enables the Council to require a post a bank guaranteed bond. Licensing is a transitional provision, which comes into effect two years after the bylaw comes into force.</p> <p>Requires licensing of resource recovery facilities and fill sites (including cleanfill, municipal solid waste/industrial landfill, controlled/managed fill sites, construction and demolition waste industrial landfill sites).</p>
Palmerston North 2016	<p>Licenses waste and diverted material transporters and collectors (more than 10 tonnes in any one twelve month period).</p> <p>All events hold on Council land or with Council funding must comply with the conditions for event waste management and minimisation.</p>
Timaru 2013	<p>Requires landlords ensure tenants receive the appropriate allocation of approved containers, and that they provide adequate space for the storage of such containers. Each bin will require 450cm².</p> <p>Includes a schedule of banned materials.</p> <p>Kerbside service users must separate their waste in accordance with acceptance criteria (listed in schedule) and separate compostable materials, recyclable materials and landfill materials.</p> <p>Requires commercial solid waste collectors and operators to be licensed by the Council.</p> <p>Licensees shall ensure recyclable and compostable materials taken to the appropriate waste management facility for processing.</p> <p>Recycling and compostable material shall not be disposal of as rubbish into Councils landfill.</p> <p>No person shall import from outside the district commercial solid waste for disposal to the Council's landfill unless approved by the</p>

WCC Waste Bylaw Review Issues

	Council.
Marlborough 2016	Requires an event organiser, prior to an 'event' (includes an open-air market, parade, protest, festival, commercial film shoot, or concert) to lodge an event waste management plan. Restricts the deposit of "any unaddressed mail, advertising material, community newspapers, clothing donation bags, circulars, leaflets, brochures, samples or flyers in any letterbox which is clearly marked "addressed mail only" "no circulars", "no junk mail" or words with similar effect".

3. Monitoring

ENVIRONMENTAL REFERENCE GROUP, YOUTH COUNCIL AND ACCESSIBILITY ADVISORY GROUP ANNUAL REPORTS 2018

Purpose

1. This report provides the City Strategy Committee with annual reports for three of Council's advisory groups:
 - Environmental Reference Group (reporting on 2018).
 - Youth Council (reporting on 2018)
 - Accessibility Advisory Group (reporting on 2018).

Recommendation/s

That the City Strategy Committee:

1. Receive the information.

Background

2. Wellington City Council operates the following advisory groups:
 - Accessibility Advisory Group
 - Environmental Reference Group
 - Pacific Advisory Group
 - Youth Council
3. The advisory groups serve a range of general purposes:
 - To advise Council officers working on relevant policies, strategies and operations on how to improve outcomes for the city and communities, based on their experience and knowledge; and
 - To pass information on issues relevant to communities between Council and advisory groups.
4. Each advisory group has a terms of reference, which sets out its purpose and expectations.
5. Each advisory group is required to submit an annual report to the Committee which outlines work achieved over the previous year. Starting from 2016, the advisory groups report on the previous calendar year.
6. This report covers the 2018 year for the Environmental Reference Group, Youth Council and the Accessibility Advisory Group.

Discussion

Environmental Reference Group

7. Under the Environmental Reference Group's (ERG) terms of reference its purpose is to:
 - Advise Council on the best ways to improve Wellingtonian's quality of life environmentally, socially, culturally and economically by protecting and enhancing the local environment.
 - Bring knowledge and insight into Council around the environment, including water, energy, waste, biodiversity urban design and transport management, in the context of the Council's roles and priorities.
8. The ERG's focus over 2018 when providing advice and feedback to Council and its officers was to highlight that climate change adaptation will be a critical part of building a resilient city, that water sensitive urban design is critical to Wellington's future and the need for cultural change.
9. The ERG has provided feedback and submissions on a number of strategies and plans, including:
 - The Outer Green Belt Management Plan
 - The Long-Term Plan
 - The Zero Carbon Plan
 - The Parking Policy
10. The ERG feels it has given Council valuable advice and feedback over the past year years and looks forward to the remainder of 2019.

Youth Council

11. Youth Council sees its role as providing a youth voice at local government. Under its terms of reference, Youth Council's main functions are to:
 - Assist and advice the City Council on how to help grow a great City where young people thrive and contribute to the City Council's priorities.
 - Bring extra insight to Council (a youth perspective) to solve problems facing a changing world.
 - Develop the capabilities of its members (including leadership and engaging wider youth.
12. In 2018, a key focus of Youth Council was to participate in the consultation processes of Wellington City Council, Greater Wellington Regional Council, Parliament, and many other public entities. Highlights included:
 - Wellington City Council 2018-28 Long-Term Plan
 - Wellington City Council Te Tauihu Te Reo Māori Policy
 - Wellington City Council Alcohol Control Bylaw
 - New Zealand Qualifications Framework Review (New Zealand Qualifications Authority)
 - Education Conversation (Ministry of Education)
 - Local Electoral Matters Bill (Parliament's Justice Select Committee)
 - Regional Land Transport Plan (Greater Wellington Regional Council)

- Zero Carbon Bill (Ministry for the Environment).
13. In addition to the above, a major achievement of 2018 was to present Council the Youth Engagement Framework developed by Youth Council over 2016 and 2017. This work was partly funded through the Local Government Youth Projects Fund, administered by the Ministry of Youth Development. Youth Council was pleased to receive Council's thanks for developing the framework and is now looking forward to working with officers to operationalise the framework and integrate it into engagement practices.
 14. 2018 also marked the 20th anniversary of Youth Council with an afternoon tea attended by the Mayor, City Councillors, Council's Executive Leadership Team and present and former Youth Council members.
 15. Youth Council feels that it had "an enormously successful 2018" and is looking forward to the remainder of 2019.

Accessibility Advisory Group



16. Under the terms of reference the Accessibility Advisory Group's purpose is to:
 - Advise Council on how to help grow a great and accessible City, where barriers to people with impairments are minimised.
 - Bring lived experience and knowledge to Council around accessibility issues in the context of Council's roles and priorities.
17. This reporting period has been heavily occupied by the in-depth discussions with Councillors and Council officers in relation to the Accessibility Action Plan. In addition AAG has initiated a number of activities as part of its annual work plan, highlights included:
 - GovTech Incubator Programme (Creative HQ)
 - Accessibility Initiative Parking and Mobility Parks
 - Accessibility Awards
 - Accessibility Action Plan Development
 - Disability Pride Week
18. AAG was able to provide advice to the following projects during this report period:
 - WCC Accessibility Awards
 - Transport Safety & Public Transport Development
 - Cycling Programme • Property & Facilities renewal programme
 - Digital Lead Action Plan
 - Te Papa Sensory Art Tour
 - Election of new co-chairs
 - Annual Reporting and Planning for 2019
19. The AAG feels it has given Council valuable advice and feedback over the years and looks forward to the remainder of 2018.

Next Actions

Review of advisory groups

20. A review of the advisory groups is anticipated.

Attachments

Attachment 1.	Youth Council annual report 2018 ↓ 	Page 184
Attachment 2.	Accessibility Advisory Group Annual Report 2018 ↓ 	Page 192
Attachment 3.	Environmental Reference Group Annual Report 2018 ↓ 	Page 196

Authors	Dominic Tay, Senior Democracy Advisor Esther Hoskin, Democracy Advisor Prebashni Naidoo, Senior Democracy Advisor
Authoriser	Penny Langley, Democracy Services Manager Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation

N/A

Treaty of Waitangi considerations

N/A

Financial implications

None identified at this time.

Policy and legislative implications

None identified at this time.

Risks / legal

N/A

Climate Change impact and considerations

N/A

Communications Plan

Not required.

Health and Safety Impact considered

None identified at this time.

Wellington City Youth Council Annual Report

For the year ended 31 December 2018

**You are not
your parents,
you are you.
Think like you**

Wellington City Youth Council
Te Rūnanga Taiohi o te Kaunihera o Pōneke

Aroha tētehi ki tētehi

Love one another

Dedicated to Eva McGauley
1999-2018

Introduction

Mihimihi

Youth Council had an enormously successful 2018, underscored by our 20th anniversary, the acceptance by Council of the Youth Engagement Framework, expansive engagement around the Long Term Plan, and advice being sought by a wider set of organisations from around Wellington and the country.

In 2018 Youth Council took on a large and diverse portfolio of work, ensuring that young people were considered across a spectrum of issues from local government to transport networks to employment. All of this work made 2018 one of the most successful and active years in recent memory for the Wellington City Youth Council. Building on the strong foundations we created over 2017, Youth Council forged ahead with expanding the organisations and young people we engage with. In 2018, we not only provided advice to local government, but increasingly connected with central government agencies and the House of Representatives to ensure young people's voices were heard at all levels of decision making.

The Long Term Plan 2018-2028 was a major focus for Youth Council in 2018, as it set out Council's funding expectations and focused over the next ten years - something that young people in Wellington were evidently keen to discuss. Working in close collaboration with Wellington City Council, Youth Council undertook various forms of pre-engagement with young Wellingtonians to hear their views about Wellington City and what the focus should be on over the next decade. When it came down to telling Council what we'd heard, Youth Council put forward a strong view about the importance of doing more to increase housing and protect the environment, alongside a focus on strengthening quality recreation and cultural opportunities.

Youth Council also celebrated its 20th Anniversary in 2018, after starting in 1998. It was fitting in this milestone year that we also submitted our Youth Engagement Framework to Council, who accepted it and enlisted Council officers to integrate it into the fantastic engagement activities that Wellington City Council already do.

As an advisory group, it is sometimes easy to get lost in the system - providing written submissions, engaging with the community, presenting to different groups. But throughout 2018, Youth Council also had a focus on our members and ensuring that we are helping to nurture young leaders in the community. This included opportunities for Youth Councillors to become more engaged in their local areas, meet with various influential organisations and individuals, and have a platform to create a real difference in their local community.

The vast diversity of work in 2018 presented an exciting challenge to Youth Council, with Youth Councillors needing to balance the time they contributed to Youth Council with a plethora of other commitments - school, university, work, social activities, sport, whanau, and many more. I'm incredibly proud of the efforts put in by our collective team, with Youth Council making an oversized contribution to policy, public debate, and outcomes for the community in 2018.

There will always be more to do. But I am certain that the work of the Wellington City Youth Council, alongside the passion and dedication of various groups around Wellington and the 70,000 young people aged under 24 in Wellington City, will continue to make a positive difference in our local communities.

My interactions with a broad variety of Wellingtonians over the past year has reinforced just how great a place Wellington is to live, work, and play. The people I've met have instilled in me the importance of community, dedication, and a focus on the future. The outlook is bright for Wellington's future, and I'm excited to see the work Youth Council will continue to do to help keep Wellington as the world's most liveable city.



Brad Olsen
Queen's Young Leader - 2016
Youth Council Chair (until March 2019)
March 2019

Purpose | Ngā take

The Wellington City Youth Council's purpose is to:

Assist and advise

Assist and advise the [Wellington] City Council on how to help grow a great City where young people thrive and contribute to the City Council's priorities

Bring insight

Bring extra insight to Council (a youth perspective) to solve problems facing a changing world

Develop members

Develop the capabilities of its members (including leadership and engaging wider youth)



Membership Mematanga

The following people were members of the Wellington City Youth Council during 2018:

Brad Olsen	Chair
Ollie Michie	Deputy Chair
Bethany Kaye-Blake	Dexter Smith
Jackson Lacy	Laura Somerset
Shine Wu	Teri O'Neill
Tim Rutherford	Freja Cook
Raihaan Dalwai	Watene Campbell
Niamh Hyde	Term ended March 2018
Sean Johnson	Term ended August 2018
Jack Marshall	Term ended August 2018
Anyia Bukholt-Payne	Term ended August 2018
Meredith Ross-James	Term ended November 2018
Ivana Emer	Term ended December 2018
Carl Bennett	Term started August 2018
Ella Flavell	Term started August 2018
Liam Davies	Term started August 2018
Melania Lui-Fai	Term started August 2018
Neesha Dixon	Term started August 2018
Sarah Gardenier	Term started August 2018



Youth Councillors with Mayor Justin Lester.

Policies and plans Kaupapa here

Youth Council welcomed the opportunity to provide feedback to a number of organisations in 2018, including Wellington City Council, Greater Wellington Regional Council, the Ministry of Business, Innovation, and Employment, the Ministry of Education, the Ministry for the Environment, the Mental Health and Addiction Inquiry, and Parliament.

The full list of submissions and consultations Youth Council participated in throughout 2018 is set out below:

To Wellington City Council:	To other organisations:
<ul style="list-style-type: none"> Representation Review Connecting City Communities Te Tauihu Te Reo Māori Policy Long Term Plan 2018-2028 Youth Engagement Framework Alcohol Control Bylaw Planning for Growth 	<ul style="list-style-type: none"> New Zealand Qualifications Framework Review (to New Zealand Qualifications Authority) Education Conversation (to the Ministry of Education) Online Voting (to the Minister for Local Government) Local Electoral Matters Bill (to Parliament's Justice Select Committee) Regional Land Transport Plan (to Greater Wellington Regional Council) Metlink public transport changes (to Metlink and Greater Wellington Regional Council) Zero Carbon Bill (to the Ministry for the Environment) Minimum Wage Review (to the Ministry of Business, Innovation, and Employment) Mental Health (to the Government Inquiry into Mental Health and Addiction)

Youth Council priorities Ngā pūtake

In early 2018, Youth Council and the Wellington City Council agreed six high-level priorities that Youth Council would focus on throughout 2018. This section reports our progress in these six areas, and highlights some of the work undertaken by Youth Council.

Priority 1: Long Term Plan 2018-2028

Pre-engagement

Youth Council's major engagement activities in 2018 focused on Council's public consultation and engagement on the Long Term Plan 2018-2028 (LTP). Youth Council worked with Wellington City Council staff to help shape the wording of engagement postcards where young people could write or draw their answers to what they liked best about parts of Wellington and what could be improved.

Members of Youth Council then analysed over 300 postcard responses from young people across Wellington who provided their insights into the issues that will affect Wellington's future.

In March 2018, Youth Councillors, with the support of Wellington City Council, undertook a second engagement activity. Here, Youth Councillors toured around the Wellington waterfront on one of the City's iconic Crocodile Bikes handing out ice blocks to the public. In exchange, the public provided their insights into what things were going well in Wellington, and what things were important to the public when considering Wellington's future. Over 200 people engaged with Youth Councillors during the weekend of 3-4 March 2018.

Advice and public submission

Youth Council made a strong and passionate submission on the Long Term Plan, both in writing and also to the Long Term Plan Committee, where the entirety of Youth Council stood and addressed Councillors. For the 2018-2028 Long Term Plan, Youth Council adopted a new process for collating opinions on the Plan's proposals. For this, we dedicating an entire Youth Council meeting to going through all the proposals in-depth and deciding on the opinion the Youth Council would take in its submission to Council. This process ensured that a wide range of views were considered, and discussion and debate was encouraged, leading to a comprehensive submission on all aspects of the Long Term Plan. Two issues which Youth Council unanimously agreed Council should be more ambitious on were housing and the environment.

We felt that the resilience and environment section of the Long Term Plan lacked significant action on initiatives to preserve our natural environment, including steps to mitigate the effects of climate change, and encourage the exploration of our city's diverse landscape.

On housing, Youth Council was concerned that Wellington City Council funding for the Wellington Airport runway extension could be better utilised in funding other projects that would make housing in Wellington more affordable. We advocated for Council spending to be directed to building more affordable and social housing, and addressing rising rental costs, which



Above: Youth Councillors submitting on our LTP pre-engagement. Below: Youth Councillors aboard the 'engagement bike'.



are a particular burden for tertiary students. As Youth Council Chair Brad Olsen quipped in response to questions from Councillors: "If we always do what we've always done, we'll always get what we've always got."

Council's final Long Term Plan 2018-2028 goes some way to addressing the concerns and ideas put forward by Youth Council. Although there is still more to do, Youth Council looks forward to continuing to working constructively and collaboratively with Council on planning for Wellington City's future.

Wellington City Council's public submissions process for the Long Term Plan 2018-2028 generated [significant engagement with younger people](#), with people aged 19-30 being the largest cohort to provide feedback. This age group provided 25% of all submissions on the LTP, despite comprising only 19% of the population. Youth Council is confident that the engagement with young people undertaken prior to and during the submissions period contributed to this higher engagement from the 19-30 cohort.

Priority 2: Youth Engagement Framework

In 2018, Youth Council's long term project, Te Tūāpapa Whakawhanake Rangatahi Youth Engagement Strategy, transformed from a Youth Council idea and document into a Council-integrated framework. Our working document, then labelled informally as the 'Youth Engagement Strategy' became the Youth Engagement Framework (YEF), as it morphed into a toolkit for Council officers to use when engaging with young people.

In September 2018, the draft Youth Engagement Framework was received by the City Strategy Committee, with the Committee thanking Youth Council for developing the Framework. Councillors set out that Council officers would work with Youth Council to operationalise the Framework and integrate it into engagement practices and use it when considering changes that impact young people.

The development of the Framework was part of a wider programme of increasing engagement with children and young people across Wellington. The Framework has been adapted by Council officers in collaboration with Youth Council to make it a useable document that is relevant to the real-world engagement which Council undertakes, while still maintaining the kaupapa of the original Framework. The benefits and limitations of various engagement methods provides insights so that Council officers can best engage with the local community no matter the topic. Particularly, the Framework signals the importance of closing the feedback loop to ensure that all who participate in engagement feel their voice is valued, considered, and able to make a difference.

Youth Council wishes to extend its sincere thanks to Michael Oates and Clare Lundon from Council's Engagement and Consultation unit for their assistance with the formation and implementation of the Youth Engagement Framework, to Jack Marshall as the Chair of the YEF Working Group, to Kane Patena and Denise Mackay for their much-appreciated support, to the various Youth Councillors since 2016 who have given their time, expertise, and insights, and finally to all the young people in Wellington who were involved in the Youth Engagement Framework project since its inception in 2016.



Youth Council Chair Brad Olsen and YEF Working Group Chair Jack Marshall formally presenting YEF to Council.

Priority 3: Member development

Member development is an integral part of Youth Council. Both Youth Council and Wellington City Council are committed to developing Youth Councillors, especially in the areas of leadership and engaging wider youth.

In 2018, there were a variety of opportunities, both internally and externally, for Youth Councillors to develop their skillsets.

Internal development opportunities

Annual events such as the new member orientation helped to bring the six new members who joined Youth Council in August 2018 to get up to speed, alongside providing an opportunity to refresh current members of Youth Council on the foundations of local government and youth engagement, including council structures, wards, mock submission writing, and presentations.

A number of Youth Councillors were fortunate in 2018 to have the opportunity to attend various civic events, including the ANZAC Day National Commemorative Service, the opening of the Cuba Street rainbow crossing, and the Rainbow Hui.

Youth Councillors also assisted Wellington City Council to engage on the draft Te Tauihu Te Reo Māori Policy, by facilitating discussions on the draft policy at Waitangi Day celebrations.

Members gained valuable skills from meeting with both the Pacific Advisory Group, and the Wellington Boys' and Girls' Institute, and discussing our work on the Youth Engagement Framework.

Youth Council also celebrated its 20th Anniversary in 2018. This milestone was marked by a small celebration of Youth Council's work over the past two decades, and brought together current Youth Councillors, Youth Council alumni, local MPs, Councillors, Council executive leadership, and staff. The milestone also provided a fantastic opportunity for reflection on all of Youth Council's achievements over the years, and to what was on the horizon.

In 2018 we also marked the departure of six Youth Councillors. Of particular note was the departure of Jack Marshall, who had provided over 10 years of service to Youth Council, being both Deputy Chair and Chair during his decade-long tenure. His dedication to advancing young people's interests in Wellington, and his comprehensive institutional knowledge, will be sorely missed.

In late 2018 Youth Council also organised a successful 'Study Break' event in Te Ngākau Civic Square. Working with Council staff, Youth Councillors undertook this event as a way to better understand what parts of Wellington young people felt a strong connection to, and where in Wellington improvements could be made. The event had at its centre a sausage sizzle, providing students with a brief reprieve from the stress and strain of the exam study period. Not only did this event provide insights into young people's views in Wellington, but also gave Youth Councillors a unique opportunity to build their leadership and event management development skills.



Above: Cutting the cake at Youth Council's 20th Anniversary function.
Below: Youth Council's 'Study Break' event.

External development opportunities

In November 2018, Youth Council held a meeting with the Wellington Boys' and Girls' Institute (BGI), to learn more about our shared interests and ongoing youth development and engagement work. Youth Council also provided comments on some planned research and engagement BGI was looking to undertake in the future.

In early 2018, Youth Council attended the launch of the Don't Guess the Yes campaign, developed in partnership with NZ Police, Wellington City Council, Victoria University of Wellington Students' Association (VUWSA), Massey Wellington Students' Association (MAWSA), and the Sexual Abuse Prevention Network.

Two Youth Councillors assisted Wellington City Council officers to host a stall at the Festival For The Future, which returned to Wellington in 2018. The stall showcased Wellington City Council's virtual reality (VR) technology and allowed participants to visualise Wellington City and various aspects of the City, including earthquake and flooding risks.

Two Youth Council representatives attended the Wellington Gold Awards, networking with a range of influential Wellingtonians and hearing about the success in the business world in 2018.

Youth Councillors were invited to an event at Parliament held by Jan Logie MP and Volunteer Service Abroad to hear about ending violence against women.

Youth Councillor Shine Wu joined a working group which is assisting with the development of a structure plan for a new community development in Upper Stebbings Valley between Churton Park and Tawa.

Youth Councillor Teri O'Neill was appointed to the Tu Ora Compass Health youth reference group.

Youth Council Chair Brad Olsen was [announced](#) as a finalist in the Public Service category in the Wellingtonian of the Year Awards 2018.



Priority 4: Consultation on plans, policies, and reviews

Internal consultations

Te Tauihu Te Reo Māori Policy

Youth Council was extremely supportive of this policy, viewing it as a first but symbolic step in integrating the use of te reo into Council and Wellington in general. We advocated for increased signage in te reo, use of te reo both in written and oral form in all aspects of Council business, and the idea of a mobile app which displayed local place names with their respective te reo name. As part of our submission to Council, Youth Council put forward that one way to integrate more te reo was through the use of food by way of a Māori food truck, an idea which was featured in the [New Zealand Herald](#). Youth Council was also excited to see Council swiftly enact another core idea of ours, which was to add a Māori name to prominent Wellington areas, with Civic Square being renamed to Te Ngākau Civic Square. For Youth Council, this was great recognition of the mahi that we put into our submission and a great tangible outcome which originated from Youth Council.

Alcohol Bylaw Review

Youth Council made both written and oral submissions on the proposal, citing support for aspects of the plan, especially the extension of the boundary in Mt Victoria, and increased signage. We stated that although alcohol bans are an integral part of alcohol harm reduction, we questioned if the possible alcohol bans considered for Kilbirnie and parts of Kelburn surrounding the University would achieve the desired outcome of reducing alcohol-related harm and nuisance. Regarding Kelburn, Youth Council's view was that it would be more effective if Council worked more closely with the University and the halls of residence to address harm and nuisance. We drew Council's attention to the fact that the halls have a 10pm 'kick out' time for students, and that students would simply go further afield, and continue drinking, possibly in unsafe or unmonitored areas.

Connecting City Communities

Youth Council was consulted at the initial stages of this plan's formulation, providing a youth perspective and general feedback on community and neighbourliness in Wellington. We pointed to the fact that most young people who grow up in suburban Wellington, which has a housing stock comprising predominately stand-alone homes, tended to have a stronger connection with their immediate neighbours and local community than those growing up in apartments or similar style housing. We also noted that generally students don't tend to have strong connections with their neighbours or local community, since they aren't usually involved with local schools or clubs and aren't often in one property for an extended length of time. Youth Council felt that more innovative approaches such as shared spaces, or Council-run local events, could help to change this.

Representation Review

Youth Council made both written and oral submissions to Council on this Review. The submissions supported Council's proposal for slight boundary changes and agreed with Council that it is more important for communities not to be arbitrarily split and stated that the boundaries closely matched what young people in Wellington City would broadly consider to be their 'local community'. We also supported the addition of te reo names to the wards and felt that it was an appropriate implementation of the Te Tauihu Te Reo Māori Policy.

Planning for Growth pre-engagement

Youth Council was invited to participate in pre-engagement for Council's Planning for Growth project, after an initial Council officer-led briefing and consultation with Youth Council. A small group of Youth Councillors subsequently met with the Planning for Growth creative team. Youth Council was very supportive of the proposal citing that long-term frameworks such as this are essential if Wellington is going to retain its vibrant, compact, and inclusive vibe, whilst maintaining healthy and sustainable growth. In addition, the focus on city resilience and improving our housing stock and transport links to accommodate such growth was heralded.

External consultations

Throughout 2018, Youth Council also undertook consultation activities with a range of organisations external to Wellington City Council. Many organisations contacted Youth Council to arrange a discussion with Youth Councillors, highlighting the high regard Youth Council and its feedback is held in by various organisations. External consultations in 2018 included:

Government Inquiry into Mental Health and Addiction

With mental health being an important issue for young people, Youth Council organised a dinner with other youth leaders and members of



Youth Councillors helping promote Te Tauihu at Council's Waitangi Day celebrations

the Government Inquiry into Mental Health and Addiction. At the dinner, Youth Councillors discussed access and barriers to mental health services, potential solutions, and how young people could engage with the Government Inquiry. Youth Councillors subsequently provided a formal written submission to the Government Inquiry, with our ideas clearly incorporated throughout the Government Inquiry's [final report](#).

New Zealand Qualifications Framework Review

Youth Councillors met with representatives from the New Zealand Qualifications Authority (NZQA) to discuss the New Zealand Qualifications Framework (NZQF), how the NZQF is used by learners, and what feedback young people had that would make the NZQF more usable to recognise skills and education.

Education Conversation

Following on from our consultation with NZQA, Youth Council received a presentation from the Ministry of Education about their NCEA review and Education Conversation. Youth Council also provided a formal submission on the importance of providing young people with the skills and knowledge to tackle a 21st Century world.

Online voting

After discussions about the various benefits and concerns around online voting, Youth Council wrote to Hon. Nanaia Mahuta, Minister for Local Government. Youth Council's letter urged the Minister to instruct officials to progress online voting trials in local government as fast as possible. The Minister wrote back to inform Youth Council that she was taking Youth Council's views into consideration, and had discussed our letter with Hon. Andrew Little, Minister of Justice.

Local Electoral Matters Bill

As a direct result of our letter to the Minister for Local Government, Youth Council also provided a formal submission to Parliament's Justice Select Committee on the Local Electoral Matters Bill, which looked to clarify and strengthen local government election activities. Youth Councillors also provided an oral submission and had a productive conversation with the Select Committee around how to engage young people. The Select Committee also requested a copy of Youth Council's Youth Engagement Framework for their reference.

Regional Land Transport Plan

Given continued youth interest in public transport, Youth Council provided a submission to Greater Wellington Regional Council's Regional Land Transport Plan mid-term review. Our submission centred around increasing access and convenience for young people, and the importance of public transport in creating better environmental outcomes. Youth Council's submission led to a [front-page story in the Dominion Post](#) about the importance of integrated ticketing in Wellington.

Metlink public transport changes

Following the changes to Wellington's public transport network in mid-2018, Youth Council requested a briefing and discussion session with Greater Wellington Regional Council and Metlink to highlight how young people were affected by the changes, and what improvements could be made to enhance positive public transport outcomes. This meeting was very productive for both sides, and Metlink have indicated an interest in continuing to liaise with Youth Council around public transport and young people in Wellington.

Zero Carbon Bill

Youth Council also received a presentation from officials at the Ministry for the Environment on options for the proposed Zero Carbon Bill and discussed challenges in the climate change space. Youth Council also provided a formal submission to the Ministry on the proposal and will continue to contribute to discussion around the Bill once it is put before Parliament for further discussion.

Minimum Wage Review

Changes to the Ministry of Business, Innovation, and Employment's Minimum Wage Review led to the Ministry approaching Youth Council about providing input from a youth perspective on upcoming minimum wage changes. Youth Council was one of only nine organisations consulted, and the only organisation to focus particularly on youth views. Youth Councillors noted how changes to the minimum wage could affect young people in employment, particularly in the retail and hospitality sectors. Youth Council also highlighted the importance of recognising how minimum wage changes could affect students, and the need to discuss changes like the minimum wage review within the



Above: Youth Councillors working with NZQA on their reviews.
Below: Our oral submission to Parliament's Justice Select Committee.



context of wider government tax and transfer settings to ensure that higher minimum wages weren't just eroded by abatement thresholds and similar settings that are separate from, but interrelated with, wage settings. Youth Council's points were thoroughly considered and feature prominently in the final [Minimum Wage Review](#).

Meeting with Nicola Willis MP

In late 2018 Youth Councillors were invited to a discussion with National Party Wellington Central-based MP Nicola Willis at Parliament. Youth Councillors discussed broad issues of concern and interest in Wellington City and are hoping to continue meeting with Wellington-based politicians as schedules permit to provide a youth perspective on Wellington.



Youth Councillors meeting with Nicola Willis MP.

Priority 5: Reporting

After changing reporting timeframes in 2016, Youth Council submitted two concurrent Annual Reports for the 2016 and 2017 years to the City Strategy Committee in August 2018.

These Annual Reports outlined the work undertaken by Youth Council over the preceding two years and used a new, more vibrant, style to make Youth Council's Annual Reports stand out to readers. Both annual reports, and previous annual reports from 2014, can be found on Council's website.

Priority 6: Other projects

Youth Summit

Youth Council provided ongoing feedback to Council officers when required around the Youth Summit that Wellington City Council held in late 2018.

Additionally, three Youth Councillors attended parts of the Youth Summit and assisted with some sessions during the day. Youth Councillors also heard from young people at the Summit about their ideas for Wellington and provided this feedback to Council and Youth Council.

Other items

Youth Council was also involved with a limited number of other items which do not fall under any other priority categories:

- Youth Council Chair Brad Olsen met with representatives from the Lightning Lab GovTech 2018 team and discussed youth engagement and barriers young people face when engaging with government.
- Wellington City Council Senior Democracy Advisor Dominic Tay and Youth Council Chair Brad Olsen presented to a group of students undertaking a Bachelor of Youth Development at WelTec/Whitireia about youth engagement with local government and what Youth Council does.
- Conscious of the environmental and financial impact of the fortnightly payslips, Youth Council resolved to stop receiving paper payslips and asked Council to provide electronic payslips.

Passing of Eva McGauley

In late 2018, Eva McGauley passed away after a battle with cancer. Eva was a former Youth Councillor, an honorary member of Youth Council, and a constant force for change in Wellington. She started the charity Eva's Wish to help stop sexual violence and support survivors. Through her work, the government created a sexual harm helpline - Safe to Talk - for people to talk to trained specialists about sexual harm.

Youth Council will forever remember Eva's passionate spirit and determination to create a better world.

Acknowledgements

Ngā aumihi

Youth Council thanks our various supporters and those at enable us to do the work we do, including parents, friends, colleagues, and in particular Council officers and elected members.

Our sincere thanks are given to Dominic Tay for his incredible work in his role as a Democracy Advisor and Youth Council's direct Council liaison. We additionally extend our gratitude to Youth Councillor Jackson Lacy for his incredible design skills across the year, including his work formatting this Annual Report.

2018 Annual Report authors: Brad Olsen, Ollie Michie, Tim Rutherford, Jackson Lacy

Image credits

Front and back cover: Hayley Seibel/Unsplash

Page 4-6: Wellington City Youth Council

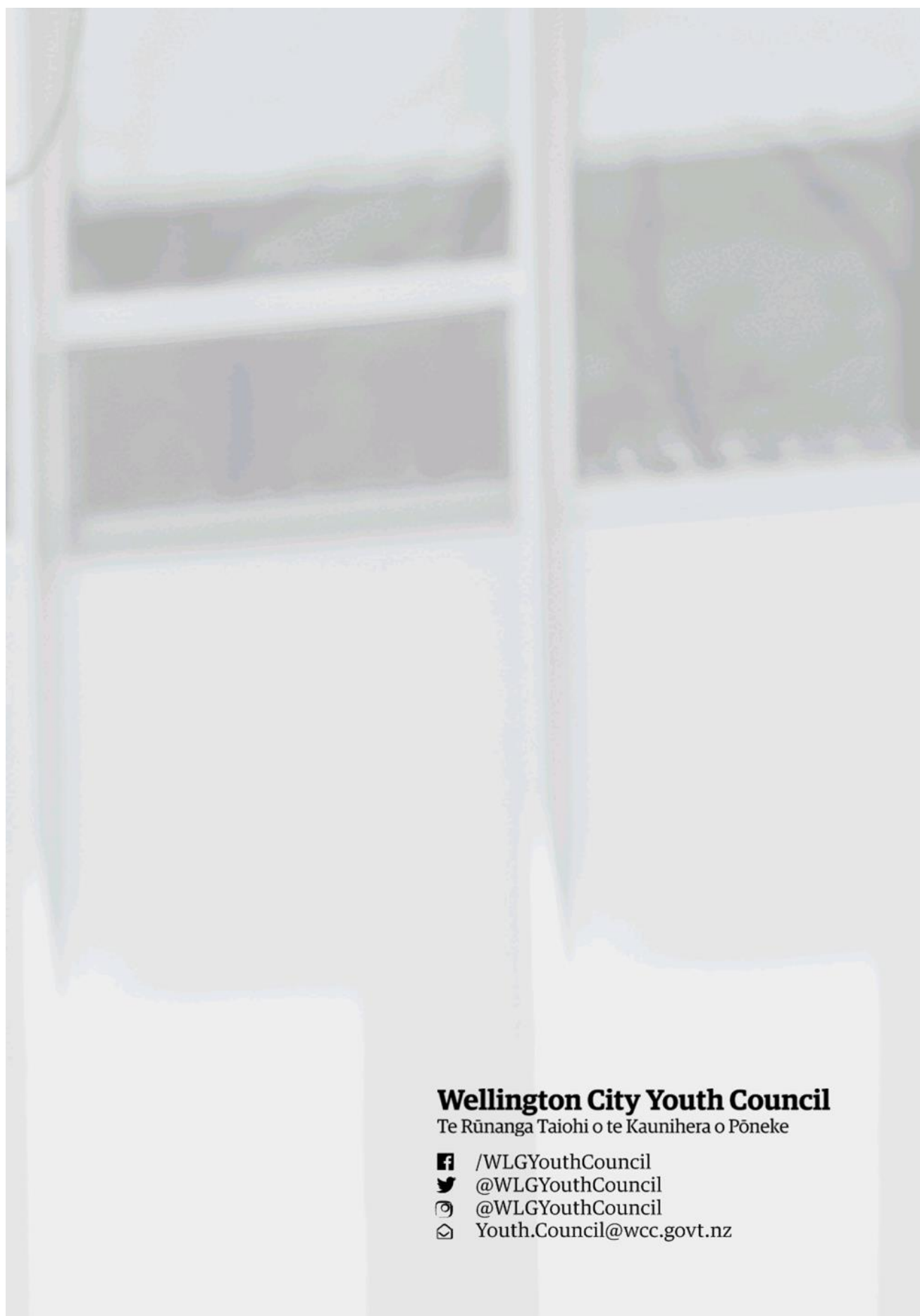
Page 8: Wellington City Youth Council

Page 10: Office of Nicola Willis MP

Page 3: Supplied





Page 7 (clockwise): Jackson Lacy, Wellington City Youth Council

Page 9 (clockwise): Wellington City Youth Council, NZ Parliament



Wellington City Youth Council

Te Rūnanga Taiohi o te Kaunihera o Pōneke

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 Youth.Council@wcc.govt.nz

Accessibility Advisory Group

Purpose

The Purpose of the Accessibility Advisory Group (AAG) is to:

- Advise Council on how to help grow a great and accessible City, where barriers to people with impairments are minimised.
- Bring lived experience and knowledge to Council around accessibility issues in the context of Council's roles and priorities.

Group Composition

AAG membership has been selected to provide a considerable range and depth of accessibility expertise. All members have lived experience of disability and a variety of access needs. We do not purport to represent any particular community or the full spectrum of accessibility perspectives, however we do have a diverse mix of gender, ethnicity, age, impairments, and accessibility experiences.

AAG Members as at June 2018 – January 2019

Nick Ruane (Co-chair Jun – Sep 2018)	Stuart Mills
Michael Bealing (Co-chair Jun – Sep 2018)	Erikka Helliwell
Tristram Ingham (New Co-chair Oct 18 -)	Rosie MacLeod
Alan Royal	Rachel Noble (New Co-chair Oct 18 -)
Solmaz Nazari Orakani	

Council appointed members

Councillor Lee
Councillor Foster

Reporting Structure

The Accessibility Advisory Group currently reports as a single body. It has, however, recently agreed to develop portfolio groups to enable AAG members to effectively monitor a broader range of issues of interest to accessibility communities and to support the further development relationships and capabilities in those portfolio areas. The portfolio areas and group memberships have not yet been finalised,

however we anticipate reporting to those specific portfolios in subsequent time periods.

Membership and Meetings

AAG does not have any current internal or external memoranda of understanding or formal relationships. AAG regularly sends a representative to the Safe and Sustainable Transport Forum.

Member attendance has been extremely high, despite several members suffering inter-current illnesses. Overall engagement from members, including engagement between meetings and involvement in other fora, has been excellent.

AAG Attendance June-Dec 2018

Name	No.	Percentage
Tristram Ingham	3	50%
Rachel Noble	5	88.33%
Michael Bealing	6	100%
Nick Ruane	6	100%
Alan Royal	6	100%
Solmaz Nazari Orakani	6	100%
Stuart Mills	5	88.33%
Erikka Helliwell	6	100%
Rosie MacLeod	5	88.33%

Annual Work Programme

A formal 2018 work programme was not formally agreed and is therefore not available.

Activity

This reporting period has been heavily occupied by the in-depth discussions with Councillors and Council officers on the (re)development of the Accessibility Action Plan. In addition AAG has initiated a number of activities as part of its annual work plan, highlights included:

- GovTech Incubator Programme (Creative HQ)
- Accessibility Initiative Parking and Mobility Parks
- Accessibility Awards
- Accessibility Action Plan Development
- Disability Pride Week

Provision of Advice

AAG was able to provide advice to the following projects during this report period:

- WCC Accessibility Awards

- Transport Safety & Public Transport Development
- Cycling Programme
- Property & Facilities renewal programme
- Digital Lead Action Plan
- Te Papa Sensory Art Tour
- Election of new co-chairs
- Annual Reporting and Planning for 2019

Acknowledgements

The Accessibility Advisory Group acknowledges the leadership and commitment provided by our outgoing co-chairs Michael Bealing and Nick Ruane. Both have demonstrated an outstanding commitment to advocating on behalf of all citizens with access needs in the region, and working closely with Council Officers to make significant progress on the development of an Accessible Action Plan.

Aspirations and challenges for the year ahead

The AAG is committed to supporting the Council to be a national leader in accessibility. We look forward to the results of the review of the advisory groups to enhance the efficiency and effectiveness of these important groups. Meanwhile, we have proposed a bold forward work programme for the coming year that, with appropriate support and buy-in from WCC, will see a greater level of engagement and progress on accessibility issues in partnership with AAG. We remain committed to being of service to officers and individual business units who need our input to their various projects and initiatives, but we

There are a number of initiatives at international, national and local levels that provide exciting opportunities for us to collectively provide strategic influence in the next twelve months to leverage accessibility improvements for our population, some of which include:

- The Second Examination of New Zealand under the United Nations Convention on the Rights of Persons with a Disability (UNCPRD)
- The commitment by government to explore national accessibility legislation
- The renewal of the Disability Action Plan 2019-2022 (by Office for Disability Issues)
- The opportunity for WCC to sign the Accessibility Charter (led by the Ministry of Social Development - currently signed by all central Government Departments)
- Modernisation of local election processes (removing barriers to equity in voter participation, particularly for people with accessibility needs)
- The Reform of the Local Government Regulatory Systems Amendment Bill (will provide an opportunity to ensure council documents are accessible by requiring accessible formats through rules created by the Secretary of Local Government)
- The WCC 'Planning for Growth' Programme (to accommodate up to 30,000 new residents over the next 30 years)
- The WCC 'Let's Get Wellington Moving' (LGWM) Transport Plan

- The WCC Earthquake strengthening projects of the Michael Fowler Centre, Town Hall, City Council Offices and Central Library
- Appointment of AAG Co-chair as new Director of Disability Responsiveness at Capital & Coast DHB

Environmental Reference Group

Annual Report for the period January 2018 – December 2018

Purpose

The Environmental Reference Group's (ERG) purpose is to:

- Advise Council on the best ways to improve Wellingtonian's quality of life environmentally, socially, culturally and economically by protecting and enhancing the local environment.
- Bring knowledge and insight into Council around the environment, including water, energy, waste, biodiversity urban design and transport management, in the context of Council's roles and priorities.

Portfolios

During 2018 the ERG has experienced some changes in membership but has retained and benefited from a diverse mix of well qualified and experienced members across a wide range of disciplines. The principal areas of interest to the ERG are split into portfolios with single or shared leads as displayed in the table below:

Portfolio Group	ERG Lead
Transport	Paula Warren
Climate Change	Chris Watson
Waste	Martin Payne
Water	Chris Paulin
Resilience	Lynn Cadenhead
Urban Design Agency/Urban Growth	Mark Higham
Mana whenua iwi & Treaty Relations	Mark Fenwick
Biodiversity/Open Space	Mike Britton
Heritage	Lynn Cadenhead

Policies and Strategies

During the period of this report, the ERG consulted with various WCC officers on a number of WCC plans and strategies, including:

- The Public Places Bylaw
- The new WCC te reo policy
- The WCC Long Term Plan
- Predator Free Wellington project
- The WCC Parking Policy review
- The Zero Carbon Capital Plan
- The WCC Outer Green Belt Management Plan
- The Whaitua process

Submissions

During the period, the ERG provided submissions to Council on:

- The WCC Long Term Plan
- The Regional Land Transport Plan

The main themes that the ERG has focused on through their submissions have been:

- Encouraging Council's efforts to increase integration across units, to overcome the negative effects of "silos".
- Highlight to the council the importance of developing good performance indicators and targets that will encourage work towards priority outcomes and help mainstream programmes such as 'Pest Free Wellington'.
- Emphasising the need to invest in cultural change, not just infrastructure change, to address some of the long-term issues facing the city, including climate change, population growth and resilience.
- Highlighting climate change adaptation as we predict it will be a critical part of building a resilient city. That adaptation should address a range of issues, including but not limited to sea level rise, changes in rainfall patterns and more frequency and strength of extreme weather events. It is important that any adaptation improves biodiversity and environmental outcomes and community resilience.
- ERG emphasised that water sensitive urban design is critical to Wellington's future. While the Council has a good policy, it should be moved in a timely manner to implementation and it should be ensured that work is integrated with regional water planning and the three waters policy.
- While acknowledging that Wellington has made great progress in tackling biodiversity issues and building community involvement through initiatives such as Predator Free Wellington, ERG believes that it is vital to ensure that support for work with biodiversity priorities in other areas and initiatives also continues to grow.

Feedback

During the period, the ERG provided feedback on: The Predator Free Project

- The Public Places Bylaw
- The new WCC te reo policy
- The Outer Green Belt Management Plan
- The WCC Long Term Plan
- Predator Free Wellington project
- The WCC Parking Policy review
- The Low Carbon Capital Plan
- The WCC Outer Green Belt Management Plan

Assessment on Process

More and more Councillors and Council officers have adapted to the ERG's preferred strategy of early engagement and targeted advice. Positive and constructive submissions have been made on key plans and policies. For example, the Long-Term Plan that was largely supported by ERG.

Working closely with Council officers can only enhance this process in the future and the ERG members are keen to be involved with workshops and meetings outside of the monthly meetings. Some support for this time should be considered as should the level of remuneration for members that has not increased overtime.

Challenges

The major challenge facing ERG is retaining members. ERG has been lucky to attract high calibre members covering many disciplines, but these people are in demand in the workforce and increasingly they struggle to find time for ERG or their circumstances change with new roles and challenges. ERG will continue to recruit as necessary.

Issues to Consider

The ERG would like to recommend the following:

- ERG would like to remind Council officers that we encourage them to provide background reading prior to presenting at meetings and to provide specific questions they would like advice on. Presentations should be brief with plenty of discussion time.
- The ERG is keen for more involvement with Councillors outside of meetings and submission processes but also continued and increased involvement within meetings and workshops.
- The ERG feels that Council could better utilise the extensive network the ERG members have within the environmental space.
- The ERG believes it would be an immense help to create feedback loops after discussion and submissions. For example, the involvement of Councillor Gilberd, David Chick and Moana Mackey in the ERG meetings has made the ERG's efforts feel valued and heard.
- The ERG would like to review representation from iwi, youth and other groups that could contribute on environmental matters for example currently is no representation from Iwi on ERG possible due to a funding loop. This should be redressed by an amendment to the ERG terms of reference.

Wellington City Council Environmental Group

Profile of members as at December 2017

Mark Fenwick (Chair)

For the last ten years Mark has been employed by the National Institute of Water and Atmospheric Research Ltd (NIWA) as a marine ecology technician. He has a varied role, working on the environmental impacts of fishing on marine habitats and fisheries stock assessments for hoki, oreo, orange roughy, blue cod and crayfish. He also works on environmental impact studies for major developments, including roading and sea floor mining.

Mark is a beneficiary member of the Port Nicholson Block Settlement Trust, the Wellington Tenth Trust and the Palmerston North Maori Reserves Trust and he affiliates to Te Atiawa and Taranaki Iwi and is a descendant of Te Whiti O Rongomai. His marae is Te Tatau o te Po in Petone and he currently sits on Te Atiawa ki Te Upoko o te Ika a Maui Potiki Trust (the marae fisheries trust).

He has an MSc from Victoria University, Wellington where he studied the genetic relationships of the New Zealand freshwater mussels (Kakahi) in conjunction with DoC, Iwi and Te Papa. While studying he worked in various roles at the National Museum, Te Papa Tongarewa in the Natural Environment department, the highlight of which was his involvement with the defrost and preservation of the colossal squid where he had a high profile role as the lead technician.

Outside of work, Mark is a keen fisherman and diver and a part-time dive instructor, helping other people discover our fantastic coast and underwater world. He spends time tramping in the Tararua Ranges, chasing trout, and just generally enjoying the great outdoors. Mark is passionate about our natural environment and believes that tangata whenua have a key role to play in ensuring that our environment is used in cautious, sustainable ways.

Mike Britton

Mike has a background in protected area management with a special interest in national parks and nature protection. He is a former General Manager of Forest & Bird and also Assistant Director of Fish & Game New Zealand. More recently, Mike has become involved in fundraising, primarily for nature protection. Over the last three years he has helped raise money with BirdLife International for island restoration, predator control and the development of sustainable livelihoods in the Pacific. Mike is a member of the Tongaririo Taupo Conservation and the Taupo-nui-a-Tia Management Boards.

Lynn Cadenhead

Lynn Cadenhead is a registered landscape architect with a zoology honours degree and an environmental science background. She recently relocated to Wellington from Nelson where she was an active member in Heritage Nelson and the New Zealand Institute of Landscape Architects Nelson branch, chairing both groups and writing submissions.

Lynn has been involved in a wide range of environmental and community projects, both as a professional landscape architect and as a volunteer. These have included landscape assessments, revegetation reports and projects, reserve and playground designs, and involvement in roading and transport issues.

Chris Paulin

Chris Paulin is a marine biologist with 37 years' experience as a marine biology curator at the National Museum of New Zealand (Te Papa Tongarewa), where his research ranged from the taxonomy of New Zealand fishes to traditional Māori fish-hooks and customary fishing techniques.

Chris has published in over 60 scientific papers, including descriptions of 17 species new to science, as well as eight books on NZ fishes and marine life, and fishing in New Zealand. Now self-employed (fishhook Publications & Photography), Chris specialises in macro-photography and has produced two books on the intertidal biota of the Wellington South Coast, and Taranaki regions, and in 2016 published "Te Matau a Maui: fish-hooks, fishing and fisheries in New Zealand".

Martin Payne

Martin, a professional qualified engineer, runs a design and consultancy company focussed on sustainable water and energy management systems. His particular interest in Water Sensitive Urban Design (WSUD) principles recognises the impacts of stormwater, transport, waste management and land development on aquatic environments. He has currently completed several papers towards a Masters in Public Health (Environmental Health) with a focus on residential rainwater harvesting.

As a long time environmental advocate, urban water researcher and resident in Wellington City, Martin firmly believes that the natural environment makes an essential contribution to the prosperity and liveability of Wellington City and that protecting this taonga can be achieved by an engaged community. As co-ordinator of Friends of Owhiro Stream, he has been involved in the physical restoration of this urban stream, as well as acting as a strong advocate for the protection of these sensitive environments at local and regional government levels.

Paula Warren

Paula is an ecologist who works as a policy advisor for the Department of Conservation. Her work over the last 26 years has covered a wide range of legislative and systems reforms, including development of the Resource Management Act, foreshore and seabed legislation, development of an outcomes approach for conservation management, and prioritising and reform of protected areas legislation.

Paula was New Zealand's lead technical delegate for the Convention on Biological Diversity for 6 years, including being a member of the technical bureau for the Convention, and being the NZ Clearing House Mechanism and Global Taxonomy Initiative focal point. She has done voluntary and paid work in Latin America focused on biodiversity and biosecurity systems reforms, and is Secretary of the Friends of Galapagos NZ.

Paula is involved with a number of restoration projects in the region, including chairing the Growing Places Trust that has been set up to implement place-making initiatives in transport corridors. She is also a walking and public transport users' advocate. She is a former member of the Wellington Regional Transport Committee.

Andrew Wilks

Andrew Wilks leads the Sustainability Office at Victoria University. He has experience in planning and delivering environmental initiatives including climate change action, energy efficiency, travel demand management, water conservation and waste minimisation. He has a strong network with sustainability practitioners in business, academia, the student body and has good relationships with council officers. He is also a board member of Australasian Campuses Towards Sustainability. He has lived in Wellington for 20 years and has 2 children who he chases around the recreational facilities of the northern suburbs.

4. Operational

COMMITTEE DELEGATIONS FOR OUTER GREEN BELT MANAGEMENT PLAN ORAL FORUMS

Purpose

1. This report asks the City Strategy Committee to delegate to the individual members of the Outer Green Belt Management Plan Hearing Subcommittee the authority to hear from submitters on behalf of the committee in the format of oral forums.

Summary

2. The draft Outer Green Belt Management Plan consultation and adoption is being conducted in accordance with the Reserves Act 1977 (the Act) which requires the administering body (the City Strategy Committee) to provide an opportunity for persons to present their objections and comments to the administering body, a committee or persons nominated by the administering body.
3. The City Strategy Committee has traditionally used oral hearings as the means for submitters to present their views on Management Plans. They are conducted by a full meeting of the Committee with submitters having 5-10 minutes to present their views their views. This satisfies the requirement of the Act.
4. In 2018, the Council trialled oral forums as a less formal and more conversational way to seek public feedback on the proposed 2018 Long-Term Plan (LTP). Oral forums provide an opportunity to grow public feedback while enabling a greater dialogue between submitters and individual Councillors. The results of the post-trial survey of submitters indicated that, overall, there was considerable satisfaction with the format, quality of feedback and facilitation of Oral Forums. Council has agreed to hold oral forums, in conjunction with oral hearings, as part of the 2019-20 Annual Plan process.
5. Officers consider that providing oral forums as part of the draft Outer Green Belt Management Plan consultation is a positive option for submitters to provide, and for Councillors to hear, feedback about the Plan. Submitters would be able to choose to attend either an oral hearing or an oral forum.
6. However, without a specific delegation from the Committee to individual Councillors to hear submissions in an Oral Forum there is unlikely to be compliance with the Act. This report proposes that delegation.

Recommendation/s

That the City Strategy Committee:

1. Receives the information.
2. Agrees to delegate to the persons listed as “delegates” below the responsibilities and powers listed in recommendation 3:

Delegates:

- a) Mayor Justin Lester
- b) Councillor Diane Calvert

- c) Councillor Fleur Fitzsimons
 - d) Councillor Andy Foster
 - e) Councillor Peter Gilbert
 - f) Councillor Malcolm Sparrow
 - g) Councillor Simon Woolf
3. Agrees to allow the delegates the responsibilities and powers to hear submissions on the draft Outer Green Belt Management Plan and interact with submitters under s41(6)(d) of the Reserve Act 1977 at Oral Forums.
 4. Notes the delegation will only apply for subcommittee members attending oral forums.
 5. Notes that an oral forum is deemed to be a public meeting and therefore specific standing orders will still apply at the meeting.
 6. Notes that the number of Oral Forums held is subject to demand.

Background

Oral forums

7. Oral forums were used as part of Council's engagement on the 2018-28 Long-Term Plan and received positive feedback from the community and from elected members. Council has already agreed to take a similar approach to its engagement on the 2019/20 Annual Plan.
8. In order for Council to hold oral forums on any subject, it is required to delegate the power to hear submissions to the individuals who will represent the Council at the oral forums.

Outer Green Belt Management Plan Hearing Subcommittee

9. On 13 December 2018 the City Strategy Committee delegated to the Outer Green Belt Management Plan Hearing Subcommittee the authority to accept and hear submitters.
10. Under the Reserves Act 1977 the administering body (the City Strategy Committee) can nominate individuals to hear objections and comments on the administering body's behalf.

Discussion

11. Officers consider that oral forums are an effective way to hear and consider submissions on the draft Outer Green Belt Management Plan. As discussed above, a further delegation to individuals is necessary for oral forums to be held.
12. It is proposed that, if the further delegation to individual members of the Subcommittee is approved, both oral hearings and oral forums will be held as part of the draft Management Plan consultation process.
13. Oral hearings and oral forums will be held between Tuesday 16 April and Thursday 18 April. Specific dates are subject to public demand.

14. Both oral hearings and oral forums are deemed to be public meetings. The public will therefore be able to view both. Standing Orders, such as the requirement for a quorum, will also apply to oral hearings and oral forums.

Attachments

Nil

Author	Esther Hoskin, Democracy Advisor
Authoriser	Penny Langley, Democracy Services Manager Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation

The report is to enable the use of oral forums as part of the Outer Green Belt Management Plan Consultation.

Treaty of Waitangi considerations

There are no Treaty of Waitangi considerations.

Financial implications

There are no financial implications directly relating to this report.

Policy and legislative implications

The legislative implications are outlined in the report above.

Risks / legal

We are providing submitters with a more flexible and engaging option for being heard. Oral hearing can still be selected by those who prefer the traditional method of presenting to Councillors.

Climate Change impact and considerations

There are no climate change impact and considerations.

Communications Plan

For submitters that have indicated that they would like to speak to their submission when they are contacted to book in a time they will be provided the option of either oral forum or oral hearing. Each format will be explained to the submitter before they decide.

Health and Safety Impact considered

There are no Health and Safety requirements to be considered.

5. Committee Reports

REPORT OF THE COUNCIL CONTROLLED ORGANISATIONS SUBCOMMITTEE MEETING OF 3 APRIL 2019

Members: Mayor Lester, Councillor Fitzsimons, Councillor Lee, Councillor Marsh,
Councillor Woolf (Chair).

The Committee recommends:

DRAFT STATEMENTS OF INTENT FOR COUNCIL CONTROLLED ORGANISATIONS

Recommendation/s

That the City Strategy Committee:

1. Receive the information.
1. 2. Agree that the Basin Reserve Trust, the Karori Sanctuary Trust, Wellington Cable Car Limited, the Wellington Museums Trust, the Wellington Regional Stadium Trust and the Wellington Zoo Trust will develop a final Statement of Intent for 2019/20 so as to address the items raised in this report and any further items raised by the committee and will work with Council officers to achieve this.

Attachments

Attachment 1. Draft Statements of Intent for Council Controlled Organisations Page 208



**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Item 2.3

**DRAFT STATEMENTS OF INTENT FOR COUNCIL CONTROLLED
ORGANISATIONS**

Purpose

- To receive and consider the draft 2019/20 Statement of Intent (SOI) for the following Council Controlled Organisations (CCOs).
 - Basin Reserve Trust
 - Karori Sanctuary Trust
 - Wellington Cable Car Limited
 - Wellington Museums Trust
 - Wellington Regional Stadium Trust
 - Wellington Zoo Trust

Summary

- Officers have reviewed the draft SOI for each CCO and assessed that each draft SOI has addressed the issues raised by the respective letter of expectation. Some changes are recommended to the sub-committee and, subject to its approval of these changes and any further items raised by the sub-committee, the sub-committee's views will be communicated to each CCO so it can prepare its final SOI to be presented to this sub-committee at its next meeting.

Recommendations

That the Council Controlled Organisations Subcommittee Sub-committee:

1. Receive the information.
2. Note any items raised by the sub-committee to be addressed by the Council Controlled Organisations in a final Statement of Intent.
3. Agree that the Basin Reserve Trust, the Karori Sanctuary Trust, Wellington Cable Car Limited, the Wellington Museums Trust, the Wellington Regional Stadium Trust and the Wellington Zoo Trust will develop a final Statement of Intent for 2019/20 so as to address the items raised in this report and any further items raised by the committee and will work with Council officers to achieve this.

Background

- Under the Local Government Act 2002, CCOs are required to submit a draft SOI to the Council by 1 March in the previous financial year. As a matter of good practice, the Council precedes this with a letter of expectation to each entity, which outlines the Council's expectations in respect of the SOI it will receive.

**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

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- The draft SOI process provides both the Council and the CCO with an opportunity to fine-tune respective expectations ahead of submitting a final SOI for approval.
- The letter of expectation for each entity was agreed by this sub-committee on 27 November 2018 and a draft SOI has been received from each CCO.
- The draft 2019/20 SOI for Wellington Water Limited will be considered by the Wellington Water Committee.

Discussion

- Officers have reviewed the draft SOI received from each entity and acknowledge that they respond constructively to the respective letter of expectation.
- Officers will work with individual CCOs to address items raised in this report and any further items raised by the sub-committee in each entity's final SOI which will be presented to this sub-committee at its meeting on 22 May 2019.
- The following pages include summary details of each entity's draft SOI plus, where appropriate, recommendations for certain points to be addressed in the final SOI.
- Draft SOIs are appended to this report.

**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

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Item 2.3

- Basin Reserve Trust

OFFICER SUMMARY

The Basin Reserve Trust has presented its draft Statement Of Intent for 2019/20 (SOI) and it responds positively to the sub-committee's letter of expectations but there are some points that should be addressed in the final SOI.

The Trust delegates the daily operation of the Basin Reserve to Cricket Wellington under a management agreement between the parties. The relationship between Cricket Wellington (as the Trust's management agent for the ground) and Council is strong and communication is regular, particularly in relation to the redevelopment programme.

The various redevelopment projects at the Basin Reserve are driven by the master plan which was promulgated in Council's 2015-25 Long Term Plan. The main projects that have been completed to date include the refurbishment of the RA Vance Stand and the scoreboards. The players' pavilion was redeveloped last year and the Brierley Pavilion was relocated to ZEALANDIA. Council's decision in May 2018 to strengthen and refurbish the Museum Stand is expected to see this work completed in February 2020. Council works closely with Cricket Wellington in the planning phases of all redevelopment projects while the works are contracted, managed and funded by Council. The Trust, with Cricket Wellington's support, will raise \$1.0m to contribute toward the Museum Stand project.

The Trust is committed to seeing the ground become accessible 24x7 subject to its normal operational closures and the Trust will work with Council to achieve this. The final SOI should be used as an opportunity to reaffirm this commitment.

The Trust aims to retain the Basin Reserve's status as *'the premier cricket venue in New Zealand'*. The Basin Reserve is the only first-class cricket ground in the Wellington region and is still one of the most utilised venues for cricket throughout the season which includes the hosting of international fixtures in addition to a full domestic programme.

The range of community events continues to grow and the popular Beers at the Basin event attracted over 5,000 patrons again this summer and was closely followed by the Black Caps versus Sri Lanka test match in December and a test match against Bangladesh in March. The ground will host the Night Noodle Markets over two weeks in early April before the junior winter sports programme begins again on Saturdays and Sundays.

In terms of funding, the Trust aims to achieve a breakeven budget. For the year ended 30 June 2020, the financial statements identify a surplus of almost \$388k inclusive of a \$350k external grant revenue to fund turf renovation.

The Trust has not secured a naming rights sponsor for the Basin Reserve. This matter remains a priority for the Trust and the revenue will play an important role in maintaining Council's investment in the facilities at the ground.

With the continued investment in the facilities at the Basin, Council is keen to see the venue play a major role in the 2021 Women's World Cup. The final SOI should acknowledge this and ensure it has a clear programme to position the Basin Reserve accordingly.

SUMMARY FINANCIALS (\$000)

FINANCIAL PERFORMANCE (\$000)	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
30 JUNE					

**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

**Absolutely Positively
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Me Heke Ki Pōneke

SUMMARY FINANCIALS (\$000)					
Total Revenue	965	1,064	1,392	1,051	1,073
Opex before Depreciation	840	859	876	868	888
Net Surplus (Loss)	9	86	388	9	7
FINANCIAL POSITION					
Total Assets	770	877	1,208	1,247	1,273
Total Liabilities	169	191	134	165	183
Equity	601	686	1,074	1,083	1,090
CASH FLOWS					
Total Net Cash Flows	64	77	15	(42)	34
Opening Cash	28	91	168	183	141
Closing Cash	91	168	183	141	175

The Trust's financial forecasts show stable financial position.

Offices note the budgeted revenue of \$350k to fund the turf renovation at the Basin Reserve. The final SOI will provide updated information including around the timing of this investment.

•

KEY PERFORMANCE INDICATORS

Key Performance Indicators focus on the utilisation of the Basin Reserve. Officers consider the KPIs to be satisfactory for this purpose.

	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
30 JUNE					
Number of event days					
Cricket events (days)	45		50	50	50
Other sports events (days)	21		25	25	25
Practice facility usage (days)	100		100	100	100
Community events (days)	20		21	21	21
Functions (days)	20		25	25	25
Numbers attending events	37,362		41,000	41,000	41,000

The final SOI will include forecasts for the year ended 30 June 2019.

**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

**Absolutely Positively
Wellington City Council**
Me Heke Ki Pōneke

Item 2.3

- Karori Sanctuary Trust

OFFICER SUMMARY

The Karori Sanctuary Trust (trading as ZEALANDIA) has presented its draft Statement of Intent for 2019/20 (SOI) and it responds positively to the sub-committee's letter of expectation.

- The SOI is a comprehensive document that clearly articulates the Trust's intentions to continue to meet the enduring expectations of Council and to maintain the Trust's alignment with relevant Council policies and strategies.
- ZEALANDIA'S guiding vision is for *nature-rich communities where people and nature flourish and the wider Wellington region is internationally recognised as the most nature connected urban area in the world*. Conservation and restoration work within the sanctuary remains a core element of ZEALANDIA'S work.
 - In 2018/19 the Trust completed a review and update of the ZEALANDIA Restoration Strategy, looking toward the next 20 years of restoration work.
 - In 2019/20 the Trust will conduct a similar review of the Valley Management Plan which looks at the maintenance and development of all infrastructure including tracks and trails.

ZEALANDIA works closely with the relevant agencies in Wellington to position itself firmly at the centre of the tourist trail in the city. The Wellington Regional Economic Development Agency remains a key strategic partner and the Trust will continue to advance this increasingly close relationship. In 2017/18 ZEALANDIA:

- Attracted over 132,000 visitors to the sanctuary.
- Featured consistently in the top 10 Wellington tourist attraction by Trip Advisor and as a key destination for international visitors coming to Wellington.
- In the last three financial years ZEALANDIA has welcomed over 125,000 visitors annually and this year expects to host almost 117,000 visitors. In the Trust's SOI forecast visitor numbers beyond the current year show steady but modest year on year growth but are tempered below the current year and prior year's achievements. Officers agree with the Trust that the SOI forecasts are an acceptable balance given the recent and rapid increases on prior year's visitation figures.
- Last year the former Brierley Pavilion (now called Pukeahu House) was relocated from the Basin Reserve to a site on Waiapu Road opposite ZEALANDIA's current administration building. Pukeahu House has helped to ease some immediate pressures for staff, volunteers, researchers and interns. The Trust is now working on the longer term accommodation solution (to be called Tanglewood House) that will be a physical manifestation of ZEALANDIA's Centre for People and Nature. Council has committed to assist funding this building in its 2018-28 Long Term Plan. ZEALANDIA has already raised its share of the funding needed and budgeting for Council's funding in 2020/21 to align with the construction programme.
- Asset management planning is given a modest mention in the SOI and officers believe the final SOI will be improved by the Trust committing to adopting a suitable asset management protocol.
-

SUMMARY FINANCIALS

- In recent years the Trust's financial performance has improved markedly in response to its improved operational performance and this is demonstrated by the growing strength of the Trust's cash reserves. This marks a significant turnaround in the overall financial sustainability of the Trust and positions ZEALANDIA well to deliver on its own programmes and strategic alignments with

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SUMMARY FINANCIALS

Council.

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FINANCIAL PERFORMANCE (\$000)	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
30 JUNE					
Total Revenue	5,201	5,405	5,207	6,712	5,418
Opex before Depn	4,479	4,914	4,876	4,974	5,073
EBITDA*	722	491	331	1,738	345
Net Profit (Loss)	174	145	(93)	1,264	(130)
FINANCIAL POSITION					
Total Assets	4,621	5,388	6,229	6,103	5,983
Total Liabilities	594	1,216	2,150	760	770
Equity	4,027	4,172	4,079	5,343	5,213
CASH FLOWS					
Total Net Cash Flows	310	(40)	(95)	(48)	(51)
Opening Cash	230	540	500	405	357
Closing Cash	540	500	405	357	306

- *Earnings before Interest, Tax, Depreciation & Amortisation.
- The spike in revenue forecast in 2021 represents Council's funding grant for Tanglewood House.
- Aside from the grant funding, revenue forecasts from 2020 are tempered along with the Trust's visitor number forecasts as the Trust consolidates upon its recent strong performances. This is a pragmatic response to the recent turnaround achieved by Zealandia and it is appropriate.
-

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KPI DASHBOARD

- The tables contain a selection of KPIs and not a complete list.

	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
30 JUNE					
Non-financial					
Visitors	132,337	116,914	102,200	105,200	108,400
Individual members	10,886	11,245	11,000	11,200	11,400
Students & education visits	9,316	8,722	8,800	8,800	8,800
Satisfaction rating	96%	95%	95%	95%	95%
Volunteer numbers	584	>450	>470	>490	>510
Financial					
Full cost to Council*	\$1,525,131	\$1,497,272	\$1,538,190	\$1,588,801	
Full cost per visitor*	\$13.71	\$12.81	\$15.05	\$15.10	
Average subsidy per visit**	\$6.31	\$8.80	\$8.54	\$8.28	\$7.99
Average revenue per visit***	\$31.44	\$26.48	\$26.74	\$27.01	\$27.28
Non-Council donations & funding	\$461,373	\$324,865	\$275,000	\$280,000	\$285,000

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KPI DASHBOARD

- * SOI figures based on WCC's Annual Plan and LTP figures.
- ** total WCC operating grant/visitors
- *** excl. grants & interest

• The Trust's financial KPIs are perhaps overly conservative. Over recent years the Trust has taken a more conservative approach to its forecasting than in prior years when forecasts were overly optimistic. It is now well understood that the underlying performance is sound and building strongly and the Trust's quarterly reporting demonstrates this. The headline visitor numbers now appear overly conservative and officers believe these could be increased to more accurately reflect the expected visitation performance.

-

- **Conservation Measures**

30 June	2019	2020	2021	2022
Restore species to the wild in accordance with the restoration strategy				
Number of new animal species transferred	2	0	1	1
Percentage of transferred animal species regarded as self-sustaining	70%	70%	70%	65%
Maintain or Improve the population status of nationally threatened species present				
Number of threatened species present and breeding successfully	4	4	4	4
Manage species held for captive breeding purposes to ensure they remain healthy and breed successfully				
Number of species breeding in captivity	2	2	1	1
Monitor animal pest status, control mice & successfully respond to any incursions				
Mice maintained at levels below or similar to previous years	<10	<10	<10	<10
Percentage of pest animal incursions successfully eradicated	100%	100%	100%	100%
Monitor plant pest status and reduce distribution of environmental weeds (currently 123) within and near the fence perimeter				
Number of pest plant species actively controlled or surveyed				
Number of pest plant species where control has achieved a decline to low levels of infestation in the sanctuary				

• The Trust may have accidentally omitted its KPIs relating to plant pest status in the sanctuary. The final SOI will respond to this, either by confirmation that this KPI is replaced by a more relevant measure or by its inclusion.

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**COUNCIL CONTROLLED ORGANISATIONS
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- Wellington Cable Car Limited

OFFICER SUMMARY

- The Wellington Cable Car Limited has presented its draft Statement of Intent for 2019/20 (SOI) and while it responds positively to many of Council's expectations, some items will be included in the final SOI. The company's final SOI will be improved by acknowledging the company is committed to considering how it can support Council's Te Tauihu Te Reo Māori Policy.
- The company used to comprise two operating divisions – the Cable Car and the Trolley Bus Overhead Electrical Network. Trolley Bus services ceased operating in October 2017, and the company has now decommissioned the overhead electrical network and disposed of all remaining network infrastructure and assets.
- The current generation of Cable Car is nearing the end of its design life (it commenced operating in 1979) and previous SOIs have discussed strategies for funding the replacement of the rolling stock midway through the next decade. Strong passenger growth over the last two years and fare increases last year is helping to fund this commitment. Current projections indicate that the replacement rolling stock can be funded internally, combined with some debt funding, commencing in 2024 (completing in 2026).
- The company's SOI has not discussed its intention to participate in Council's review of its Leisure Card, but the company is expected to engage with Council during this process.
-

SUMMARY FINANCIALS

FINANCIAL PERFORMANCE (\$000)					
	Actual	Forecast	Draft SOI	Draft SOI	Draft SOI
30 JUNE	2018	2019	2020	2021	2022
Total Revenue	8,671	5,340	3,792	3,836	3,876
Operating Surplus/Deficit	551	653	696	616	529
Tax & Subventions Payments	186	205	202	180	156
Surplus/(Loss)	365	448	494	436	373
FINANCIAL POSITION					
Total Assets	12,372	11,637	12,106	12,387	12,760
Total Liabilities	2,282	1,100	1,075	920	920
Equity	10,090	10,537	11,031	11,467	11,840
CASH FLOWS					
Total Net Cash Flows	514	(335)	279	404	322
Opening Cash	2,254	4,122	3,787	4,066	4,470
Closing Cash	2,768	3,787	4,066	4,470	4,792

- The company's revenues decline in response to the decommissioning of the overhead network and reflect the 'new normal' state for the company as it operates the Cable Car business alone.
- The company plans to spend of \$880k over the next 3 years on design and strengthening the three tunnels. At this stage, there is no provision made for implementing an integrated ticketing solution however the company does expect to be part of the region's integrated ticketing solution when implementation occurs.

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SUMMARY FINANCIALS

- The company has strong and growing cash reserves which positions the business well to fund the upcoming replacement of the cable cars.

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KPI DASHBOARD

- The tables contain a selection of KPIs and not a complete list.

	Actual	Forecast	Forecast	Forecast	Forecast
30 JUNE	2018	2019	2020	2021	2022
Passengers	1,091,928		1,206,633		
*Fare income (\$000)	3,035	3,596	3,648	3,692	3,731
Passenger Satisfaction					
Local passengers: use Cable Car at least 1x per year					
Tourist passengers: rate experience >6 on scale of 1 – 10					
Customer satisfaction (ratings of good or very good)	New	New	85%		
TripAdvisor rating (out of 5)	New	New	4.0		
Customer complaints (per 100,000 passenger trips)	New	New	2		
Service Reliability					
% trips starting on time	New	New	=> 99%		
% trips not run	New	New	< 1.0%		

- * This is not a KPI.
- In 2018/19 the company introduced a customer satisfaction measure (KPI) to replace the Council's Residents Awareness Survey. The satisfaction survey was a move by the company toward understanding more about its performance in delivering this core activity. This year the company has introduced a further three new measures of passenger satisfaction.
- At this stage the SOI only includes forecasts for 2019/20 (year one), the final SOI will include forecast KPIs for the 2nd and 3rd years of the SOI.
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**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

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- Wellington Museums Trust

OFFICER SUMMARY

- The Wellington Museums Trust (trading as Experience Wellington) has presented its draft Statement of Intent for 2019/20 (SOI) and it responds positively to the sub-committee's letter of expectations. The SOI provides a well presented outline of Experience Wellington's key focus areas, challenges and opportunities.
- Experience Wellington will present a programme in 2019-20 which will include:
- City Gallery Wellington presenting the survey exhibition of the work of Theo Schoon; a partnership with the Ian Potter Gallery in Melbourne for an exhibition called Eavesdropping; and a new commissioned solo project with one of New Zealand's rising stars Fiona Connor.
- Commemorating Tuia – Encounters 250 with a series of small exhibitions at City Gallery Wellington; and a national tour of a specially developed Capital E National Theatre for Children show featuring children's own stories of their first cultural encounters.
- Taking Te Reo Māori Capital E/Taki Rua Theatre Company co-production of Te Kuia me te Pungawerewere on tour in the South Island.
- Building on the success of Capital E's inaugural Maker Faire with an increased focus on young makers' creativity, bringing their ideas to life.
- Joining with other city attractions in the celebration of Matariki which will include: Capital E presenting child-focussed programmes as part of Council's Matariki celebration; Matariki Dawn and star gazing at Space Place; the continuation of a partnership with Chamber Music New Zealand at Wellington Museum and other events aimed at showcasing Wellington during Matariki in June 2020.
- Four new planetarium shows at Space Place including: one focussed on the Moon – part of the 50th Anniversary of the first person to walk on the Moon in July 2019; and one comparing and contrasting traditional Māori and Pacific voyaging knowledge and practice with Western knowledge.
- In addition the Trust will be working on two of its more strategic initiatives as follows.
- In 2019-20 the Trust intends to confirm plans for the Wellington Museum development, a project which has Council's support through a \$10m commitment in the 2018-28 Long-Term Plan. The project will complete earthquake strengthening and the redevelopment of the visitor experience which started in 2015 with the opening of The Attic.
- A third exhibition in City Gallery's high value international contemporary art programme will be staged in 2020-21; the first two exhibitions in the programme were Cindy Sherman, presented in 2016-17; and Eva Rothschild: Kosmos and Semiconductor: The Technological Sublime, presented in 2018-19. Both were made possible with the assistance of Council through the City Growth Fund and WREDA through the Major Events Fund.
- It is noted that the draft SOI does not (yet) respond to the recent decision to close the central library and what (if any) impact this could have in terms of visitation. The final SOI will give consideration to this.
-

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SUBCOMMITTEE
3 APRIL 2019Absolutely Positively
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SUMMARY FINANCIALS

FINANCIAL PERFORMANCE (\$000)					
	Actual	Forecast	Draft SOI	Draft SOI	Draft SOI
30 JUNE	2018	2019	2020	2021	2022
Total Revenue	12,937	13,156	12,749	13,397	13,122
Opex before Depreciation	12,461	12,652	12,210	12,857	12,583
Depreciation	529	548	550	550	550
Net Surplus (Loss)	(53)	(44)	(11)	(10)	(11)
FINANCIAL POSITION					
Total Assets	6,075	6,080	6,080	6,080	6,080
Total Liabilities	1,614	1,610	1,621	1,632	1,643
Equity	4,461	4,470	4,459	4,448	4,437
CASH FLOWS					
Total Net Cash Flows	64	(50)	0	(1)	0
Opening Cash	880	880	830	830	830
Closing Cash	944	830	830	830	830

• Council's enduring expectation is that the Trust will achieve a break-even budget after fully funding depreciation. The financial forecasts present a series of modest deficits which relate to Space Place and are covered by Council's underwrite. Overall, the Trust is forecasting a continuation of its sound financial position with adequate levels of cash on hand.

• The financial statements and performance targets do reflect broad assumptions regarding the impact on City Gallery Wellington of the earthquake strengthening work on Te Ngākau Civic Square and the proposed 18-month closure of Wellington Museum for earthquake strengthening and development.

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KPI DASHBOARD

The tables contain a selection of KPIs and not a complete list.

* **Museums Wellington** includes the Wellington Museum, the Cable Car Museum and Nairn Street Cottage Museum. As is now standard practice, quarterly reporting will include the fully costed subsidy per visit.

	Actual	Forecast	Draft SOI	Draft SOI	Draft SOI
30 JUNE	2018	2019	2020	2021	2022
Council subsidy per visit					
City Gallery	\$15.10	\$12.65	\$14.39	\$13.46	\$14.41
Museums Wellington*	\$4.67	\$5.00	\$5.01	\$6.36	\$6.41
Capital E	\$12.22	\$10.76	\$23.35	\$14.54	\$21.40
Space Place	\$8.05	\$9.72	\$6.43	\$6.34	\$6.25

• Subsidy per visit forecast is based on the probable percentage of the operating grant allocated as follows:

- City Gallery Wellington **30%**
- Museums Wellington (Wellington Museum, Cable Car Museum and Nairn Street Cottage)

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KPI DASHBOARD

26%

- Capital E **22%**
- Space Place **4.9%** plus the cash underwrite
- Experience Wellington Executive Office **17.1%**

• It is proposed that Wellington Museum Building will be closed for a period of 18 months for earthquake strengthening from 1 July 2020.

• Capital E will host the National Arts Festival for Children in 2018-19 and again 2020-21. Capital E visitation figures from 2019-20 onwards excludes the Hannah Playhouse.

30 JUNE	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
Non-Council Revenue					
City Gallery	609	581	754	659	745
Museums Wellington*	1,087	1,018	644	355	282
Capital E	1,318	1,560	1,095	1,587	1,120
Space Place	584	645	607	627	637
Sub Total	3,598	3,804	3,100	3,228	2,784
Sub-letting, Interest & Other	236	275	224	230	230
Total Non-Council Revenue	3,834	4,079	3,324	3,458	3,014

30 JUNE	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
Spend per visit					
City Gallery	\$2.02	\$1.80	\$1.83	\$1.91	\$1.91
Museums Wellington*	\$2.28	\$2.28	\$3.37	\$1.24	\$0.83
Capital E	\$4.58	\$3.12	\$3.29	\$3.19	\$3.19
Space Place	\$8.74	\$9.85	\$10.91	\$9.83	\$10.23

30 JUNE	Actual 2018	Forecast 2019	Draft SOI 2020	Draft SOI 2021	Draft SOI 2022
Visitation					
City Gallery	153,194	170,000	156,000	170,000	162,000
Wellington Museum	127,413	132,000	130,000	50,000	50,000
Capital E	113,414	157,500	70,500	115,500	80,000
Cable Car Museum	269,028	237,000	256,000	260,000	264,000
Space Place	60,441	55,000	57,000	59,000	61,000
Nairn Street Cottage	1,724	2,000	2,000	2,000	2,000
TOTAL	725,214	753,500	671,500	656,500	619,000

- Visitation targets have been set in response to the following.
 - Capital E will host the National Arts Festival for Children in 2018-19 and again 2020-21.
 - Capital E visitation figures from 2019-20 onwards excludes the Hannah Playhouse.
 - City Gallery visitation may be affected by Te Ngākau Civic Square earthquake strengthening.

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SUBCOMMITTEE**
3 APRIL 2019**Absolutely Positively
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Item 2.3

KPI DASHBOARD

In 2020-21 a high-value art exhibition is expected to increase visitation.

- It is proposed that Wellington Museum Building will be closed for a period of 18 months for earthquake strengthening from 1 July 2020.
- The final SOI will give consideration to the recently announced closure of the central library and any impact this could have on visitation.
-

**COUNCIL CONTROLLED ORGANISATIONS
SUBCOMMITTEE**
3 APRIL 2019

Absolutely Positively
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- Wellington Regional Stadium Trust

OFFICER SUMMARY

The Wellington Regional Stadium Trust has presented its draft Statement Of Intent for 2019/20 (SOI). The SOI is well presented and informative, and responds positively to the sub-committee's letter of expectations.

The SOI describes the Trust's alignment with Council as a core strategic priority. The Trust is closely aligned with Council's events policy, digital and accessibility strategies and demonstrates clearly its support for Council's economic growth agenda.

The Stadium clearly supports Council's event policy in delivering the most diverse sporting events calendar supplemented with other major events, concerts and performances, of any stadium in New Zealand. Major events such as concerts and test matches consistently draw upwards of 50% of attendees from out of the region and as such the Stadium remains a strong economic contributor to the region.

The Trust, with the support of Council, is in the process of a significant upgrade of the internal concourse including removal of some of the steel cladding as well as upgrades to all of the catering outlets. This work needs to be staged to accommodate the stadiums busy events schedule.

The upgrades covers the following elements:

- Removal of some of the steel cladding around the major thoroughfares to bring natural light and the city's wonderful vista into the Stadium;
- The enhancement and renovation of food and beverage outlets;
- Refurbishment of parts of the concourse floor;
- Cladding of some of the current grey concrete walls and pillars;
- Develop consistent look and feel and way finding around the concourse;
- Making the space more suitable for exhibition clients;
- Improved lighting.

As the Concourse upgrade continues that Trust will seek ways to incorporate Te Reo into wayfinding and other signage. Hosting Te Matatini in 2019 provided the Trust with an excellent opportunity to increase use and visibility of Te Reo at the Stadium.

The Trust has engaged the services of the Sexual Abuse Prevention Network to facilitate a workshop at the Stadium for staff and contractors. This workshop helps support staff to identify unsafe situations and know how to take action safely to help keep the venue safe and fun for all patrons. The initial training is aimed at permanent staff of the Stadium as well as its key contractors. In coming months this will be rolled out to casual staff particularly team leaders and duty managers. In 2019 the Trust increased the visibility of channels by which patrons may contact us in the event of experiencing harassment of any kind at the stadium.

In February Westpac and the Trust announced the end of its 20-year naming rights partnership. The Trust has been active in the market to secure a new partner and this will remain a key focus for the remainder of 2019.

SUMMARY FINANCIALS (\$000)

The Trust does not produce forecast financial statements until the final SOI. This process is consistent with prior years.

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Item 2.3

SUMMARY FINANCIALS (\$000)

The Trust has diverse revenue streams that provide some degree of risk mitigation to a downturn in any one sport or event. The Trust's mix of revenue streams compare favourably to other major stadiums. Large events are significant drivers of revenue and are crucial to the viability of the Stadium. Securing such events remains a major ongoing focus of the Trust.

Following the success of the Eminem concert, the Stadium will continue to engage with all key promoters on a regular basis and be flexible in its dealings in order to give Wellington the best opportunity to secure events.

Securing a replacement naming rights partner for the Stadium in 2019 remains a risk.

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KEY PERFORMANCE INDICATORS

The Trust's performance measures are largely non-financial but commit the Trust to outcomes that are appropriate for the Stadium and the expectations of its settlor Council's.

NON FINANCIAL PERFORMANCE MEASURES

Measure	How measured
Deliver a strong Rugby international test programme for 2019 and 2020	<ul style="list-style-type: none"> Key stakeholders are satisfied with management of the test operation Sell-out crowds for test matches 40% out of region visitors
Deliver more large scale non-sporting events	<ul style="list-style-type: none"> Secure at least one concert per year Secure at least two other events outside the traditional rugby and football regular season calendar per year
Continued investment in stadium infrastructure	<ul style="list-style-type: none"> Concourse upgrade is completed Resilience plans finalised and shared with council partners.
Deliver a full event calendar	<ul style="list-style-type: none"> Securing 45-50 event days per year. (Excludes community events).
Host unique events that deliver economic benefit to the region	<ul style="list-style-type: none"> Maintaining economic benefit to the Region at an average of \$40 million per year Working with promoters to deliver special events to Wellington
Continue to enhance food and beverage offering	<ul style="list-style-type: none"> Greater range and quality of offerings Higher customer satisfaction
Sustainability	<ul style="list-style-type: none"> Eliminate single use plastic

Westpac Stadium remains the busiest stadium in New Zealand, hosting over 50 event days each year in addition to community event days. In addition, the Stadium hosts up to 1,000 non-event day functions, conference and meetings each year.

In recent years the Stadium can boast arguably the strongest events calendar since the Stadium opened including concerts, world cups, FIFA Intercontinental play-off, rugby tests including the return

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of the British and Irish Lions and the Edinburgh Military Tattoo and most recently Eminem.

While the 2019/20 event calendar is still work in progress but is expected to continue to remain strong. The Trust's focus lies particularly on those events that will fill the Stadium and generate economic return for the region.

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SUBCOMMITTEE**
3 APRIL 2019

**Absolutely Positively
Wellington City Council**
Me Heke Ki Pōneke

Item 2.3

-
- Wellington Zoo Trust

OFFICER SUMMARY

- The Wellington Zoo Trust has presented its draft Statement of Intent for 2019/20 (SOI) and it responds positively to the sub-committee's letter of expectation. The SOI clearly articulates the Trust's intentions to continue meeting the enduring expectations of Council and to maintain the Trust's alignment with relevant Council policies and strategies.
- The Zoo is closely aligned to the Council's strategic direction and the SOI discusses how the Zoo's actions and activities contribute to Council's Towards 2040 strategy; specifically Connected City, Eco City, People Centred City and Dynamic Central City strategies.
- The Zoo aims to be a reflection of Wellington city and contribute to the thriving cultural and natural heritage of Wellington as an accessible and liveable city.
- The Zoo expects to continue host over 10,000 students participating in Learning Experiences Outside The Classroom. This comfortably exceeds the Ministry of Education expectations which support this programme.
- The Zoo's partnership with The Warehouse continues to bring students from low decile schools in the Wellington and Tasman regions to the Zoo for learning sessions (Zoofari). Around 1,500 students plus parents and teachers are expected to visit the Zoo under this initiative.
- Bush Builders is another ongoing unique environmental literacy programme aimed at students from urban schools and has involved over 4,000 students in the region. This programme and Zoofari demonstrate the ongoing commitment by Wellington Zoo to environmental education for young people in this region. The Zoo's school holiday programmes are well attended and many other external holiday programmes visit the Zoo as part of their offering to the community.
- Council has allocated funding in the 2018-28 LTP for the development of an enclosure for snow leopards at Wellington Zoo and the Zoo expects to provide its business case to Council in support of this funding during 2019/20.
- The Zoo is in the process of setting a new five year (2019-23) strategy to integrate conservation, animal welfare, community engagement and sustainability. This new strategy will also integrate te ao Māori into its five year strategy in line with Wellington City Council's Te Tauihu Te Reo Māori Policy.
- The Zoo is in a sound financial position and is forecasting to steadily grow its annual visitation with a break-even budget.

SUMMARY FINANCIALS

FINANCIAL PERFORMANCE (\$000)					
	Actual	Forecast	Draft SOI	Draft SOI	Draft SOI
30 JUNE	2018	2019	2020	2021	2022
Total Revenue	7,796	7,726	8,374	8,549	8,821
Total Expenses	7,435	8,517	8,374	8,549	8,821
Net Surplus	361	(791)*	0	0	0

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SUBCOMMITTEE**
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SUMMARY FINANCIALS

Total Assets	4,282	3,337	2,205	2,133	2,153
Total Liabilities	2,232	1,288	947	875	895
Trust Funds	2,050	2,049	1,258	1,258	1,258
Net Cash Flow	1,762	-785	-909	-1	20
Opening Cash	1,906	3,668	2,883	1,974	1,974
Closing Cash On Hand	3,668	2,883	1,974	1,973	1,993

- * Includes \$803k vesting to Council for asset renewals.
- The Trust is forecasting a break-even budget while continuing to deliver its activities and services to the high standards we have become accustomed to. The Trust also maintains its strong cash position throughout.



KPI DASHBOARD

- The tables contain a selection of KPIs and not a complete list.

	Actual	Forecast	Draft SOI	Draft SOI	Draft SOI
30 JUNE	2018	2019	2020	2021	2022
Non-financial					
Visitors	249,701	244,420	246,864	249,333	251,827
No. Students participating in LEOTC sessions	10,414	10,500	10,500	10,750	11,000
Visitor satisfaction (out of ten)		9.0	8.5	8.5	8.5
People participating in close encounters	4,411	4,000	4,000	4,200	4,200
Financial					
% Operating costs generated by the Trust	58%	57%	59%	59%	59%
Ratio Trust generated income as % Council grant	129%	132%	146%	145%	145%
Income per visitor from Trust generated revenue	\$16.77	\$17.07	\$19.56	\$19.70	\$20.17
Council subsidy per visitor	\$12.98	\$12.90	\$13.41	\$13.62	\$13.88
Full cost per visitor	\$20.71	\$21.73	TBC	TBC	TBC





- The visitor satisfaction rating is a new performance measure that should provide valuable feedback on the Zoo's overall visitor experience.
- Full cost per visitor is a measure of the full cost to Council including property ownership and other overhead costs in addition to the operating grant. This measure is effectively 'owned' by Council and, apart from visitation, cannot be influenced by the Trust. The forecast figures will be available to be included in the Trust's final SOI.

Attachments

- Attachment 1. Basin Reserve Trust draft SOI 2019/20 [Download](#)  Page 211
Attachment 2. Karori Sanctuary Trust draft SOI 2019/20 [Download](#)  Page 228

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Item 2.3

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Attachment 4.	Wellington Museums Trust draft SOI 2019/20 ↓ 	Page 298
Attachment 5.	Wellington Regional Stadium Trust draft SOI 2018/19 ↓ 	Page 329
Attachment 6.	Wellington Zoo Trust draft SOI 2019/20 ↓ 	Page 351

Author	Warwick Hayes, Project Manager Economic & Commercial
Authoriser	Danny McComb, Manager Economic & Commercial

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SUPPORTING INFORMATION

Engagement and Consultation

The organisations in this report consult with the Council on a wide range of matters as part of our “no surprises” relationship.

Treaty of Waitangi considerations

This report raises no new treaty considerations. Where appropriate the entities do consult with the Council's Treaty Relations unit, and with the Tenth Trust, as part of normal operations.

Financial implications

The CCOs work within the context of the Council's overall Long Term Plan and Annual Plan framework.

Policy and legislative implications

This report complies with the legislative requirements of the Local Government Act (2002) and is consistent with existing Council policy.

Risks / legal

Not applicable.

Climate Change impact and considerations

The CCOs work with the Council and other organisations in considering the environmental sustainability of their operations, including with the Council's Our Living City programme.

Communications Plan

Not applicable.

Health and Safety Impact considered

Not relevant.

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Basin Reserve Trust
2019-20 Statement of Intent

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1. Introduction

The iconic Basin Reserve has a rich history. The first game of cricket was played at the Basin on 11 January 1868, making it the oldest cricket ground in New Zealand. The ground not only hosts cricket games, but sporting fixtures of every variety. It has hosted national events and competitions including VE Day celebrations, Royal Tours, exhibitions, Scout jamborees, concerts and festivals. In 1998, the Basin Reserve was listed as a Heritage Area, becoming the first sports ground to receive such a designation and further enhancing its heritage significance. The Basin is also home to the William Wakefield Memorial that was erected in 1882 and commemorates one of Wellington's founders, William Wakefield.

The Basin Reserve plays a role in assisting Wellington City Council to achieve the recreation and leisure participation aims signalled in the 2018-28 Ten Year Plan and the "Living WELL" Wellington Sport & Active Recreation Strategy. The redevelopment will reposition the Basin as New Zealand's premier cricket venue and help attract national and international events to Wellington.

The Statement of Intent outlines the activities and intentions of the BRT for the period July 2019 to June 2020. It details the BRT's approach to governance and contains financial information, including the annual budget.

2. Objectives

The objectives of the trust are stated in the Trust Deed as agreed between the Wellington City Council and the BRT and are highlighted below:

1. to manage, administer, plan, develop, maintain, promote and operate the Basin Reserve for recreation and leisure activities and for the playing of cricket for the benefit of the inhabitants of Wellington
2. to establish a long-term policy for the further development of the Basin Reserve as a recreational facility and as a facility for the playing of cricket, other sports and as a venue for other community-based activities;
3. to enter into management agreements and other contracts that are necessary or desirable to achieve the objects of the Trust;
4. to promote and co-ordinate the raising of funds to assist the management, administration, maintenance planning, promotion and further development of the Basin Reserve;
5. generally, to do all acts, matters and things that the Trustees consider necessary or conducive to further or attain the objects of the Trust set out above for the benefit of the public of Wellington;
6. to operate as a successful undertaking, managed on a not-for-profit basis;
7. to preserve and enhance the significant and recognised heritage value of the Basin Reserve;
8. to comply with all legislative and regulatory provisions relating to its operation and performance including statutory and general Council objectives for Council controlled organisations, and to acknowledge the Council's contribution where appropriate;

3. 2019-20 Activities

In-line with the objectives of the Trust Deed and in response to Wellington City Council's expectations, the BRT will focus on the following initiatives in 2019-20;

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Redevelopment

The BRT will continue to work with Wellington City Council on the redevelopment of the Basin Reserve and its infrastructure. The planning, design and consenting work for the restoration of the Old Pavilion (commonly known as the Museum Stand) is underway. The Old Pavilion will be seismically strengthened and refurbished so that the 1,000-seat grandstand can be returned to service in February 2020. The building will also provide a base for the New Zealand Cricket Museum and Cricket Wellington administration offices.

The BRT has engaged Philips Lighting and Musco Lighting to provide initial proposals for floodlights at the ground.

The BRT will continue to present the ground to a high standard throughout the year, driving a comprehensive maintenance programme.

Sponsorship and Fundraising

The BRT is committed to making a contribution of \$1M towards the Museum Stand project as well as securing the funds required to install replacement floodlights.

The Trust will report on progress each quarter.

Events and Functions

The Basin Reserve is New Zealand's most used international sporting venues, providing 96 event days, 100 practise days and 25 functions per annum. An overview of the wide range of events that are planned for 2019-20 are outlined below:

Community and other Sport Events

21 community events are planned for 2019-20, key events include;

- Rugby and Football - the partnership with Wellington Rugby and Capital Football will continue. During the 2019 winter the Basin will host up to 120 games on junior rugby and girls' junior football
- Athletics – neighbouring schools cross country events and the Scottish Night of Miles will feature again in 2019-20
- Community Cricket – a wide range of community cricket events will be held including the boys and girls Primary School and Secondary School final, Governor Generals XI game and junior cricket field days
- Beers at the Basin – the popular festival that showcases Wellington's craft beer industry will continue to be a summer feature on the Basin's busy event calendar
- Music Concert – the BRT is in discussions regarding hosting a music concert on Wellington Anniversary weekend

Functions

The BRT has contracted Black and Gold Events to manage and promote the recently refurbished Norwood Room and Long Room in the RA Vance Stand as a venue for conferences,

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meetings, weddings, celebrations, Christmas functions or team building workshops. In total, 25 functions are planned for 2019/20.

Domestic Cricket

The Basin is the home of Cricket Wellington and the home ground of the Wellington Firebirds in the Plunket Shield, Ford Trophy and Men's Super Smash, as well as the Wellington Blaze in the Hallyburton Johnston Shield and Women's Super Smash. The Basin also accommodates Cricket Wellington development teams. The Basin is planning to host 50 days of cricket events, with 100 days of use planned for the practice facilities.

International Cricket

Cricket Wellington aims to secure a blockbuster summer of international cricket matches and is holding discussions with New Zealand Cricket regarding hosting Test Matches vs England in November 2019 and India in February 2020 at the Basin Reserve.

ICC Women's World Cup

New Zealand Cricket is hosting the ICC Women's World Cup in February 2021. With a broadcast audience in excess of 180 million people in 2017, 2021 is set to see the worldwide reach of the tournament grow even further with all matches to be broadcast live globally. The Basin Reserve aims to be a key host venue for this tournament and will work with Cricket Wellington and WREDA on a compelling bid document.

Cricket Wellington and The New Zealand Cricket Museum

The Basin Reserve is the home of Cricket Wellington, the Regional Sports Organisation for cricket in Wellington and the New Zealand Cricket Museum. When the Old Pavilion reopens it will house the administration offices of Cricket Wellington, as well as a new modern Museum that records the history of cricket and tells the story of the Basin.

Wellington Regional Stadium Trust (WRST) Turf Services Partnership

The BRT will continue to work in partnership with the WRST to ensure that the Basin reserve outfield, wicket blocks and practice wickets. A significant proportion of the operating grant provided to the BRT from Wellington City Council covers the costs associated with the Turf Services Agreement between the BRT and WRST.

William Wakefield Memorial

The BRT will work with the William Wakefield Memorial Trust to ensure that the William Wakefield Memorial is maintained.

Te Taihū Te Reo Māori Policy

The BRT will identify ways the Trust can appropriately support Wellington City Councils, Te Taihū Te Reo Māori Policy and Mana whenua.

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Harassment Policies

The BRT is committed to promoting a safe and harassment-free environment for all staff, contractors and attendees at all sporting fixtures and events. All event terms and conditions of entry to the venue outline the expected behaviours of event goers. Signs promoting a safe environment are displayed on event days and the BRT continues to work with Fiona McNamara (General Manager, Sexual Abuse Prevention Network) to ensure best practise is implemented and staff are provided with the correct training.

4. Performance Targets

In-line with Wellington City Councils 2018-28 Ten Year Plan, the BRT aims to deliver the following performance measures for 2019-20:

Measure	Frequency	Measurement	2019-20 Q1	2019-20 Q2	2019-20 Q3	2019-20 Q4	2019-20 Total	2020/21	2021/22
Number of event days	Quarterly								
• Community Events		Community days		5	15	1	21	21	21
• Cricket Events		Cricket days	6	23	21		50	50	50
• Other Sports Events		Sports days	12	1		12	25	25	25
• Practice facility usage		Practice days	15	45	40		100	100	100
• Functions		Function days	6	8	5	7	25	25	25
Numbers attending events	Annual	Attendance figures	41,000					41,000	41,000
Event Income	Annual	Total Income	\$290,200						
Council Operating Grant	Annual		\$425,250						
Cash subsidy (grant) per attendance	Annual		\$10.30						

5. Governance

The Trust Deed establishes the BRT under the Charitable Trusts Act 1957 for the purposes of managing and administering the Basin Reserve. Wellington City Council has appointed the BRT to manage the Basin Reserve under a Management Deed (relating to the Basin Reserve). These two key documents set out how the BRT will govern the Basin Reserve.

The BRT is governed by a Board comprising four Trustees, two appointed by Cricket Wellington and two by Wellington City Council. The Board meet at least four times a year and appoint subcommittees as it deems appropriate to fulfil its obligations. The Trustees set the strategic

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direction for the BRT and approve the Statement of Intent and Annual Business Plan. The Trustees monitor the organisational performance and ensure that the Trust has appropriate policies and procedures to mitigate its risks (including compliance with the Health and Safety at Work Act 2015).

Trust Membership

- Alan Isaac (Chair) (appointed by Wellington City Council)
- Mike Horsley (appointed by Cricket Wellington)
- Councillor Fleur Fitzsimons (appointed by Wellington City Council)
- Mr John Greenwood (appointed by Cricket Wellington)

Performance Management

The performance of the Trust is measured in part by achievement of agreed KPI's, with regards to operational activities. The Chair of the Board will undertake an annual evaluation of Trustee performance. Further, the individual performance of Trustees is monitored by the Wellington City Council (in respect of the two Council- appointed Trustees), and Cricket Wellington (with regards to the two Cricket Wellington-appointed Trustees).

The Trust acknowledges the need for ongoing professional development opportunities for Trustees and encourages the undertaking of specialist training for identified needs. The Board will, on an annual basis, implement a programme that supports the identified needs. This may include programmes such as that offered by the NZ Institute of Directors (or similar) or specialist knowledge building from appropriate agencies.

6. Finance

The budget for 2019-20 has been developed on the basis of breaking even, exclusive of a \$350k capital grant for replacing the turf. The budget is generally conservative and in line with the activity outlined in this document.

Analysis

The following are the key details and assumptions for the budget that results in a budgeted surplus of \$387,620. Note, this surplus includes receipt of a \$350k grant to renew the turf. It's spend is budgeted as capital expenditure.

Revenue - \$1,392,110

Revenue	Budget 2018-19	Forecast 2019-20	% Change	Comment
Grants	\$702,086	\$1,025,250	32%	Includes \$350K grant to fund turf renovation
Ground Hire	\$328,100	\$290,200	-13%	Noodle Night markets not held in 2019-20
Other	\$34,000	\$76,500	56%	Increased signage sponsorship secured

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Interest	\$160	\$160		N/A
Total	\$1,064,346	\$1,392,110	24%	

Expenses - \$1,004,490

The expense side of the budget has been developed based on business as usual and a realistic estimate of the costs associated with operating the BRT.

Expense	Forecast 2018-19	Budget 2019-20	% Change	Comment
Building Expenses	\$41,900	\$48,800	-16%	Inflation adjustments
Ground Expenses	\$371,000	\$391,100	-5%	Inflation adjustments
Occupancy Expenses	\$133,200	\$137,350	-3%	Inflation adjustments
Event Running Expenses	\$162,500	\$175,000	-8%	Reflects costs of increased community events
Administration Expenses	\$111,080	\$116,500	-5%	N/A
Other Expenses	\$39,000	\$7,000	82%	Noodle Night Markets not budgeted
Depreciation Expenses	\$120,000	\$128,650	-7%	Increased capex costs
Total	\$978,680	\$1,004,490	-3%	

Capital Expenditure

Capital expenditure of \$470K is included within the budget, which includes \$350K turf upgrade.

Cashflow

Cashflow varies throughout the year as key revenues from grants are received quarterly.

Risks

The main financial risks are as follows:

- Sponsorship / Signage income may not be secured
- An external grant for the turf renovation may not be secured
- Significantly increased repairs and maintenance are required

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Ratio of trustee equity to total assets

0.89 : 1.00 at 30 June 2020

Estimate of amount intended for distribution

There is no intention to pay out reserves to stakeholders.

Acquisition procedures

There is no intention to make any acquisitions.

Estimate of commercial value of stakeholder's investment

N/A

7. Additional Grants

The BRT will be seeking additional capital grants totalling \$350,000 to replace the Basin Reserve turf.

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Appendices

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- Appendix 1 – 2019-20 Statement of Financial Performance

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FORECAST FINANCIAL STATEMENTS

**BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING**

	30 June 2019 Forecast	30 June 2020	30 June 2021	30 June 2022
	\$'s	\$'s	\$'s	\$'s
Revenue				
Council funding	666,900	675,250	683,750	692,400
Grants other	35,186	350,000	30,000	40,000
Sales of goods and services	362,100	366,700	337,100	340,700
Interest revenue	160	160	180	180
Total Revenue	1,064,346	1,392,110	1,051,030	1,073,280
Expenses				
Depreciation of property, plant and equipment	120,000	128,650	173,750	178,750
Costs related to providing goods and services	708,600	752,250	744,650	758,000
Other expenses	150,080	123,590	123,595	129,595
Total Expenses	978,680	1,004,490	1,041,995	1,066,345
Surplus/(Deficit) for the Year	85,666	387,620	9,035	6,935

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**BASIN RESERVE TRUST
STATEMENT OF FINANCIAL POSITION AS AT**

	30 June 2019 Forecast	30 June 2020	30 June 2021	30 June 2022
Assets	\$'s	\$'s	\$'s	\$'s
Current Assets				
Bank accounts and cash	168,194	183,354	141,434	175,694
Debtors and prepayments	161,360	135,400	210,700	186,880
Total Current Assets	329,554	318,754	352,134	362,574
Non-Current Assets				
Property, plant and equipment	547,749	889,099	895,349	910,349
Total Non-Current Assets	547,749	889,099	895,349	910,349
Total Assets	877,303	1,207,853	1,247,483	1,272,923
Liabilities				
Current Liabilities				
Creditors and accrued expenses	181,103	124,033	154,628	173,133
Income received in advance	10,000	10,000	10,000	10,000
Unearned income	-	-	-	-
Total Current Liabilities	191,103	134,033	164,628	183,133
Total Liabilities	191,103	134,033	164,628	183,133
Total Assets less Total Liabilities	686,200	1,073,820	1,082,855	1,089,790
Trust Equity				
Contributed capital	100	100	100	100
Accumulated surpluses	686,100	1,073,720	1,082,755	1,089,690
Total Trust Equity	686,200	1,073,820	1,082,855	1,089,790

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**BASIN RESERVE TRUST
STATEMENT OF CASH FLOWS FOR THE YEARS ENDING**

	30 June 2019 Forecast	30 June 2020	30 June 2021	30 June 2022
	\$'s	\$'s	\$'s	\$'s
Cash Flows from Operating Activities				
Receipts of council funding	646,900	665,600	678,600	674,100
Receipts of grants other	35,186	350,000	30,000	40,000
Receipts from sale of goods and services	345,200	326,700	307,100	325,100
Interest receipts	160	160	180	180
Payments to suppliers and employees	(837,430)	(845,300)	(865,800)	(845,120)
GST (net)	(12,000)	(12,000)	(12,000)	(10,000)
Net Cash Flows from Operating Activities	178,016	485,160	138,080	184,260
Cash Flows from Investing and Financing Activities				
Payments to acquire property, plant and equipment	(101,300)	(470,000)	(180,000)	(150,000)
Net Cash Flows from Investing and Financing Activities	(101,300)	(470,000)	(180,000)	(150,000)
Net Increase/(Decrease) in Cash for the Year	76,716	15,160	(41,920)	34,260
Add opening bank accounts and cash	91,478	168,194	183,354	141,434
Closing Bank Accounts and Cash	168,194	183,354	141,434	175,694

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**BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING**

	30 June 2019 Forecast \$'s	30 June 2020 \$'s	30 June 2021 \$'s	30 June 2022 \$'s
Income				
Grant Income				
Grant Wellington City Council	666,900	675,250	683,750	692,400
Grant Other	35,186	350,000	30,000	40,000
	<u>702,086</u>	<u>1,025,250</u>	<u>713,750</u>	<u>732,400</u>
Ground Hire Income				
Ground Hire International Cricket	170,600	170,600	144,100	144,100
Ground Hire Domestic Cricket	62,500	62,500	62,500	62,500
Ground Hire Winter Sports	1,200	3,600	-	3,600
Ground Hire Other Events	93,800	53,500	56,500	56,500
	<u>328,100</u>	<u>290,200</u>	<u>263,100</u>	<u>266,700</u>
Other Income				
Concession Income	32,500	35,000	32,500	32,500
Sponsorship	-	40,000	40,000	40,000
Picket Fence Income	1,500	1,500	1,500	1,500
	<u>34,000</u>	<u>76,500</u>	<u>74,000</u>	<u>74,000</u>
Interest Income				
Interest income	160	160	180	180
Total Income	<u><u>1,064,346</u></u>	<u><u>1,392,110</u></u>	<u><u>1,051,030</u></u>	<u><u>1,073,280</u></u>

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**BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING**

	30 June 2019 Forecast \$'s	30 June 2020 \$'s	30 June 2021 \$'s	30 June 2022 \$'s
Expenditure				
Building Expenses				
Repairs & Maintenance	10,000	15,000	17,500	17,500
Cleaning	2,000	2,000	3,000	3,000
Electrical Services	4,000	4,500	5,000	5,000
Fire System	10,000	10,500	11,000	11,500
Painting	2,000	2,000	2,500	3,000
Pest Control	7,600	8,000	8,200	8,500
Plumbing	6,000	6,500	6,500	7,000
Other	300	300	350	350
	<u>41,900</u>	<u>48,800</u>	<u>54,050</u>	<u>55,850</u>
Ground Expenses				
Electrical Services	2,000	3,500	3,500	4,000
Equipment Hire	-	400	400	500
Cleaning	4,000	4,500	4,500	5,000
Irrigation	1,000	1,200	1,200	1,400
Painting	2,000	2,000	2,500	2,500
Plumbing	5,000	7,500	8,000	8,000
Rubbish Removal	12,000	14,000	15,000	16,000
Structures Repairs & Maintenance	25,000	28,000	28,000	35,000
Turf	320,000	330,000	330,000	330,000
	<u>371,000</u>	<u>391,100</u>	<u>393,100</u>	<u>402,400</u>
Occupancy Expenses				
Gas	7,000	7,500	7,500	8,000
Electricity	24,000	24,500	25,000	25,000
Rates	33,100	34,000	34,500	35,000
Security	13,300	13,600	14,000	14,500
Telephones	6,200	7,350	7,350	7,350
Water Rates	28,000	28,500	28,500	29,000
Television	2,900	3,000	3,100	3,200
Insurance	1,100	1,200	1,250	1,300
Consumables Laundry & Toilet	17,600	17,700	17,800	17,900
	<u>133,200</u>	<u>137,350</u>	<u>139,000</u>	<u>141,250</u>

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**BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING**

	30 June 2019 Forecast \$'s	30 June 2020 \$'s	30 June 2021 \$'s	30 June 2022 \$'s
Expenditure				
Event Running Expenses				
Event Running	145,000	145,000	128,500	128,500
Casual Staff	17,500	30,000	30,000	30,000
	<u>162,500</u>	<u>175,000</u>	<u>158,500</u>	<u>158,500</u>
Administration Expenses				
Audit	14,000	14,500	14,500	15,000
Accounting	12,000	12,000	12,000	12,000
Bank Fees	80	90	95	95
Consultants	15,000	20,000	20,000	25,000
Management Fee	70,000	70,000	70,000	70,000
	<u>111,080</u>	<u>116,590</u>	<u>116,595</u>	<u>122,095</u>
Other Expenses				
Interest Expense	-	-	-	-
Marketing	38,000	6,000	6,000	6,500
Miscellaneous	500	500	500	500
Picket Fence Expenses	500	500	500	500
	<u>39,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,500</u>
Depreciation Expense				
Depreciation Expense	120,000	128,650	173,750	178,750
	<u>120,000</u>	<u>128,650</u>	<u>173,750</u>	<u>178,750</u>
Total Expenditure	<u>978,680</u>	<u>1,004,490</u>	<u>1,041,995</u>	<u>1,066,345</u>
Net Surplus (Deficit) for the Year	<u>85,666</u>	<u>387,620</u>	<u>9,035</u>	<u>6,935</u>

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Statement of Intent 2019-2020
Karori Sanctuary Trust

Presented to the Environment Committee
pursuant to Schedule 8 of the Local Government Act (2002)

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1. Introduction

Since its launch in December 2016, ZEALANDIA's 20-year strategy document, *Living with Nature: Tiaki Taiao, Tiaki Taonga – our strategy for 2016-2035*, remains the key touch-stone document for all our work. It articulates our vision for nature-rich communities where people and nature flourish and the wider Wellington region is internationally recognised as the most nature connected urban area in the world.

As for the 2018/19 Statement of Intent (SOI), this SOI document is structured to reflect our activities and programmes against each of the key strategic themes contained in *Living with Nature*.

ZEALANDIA continues to demonstrate a strong, positive trend in performance across all areas of its operations. The 2017/18 Annual Report provides data from the past 3-5 years and tells a continued story of growth and transformation, as a business and social enterprise, as a leader in conservation and restoration practice, and as a visionary influencer at local, national and international levels.

As always, our continued conservation and restoration work within the sanctuary remains a core element of all we do. In 2018/19 we completed a review and update of the ZEALANDIA Restoration Strategy, looking forward to the next 20 years of restoration work. In 2019/20 we will conduct a similar review of the Valley Management Plan which looks at the maintenance and development of all infrastructure including tracks and trails.

The increasingly strong and expanding reputation of our work in the sanctuary continues to provide ZEALANDIA with extraordinary opportunities for impact and influence 'beyond the fence'. Our Centre for People and Nature (launched in early 2018), the Sanctuary to Sea project, leadership roles in Predator Free Miramar and Predator Free Wellington, and speaking invitations at local and national conferences and events are all examples.

As stated in our introduction to the 2017/18 SOI:

In all our work, partnerships remain of critical importance and our relationship with Wellington City Council (WCC) is an essential and central component of all our activity as we aim to enhance our contribution to Wellington's reputation as a liveable and living city.

Next steps in 2019/20

This SOI documents our plans for how ZEALANDIA will continue to add value to Wellington and meet WCC's goals as set out in the Letter of Expectations. As the majority of ZEALANDIA's work is long-term, many of the approaches and actions articulated in this SOI describe a continuation, or further development, of existing programmes and projects that have been described in previous SOI documents.

ZEALANDIA's strategic and operational direction remains closely aligned with a significant number of the Council's environmentally focussed strategic plans, as we have indicated in section 2 below.

As mentioned above, our conservation and restoration activities in the sanctuary are fundamental to all our work and will continue in 2019/20.

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Our close relationship with Predator Free Wellington will continue, including (but not limited to) our formal agreements relating to the leadership of education and research activities.

Our Sanctuary to Sea project is already making significant impact and is an example of a long-term project that will continue to be an important element of our plans year-by-year, contributing to the achievement of many of the Council's objectives.

In a similar vein, the Centre for People and Nature remains a key strategic initiative for ZEALANDIA and the contribution we are able to make to Wellington as a whole.

As in previous years, our work across all levels of education and learning remains one of our core areas of activity and through strong and growing partnerships we will continue to develop and grow opportunities at all levels. Our provision of programmes for lower decile schools will continue to develop, along with other school-age programmes.

Having made important advances in our built environment in 2018/19, we will continue to develop plans for future capital projects to ensure our infrastructure is brought up to standard and is fit-for-purpose and well maintained. As always, we welcome the Council's support in assisting ZEALANDIA in developing and maintaining this fit-for-purpose infrastructure.

As our work continues to attract significant national and international attention, we remain very mindful of the strong partnerships that contribute to the exciting story of transformation we are now able to tell. Through the work outlined in this SOI we will continue to highlight the pivotal role of partnerships and the key strategic relationship with Council.

Phillip Meyer
Chair, Karori Sanctuary Trust,
Trust

Paul Atkins
Chief Executive, Karori Sanctuary
Trust

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2. The Strategic Partnership with Wellington City Council

Wellington City Council (WCC) remains a key strategic partner of the Trust and we will continue to align our priorities with the Council's strategic direction, and make a strong contribution towards advancing the Council's aims as signalled through a range of strategy documents including the 2018-28 Ten Year Plan. We are a significant contributor to the success of Wellington's Outer Green Belt Management Plan and will continue to work with WCC colleagues to support the delivery of its objectives.

ZEALANDIA's 2017/18 Annual Report highlighted once again our position as a high performing contributor to the liveability of our city and the wider Wellington region, working effectively with partner organisations to drive Wellington's position as a unique natural capital. We are grateful for the City's continuing support for our operations and development.

In 2017/18 we further strengthened our financial position with overall revenue exceeding \$5m for the first time. We also experienced a record number of visitors to ZEALANDIA (132,337) and, combined with the growth in our tours, retail, café sales and overall fundraising, we delivered a year-end net operating surplus (before extraordinary items) of \$174,099. This is the third consecutive year-end surplus. Our financial strength in 2017/18 enabled us to fully repay the Wellington Community Trust loan which supported the building of the ZEALANDIA fence. Overall, in 2017/18 we self-generated more than 83% of the funds required to run ZEALANDIA.

In 2019/20 we will continue to implement the living wage policy for our employees as required by WCC and anticipate that the Council again will support funding the additional cost associated with this on an ongoing basis.

There are several Council plans and strategy documents to which ZEALANDIA's work is particularly closely aligned, as indicated below. In all our work, ZEALANDIA has paid close attention to recognising the partnership with Council and we will continue to ensure this visibility in 2018/19.

2.1 Wellington City Long Term Plan 2018-28

Under its 2018-2028 Ten Year Plan, the Council commits to part fund ZEALANDIA as a conservation visitor attraction. The rationale for this investment is that ZEALANDIA will inform and educate people on the importance of conservation and biodiversity, attract visitors, and restore and protect native flora and fauna.

Amongst Council's outcome indicators in the Ten-Year Plan, those of most relevance for ZEALANDIA are:

- residents' usage of the city's open spaces
- resident engagement in environmental protection and restoration

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In terms of the Council's investment in entities which attract significant numbers of visitors, ZEALANDIA's projections are:

	2018-19 forecast	2019-20	2020-21	2021-22
ZEALANDIA visitors	116,914	102,200	105,200	108,400

2.2 Wellington Towards 2040: Smart Capital

Wellington's Strategic Vision, "Wellington Towards 2040: Smart Capital" is supported by four goals – people-centred city, connected city, eco-city and dynamic central city. The eco-city goal recognises the importance of Wellington taking an environmental leadership role.

ZEALANDIA makes a significant contribution to the city through not only our unique amenity value, but increasingly as the source of the resurgence of native fauna now being experienced throughout the city and suburbs. Additionally, many of our programmes further the environmental leadership role through, for example:

- Education, teaching and learning
- Research: An integrated programme of multi-disciplinary, long-term research has been developed with multi-organisational inputs. Having launched the ZEALANDIA Centre for People and Nature in mid-2017/18, we are continuing the establishment of the Centre at ZEALANDIA, including the development of a meeting Hub. Through cutting-edge research, educational activity and community engagement we will generate the data, information, knowledge and understanding required to transform how we live well with nature and reshape the places in which we live.

2.3 Our Natural Capital: Wellington's Biodiversity Strategy

Wellington's Biodiversity Strategy, completed in 2015, aims to protect and restore the city's indigenous biodiversity. In order to protect indigenous biodiversity Council recognises the need to connect people to it, and to carry out research so it can be better managed.

Council has identified four themes for its work to implement the Biodiversity Strategy:

- We will aim to protect the ecologically significant areas on both private and public land.
- We will restore these areas, create safe buffer zones around them and connect them together. We will reduce pest numbers throughout Wellington City to a point where our native species can survive and expand.
- Throughout the urban environment, we will focus on raising awareness of the issues facing indigenous biodiversity and connecting people to their natural environment.
- We will enable our community to continue restoration work across all our reserves and we will support them in these efforts.

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There is an increasing awareness worldwide of the need to protect our natural environment. Wellington is uniquely positioned to grow as a nature capital with ZEALANDIA at its heart as a nature destination and a site for urban ecology research and community learning.

2.4 Our Capital Spaces Framework

The Council's Open Spaces and Recreation Framework for Wellington 2013-23 includes three priorities that are directly relevant to ZEALANDIA:

- Enhancing the Halo project and biodiversity - expand pest management and native planting; and work with partners to deliver the Halo project buffer zone to expand the safe habitats for birds flying in and out of ZEALANDIA.
- Accessible information - Provide on-site signs and information (on paper, online and for mobile devices) that can be accessed by everyone, including people with physical, hearing or sight impairments.
- Partnerships - Help expand partnerships, recognising that partnership requires resourcing from both sides.

Working with Council on these priorities aligns closely with our purpose of restoring our connection with our unique natural heritage, inspiring and enabling people to take action.

2.5 Predator Free Wellington

This joint programme between Wellington City Council, Greater Wellington Regional Council, and the NEXT Foundation aims to create the world's first predator-free capital city. The first key project will involve the eradication of rats from Miramar peninsula, a major pioneering project and the first of its kind in an urban centre in New Zealand.

ZEALANDIA carries two leadership roles in this project; coordination of the research programme, and coordination and delivery of the schools programme. Leadership of the research programme involves coordinating social and ecological research across universities and Manaaki Whenua Landcare Research, a role which began in 2017/18 and will continue to grow into 2018/2019 as key milestones for the Predator Free Wellington programme are reached.

ZEALANDIA also successfully developed and delivered a pilot Predator Free Wellington Schools programme in 2017/18, which has been extended and expanded into a two-year programme until October 2020. The expanded programme involves ZEALANDIA educators working with Miramar Peninsula schools to take conservation action in their own environments and build their connection and engagement with a nature-rich future.

2.6 The Wellington Regional Economic Growth Agenda

WREDA's vision for Wellington is that, by 2025, Wellington will be the most prosperous, liveable and vibrant region in Australasia.

Tourism is an important contributor to economic growth in Wellington and New Zealand. Wellington has a strong domestic tourism market with 75% of visitors to the city coming from other parts of New Zealand. Domestic visitors typically cite their reasons for travel as for a specific event, business or to have an urban experience.

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ZEALANDIA works closely with the relevant agencies in Wellington to position itself firmly at the centre of the tourist trail in the city. In 2017/18 ZEALANDIA:

- Attracted over 132,000 visitors to the sanctuary.
- Featured consistently in the top 10 Wellington tourist attraction by Trip Advisor and as a key destination for international visitors coming to Wellington.





The Wellington Regional Economic Development Agency (WREDA) remains a key strategic partner and in 2019/20 we will continue to advance this increasingly close relationship.

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Summary of achievements in 2017/18

Some highlights of the year

Social Capital		Environmental Capital	
 <p>SANCTUARY TO SEA KIA MAUIORUA TE KAIWHARAWHARA</p> <p>Aerial view of the valley. Photo credit: Rob Busted.</p> <p>Our whole-of-catchment urban restoration project, Sanctuary to Sea - Kia Mauriora te Kaiwharawhara, is bringing together community groups, schools, and companies in a shared vision for the restoration of the entire Kaiwharawhara catchment. This water catchment is of regional significance and the restoration model we are developing could offer an important approach for other catchments around the country in future years.</p>	 <p>His Excellency Frank-Walter Steinmeier, the President of Germany visited with his wife in November. Photo credit: Tessa Sinclair.</p> <p>We have welcomed ever greater numbers of international visitors year-by-year. This year, close to 53,000 international visitors experienced ZEALANDIA and learned about the importance of the natural world and how, here in Wellington, we are modelling ways of integrating the natural world into places where people live. We work closely with various arms of government including the Visits and Ceremonial Office to provide a unique and memorable experience for the many guests of government who now request a visit to ZEALANDIA to be included in their itinerary.</p>	 <p>Our new ambassador takahē Orbell ventures out of his introductory enclosure. Photo credit: Lynn Freeman.</p> <p>This year the Department of Conservation's Takahē Recovery Programme worked with us to coordinate the translocation of a pair of takahē from Mana Island. Nio and Orbell were welcomed to ZEALANDIA by mana whenua Taranaki Whānui, and farewelled from Mana Island by the Friends of Mana Island and Ngāti Toa. Takahē are a key species that people can see at ZEALANDIA. These birds are still within breeding age, so we are hopeful for a successful nesting attempt in 2018/19. This will even further enhance the contribution of ZEALANDIA to the conservation of this precious taonga.</p>	 <p>Green mistletoe (<i>Leostylus micranthus</i>). Photo credit: ZEALANDIA.</p> <p>Green mistletoe (<i>Leostylus micranthus</i>) was translocated into Te Māra a Tāne this year after a host tree in the Hutt valley died and was threatening the existence of a specimen of this semi-parasitic plant attached to it. This is an example of a project involving a range of partner organisations including Ngā Manu, the Botanical Society, Greater Wellington Regional Council, Forest & Bird, and Otari-Wilton's Bush.</p>

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Some highlights of the year



Human Capital




Open Weekend held in May. Photo credit: Pete Monk.

Open Weekend 2018, held in May, was the biggest yet, with over 6,000 people visiting ZEALANDIA over the two days. The planning and coordination by a large team of staff and volunteers was a great example of the ZEALANDIA whānau working together to deliver a successful event that saw large numbers of first-time visitors to the sanctuary having a wonderful experience.

We are grateful for our partnership with Wellington Zoo in this popular Open Weekend event each year.

ZEALANDIA staff volunteering in the valley. Photo credit: ZEALANDIA.

This year we launched a new volunteering initiative for all ZEALANDIA staff, giving any staff member the opportunity to develop their skills in, and understanding of, conservation and restoration approaches, and specifically of the species in Te Māra a Tāne. Staff wishing to participate spend a day in the sanctuary working under expert guidance on a restoration project. This year the focus was on the restoration of our upper dam wetland and proved to be very popular with all involved.



Financial Capital




Minister Megan Woods, Paul Atkins, and Andrew Caseley. Photo credit: EOGA.

Through an important partnership with Meridian Energy, and a grant from EECA's Low Emission Vehicles Contestable Fund, we have purchased two new fully electric minibuses to replace the ageing diesel minibus. These will operate 364 days a year as a free shuttle service between ZEALANDIA and the city centre, providing an outstanding example of the use of EV technology for passenger minibus applications – a first in New Zealand.

Lower lake. Photo credit: ZEALANDIA.

The professional and prudent management of budgets has resulted in ZEALANDIA delivering a third consecutive year-end net operating surplus (before extraordinary items), and building a healthy balance of working capital. This represents an increase of 49% over the previous year-end balance.

This is of considerable significance in demonstrating the sustainability of our organisation, and enabling ZEALANDIA to reinvest our own capital in key areas of priority.

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3. Strategic Direction for 2019/20 and beyond

ZEALANDIA's 20-year strategy, Living with Nature: Our strategy for 2016-2035 / Tiaki Taiao, Tiaki Tangata: Te Rautaki 2016-2035, was published in 2016 and we continue to drive all our activity and programmes in support of the key themes as below:



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4. The nature and scope of our activities in 2019/20

The following sections set-out our high-level objectives, scope of business, key performance indicators and the budget for 2019/20. It is supported by the ZEALANDIA business plan for 2019/20 and a range of other operational plans that are approved by the Board from time to time.

The KPI Scorecard (section 5.1) brings together a set of Key Performance Indicators to enable ZEALANDIA management, the Trust Board and WCC to focus on the most important measures of success for 2019/20.

4.1 Objectives

The 2019/20 work programme is presented in the following sections, grouped according to our key objectives:

- Restoring Te Māra a Tāne and its extending halo of biodiversity.
- Building our organisation's capacity to drive transformation.
- Creating inspiring, accessible experiences.
- Forming strong and enduring local, national and international partnerships based on shared goals.
- Embracing Mātauranga Māori and other knowledge frameworks.
- Being a hub where people of all ages can learn, create new knowledge and share their insights and understanding.
- Equipping people with experience and skills for a nature-rich future.

4.2 Restoring Te Māra a Tāne and its extending halo of biodiversity

The conservation and restoration activities in the sanctuary continue to be central to all our work. As set out in our draft ZEALANDIA Te Māra a Tāne Māra a Tāne Conservation and Restoration Strategy, this work involves restoring our wetlands, managing threats to species, and working beyond the fence to create safe places for wildlife.

Current (ongoing) programmes

- Maintain the perimeter fence so that it ensures the area within the fence is secure from mammalian threats.
- Undertake effective monitoring and management of threats (plant and animal pests).
- Manage and monitor indigenous plants and animals, especially those recently transferred to the sanctuary or requiring support, for example, through provision of supplementary food or nest boxes.
- Manage the welfare of species held in captivity to ensure successful breeding outcomes where appropriate.
- Support nationally and locally led species recovery programmes and restoration work where possible.

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Strategic Initiatives

- Continue to grow the Sanctuary to Sea project through the development and implementation of a three-year strategic plan.
- Carry out perch removal in the lower lake.
- Establish a cultural health monitoring programme with mana whenua.

Key performance indicators 2019/20

- Lower lake perch removal completed, pending appropriate weather conditions.
- Mana whenua beginning active monitoring in the sanctuary.
- A minimum of 10 community groups active in restoring the Kaiwharawhara catchment.

4.3 Building our organisation's capacity to drive transformation.

Careful financial management has allowed us to build a healthy and appropriate working capital balance of \$1,167,000 as at 30 June 2018, representing an increase of 49% from the previous year's position of \$782,000. We will continue to manage an appropriate level of working capital to enable us to reinvest in crucial projects including the Centre for People and Nature, and other strategically important investments across the organisation. Overall our balance sheet position is healthy not wealthy.

In November 2018 we moved into our new staff building, named Pukeahu House (formerly the Brierley Pavilion). Pukeahu House provides essential office space for our people and is already transforming our work environment.

With work starting in 2018/19, we aim to create a purpose-built Hub for the Centre for People and Nature, named Tanglewood House, that meets the future needs of our people working in the generation of new knowledge across conservation, education, research, volunteering, and all aspects of community engagement. Tanglewood House will create a vibrant and value-adding hub for our people and everyone engaged with our knowledge generation programmes, and will be a physical manifestation of ZEALANDIA's Centre for People and Nature

In 2018/19 we completed the implementation of a major IT project that included moving our document management system to the cloud and upgrading our computers to Windows 10. This project has future-proofed our IT system by removing our dependence on an ageing and high-cost server, as well as enabling significantly greater flexibility in the way we work, with staff now able to access our system from anywhere in the world

We are already an internationally recognised, world-class site, as indicated by our success in attracting increasing numbers of visitors, volunteers, researchers and interns, and the next 10 years will see us driving hard to become an exemplar of a fully integrated, world leading conservation organisation offering outstanding opportunities for cutting-edge research, education, visitor experience, interpretation and outreach.

We will build our continuous improvement culture which has been pivotal in driving recent successes. Investing in staff development (including our volunteers and interns), and providing tools and infrastructure which allows the teams organisation-wide to evolve and optimise best practice will be key in our long-term sustainable development. As a lean organisation, the teams

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will also endeavour to maximise the partnerships which offer win-win opportunities for all those involved.

Current programmes

We will:

- Continue to develop plans to utilise the Visitor Centre and our other buildings to maximum effect to support visitors, and our research and education programmes, our visitor experiences, our strategic partnerships, and our commercial activities.
- Establish new avenues for people to volunteer
- Invest in the professional development of our people.
- Maintain volunteer satisfaction with their experience at ZEALANDIA
- Measure staff satisfaction through our engagement survey

Strategic Initiatives

- Develop smart initiatives to grow our people (staff, volunteers and interns), support systems and enduring financial vitality.
- Maintain our Carbon Zero accreditation.
- Deliver good sustainability practices across the whole of the organisation
- Continue to identify and implement opportunities to reduce waste through initiatives to reduce, reuse and recycle and to reduce our carbon footprint.
- Glaze in the Rata Café balcony through a WCC funded capital project to improve café utilisation and create a year-round space suitable for corporate and community functions and events.
- Continually improve our IT systems to ensure they are fit for purpose, so we can operate efficiently and effectively including on digital platforms

Key performance measures/indicators 2019/20

- A net surplus before depreciation and tax of \$331,100
- Non-WCC grant revenues equating to >75% of overall income
- 11,000 members
- Membership subscriptions of \$318,300
- Full cost per visitor (including WCC costs) TBC by WCC
- Average WCC subsidy per visitor of no more than \$8.54
- Average revenue per visitor of no less than \$26.74
- Non-Council Donations/Funding of \$275,000
- Maintain > 470 volunteers, with the establishment of new avenues for people to volunteer
- > 80% of volunteers are satisfied with their relationship with ZEALANDIA

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4.4 Creating inspiring, accessible experiences and change through example and shared passion for action.

We want all our audiences to engage and connect with nature, whether they are members, volunteers, partners or visitors. We will continue to develop the range of experiences that we can offer to meet the needs of all our audiences. By giving visitors an experience of robust and healthy native wildlife within an urban setting, they are more likely to value the work that we do, take action in their own environments, and act as ambassadors for our message. In 2018 we successfully piloted a tactile tour for those with vision impairments and will now expand this into our regular scheduled public programmes for those with a range of disabilities. Our goal is that all visitors have opportunities to experience ZEALANDIA regardless of accessibility needs.

In 2019/20, day and night tours will continue to be a key focus for enriching visitor experience. ZEALANDIA's tours provide visitors with a deeper understanding of our native flora and fauna and our cultural history. This year we will continue the development of our products by introducing a greater te ao Māori perspective into our tours.

Current programmes

- Provide experiences that increase people's understanding of New Zealand's natural heritage, and conservation challenges and successes here and elsewhere.
- Reshape and expand our communications channels to actively support our conservation and research programmes, visitor experiences, programmes, partnerships and audience impacts
- Provide regular events and activities that enrich visitors' connection with conservation and a nature-rich future
- Provide high quality volunteering experiences that increase our connections and engagement with the community.
- Provide a diverse range of experiences for members and volunteers; researchers and academics; community and corporate groups; local Wellingtonians; and visitors from across New Zealand and other countries (both independent travellers, and those on tours and cruise ships).
- Work in partnership with Be.Accessible and through a process of continuous improvement make ZEALANDIA as accessible as possible to any visitor regardless of ability.
- We will continue to provide high quality commercial services that connect visitors with nature through:
 - Highly attractive visitor experiences
 - Premium and custom tours
 - Annual membership
 - Exhibitions and events

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Strategic Initiatives

- Continue development and delivery of signage and interpretation upgrades alongside overall visitor experience planning.
- Continue to develop and grow activities and experiences for young people and families
- Continue to grow our range of programmes and offerings to reach a wider cross-section of Wellington's diverse communities
- Increase engagement opportunities for those with differing accessibility needs
- Develop new tours experiences that enable visitors to build a deeper understanding of our conservation and restoration activities, and our natural heritage.
- Participate in the Council's review of the Leisure Card programme with the aim to improve accessibility to ZEALANDIA when price might otherwise be a barrier, subject to operational and commercial considerations.

Key performance measures/indicators 2019/20

- Visitor numbers – 102,200 separate visitations with breakdown of visitor demographics
- 8,800 education visitors
- Visitor experience – ZEALANDIA achieves a satisfied visitor rating of 95% or greater
- Continue to improve accessibility and achieve Be.Accessible Gold rating.

4.5 Forming strong and enduring local, national and international partnerships based on shared goals.

ZEALANDIA works increasingly closely to mutual benefit with a wide range of partners, with Wellington City Council being a key strategic partner alongside close partnerships with other organisations such as Greater Wellington Regional Council and the Department of Conservation. We also have strong and enduring relationships with Victoria University of Wellington, Taranaki Whānui, University of Waikato, Wellington Water, Wellington Zoo, Otari Wilton's Bush, other Wellington CCO's, the Tenth's Trust, other mainland sanctuaries, and many others.

Integrating our plans with the vision and plans of others is essential to the achievement of our vision.

Current programmes

- We will continue to recognise the strategic priorities of the Council as an important part of the strategic context for ZEALANDIA, and to align our strategies and priorities closely with those of the Council (see Section 2: The Strategic Partnership with Wellington City Council).
- We will continue to recognise the central importance of our members and volunteers and provide opportunities for them to contribute to, and benefit from, a close relationship with ZEALANDIA.

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- We will continue to work with key partners and grow the community involvement for the delivery of our Sanctuary to Sea project.
- We will continue to engage with our neighbours in the local community, and the wider Wellington community, to seek and foster community support for ZEALANDIA, and encourage participation in our activities.
- We will continue to provide support to the Karori Predator Free community (KAKA) and those working to restore Birdwood Reserve.
- We will continue to work closely with our many research partners to develop evidence-based practice across our organisation and further afield.

Strategic Initiatives

- We will identify key ways through which our partnership with Wellington City Council can deliver greater gains for biodiversity across the region.
- We will grow our leadership roles in Predator Free Wellington, contributing to the delivery of school-based programmes in Miramar and through leading research coordination.
- We will participate in international research gatherings (e.g. conferences) to share our knowledge and solidify partnerships.
- We will continue to liaise with all our CCO colleagues and especially with Experience Wellington and The Cable Car to contribute where possible to further improving the overall experience in the Kelburn precinct at the top of the cable car.

Key performance indicators

- Delivery of education programmes as agreed as part of the Predator Free Wellington partnership.
- Research coordination for Predator Free Wellington as developed and agreed.
- Identification and delivery of a range of avenues for communicating our learnings to other sanctuaries and other conservation/restoration initiatives
- A growing number of partnerships and programmes that enable us to work with and through others in community restoration projects.
- Participation in an increasing number of events (eg conferences, workshops, speaking engagements) that enable the broader communication of our knowledge for use in other locations.

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4.6 Embracing Mātauranga Māori and other knowledge frameworks.

We will continue to grow our relationship with mana whenua, Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira as key strategic partners and maintain existing and build new partnerships with the many iwi who maintain kaitiakitanga for the species that have now found a home in the sanctuary. We are proud to be working with such important partners as we continue to integrate mātauranga Māori into our restoration, conservation and 'beyond the fence' work. Our goal for 2019/20 is to continue to increase organisational capacity in te reo and tikanga Māori and develop and deliver public content and activities that bring a Māori world view into ZEALANDIA's work. This work will enable ZEALANDIA to more effectively increase engagement with Māori audiences, as well as invite all ZEALANDIA's visitors to learn more about the Māori world.

This work will support the delivery of the Council's Te Tauihu Te Reo Māori policy. Our goal is that our staff, volunteers and visitors understand the importance of te reo Māori and feel supported in learning and using it.

Current programmes

- We will continue to plan and action activities aimed at increasing competency and capability amongst staff and volunteers, including te reo sessions, a waiata group, and targeted training opportunities.
- We will continue our ongoing and growing iwi engagement work including consultation on our conservation and restoration strategies and key restoration activities (eg. species translocations).
- We will continue to work with mana whenua to develop a cultural health indicator project.
- We will continue to grow the accessibility of ZEALANDIA to mana whenua through special membership rates, and engagement with ZEALANDIA through mana whenua involvement in the development of public programmes and activities.

Strategic Initiatives

- Continue to grow and integrate Mātauranga Māori perspectives into all elements of ZEALANDIA project and programme development processes.
- Develop and grow relationships that enable closer partnerships with iwi and integration of Mātauranga Māori.
- Develop and deliver public programmes and initiatives that increase connection to te ao Māori
- Develop and deliver learning opportunities for staff and volunteers to increase their capacity and capability in te reo Māori and te ao Māori
- Increase bilingual content in signage and interpretation materials

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Key performance indicators for 2019/20

- Improved visitor experience through new public programmes and activities for Matariki and Māori Language Week 2019
- Delivery of activities and opportunities for staff and volunteers to increase their knowledge and confidence in te ao Māori.
- Bilingual content incorporated in all new signage and interpretation materials developed.

4.7 Being a hub where people of all ages can learn, create new knowledge and share their insights and understanding

The establishment of the Centre for People and Nature provides an overarching structure for the further enhancement of all aspects of our work relating to knowledge creation.

Our programme of research has grown significantly over the past year, with ZEALANDIA researchers publishing a number of articles while also supporting people from other organisations in generating new knowledge. This year key focus will be the Centre for People and Nature, which now has funding for a physical hub and is growing in terms of content and influence. The key focus of this Centre will be generating the knowledge to support a nature rich future. This includes interdisciplinary research and discovery to inform policy, business, and conservation management.

We continue to expand our engagement with schools by enabling them to experience ZEALANDIA's variety of ecosystems and species, empowering them to explore the wildlife in their own environments, and by helping them to understand the steps needed to start their own backyard or community restorations.

Current programmes

- Deliver education programmes to schools under our LEOTC contract with the Ministry of Education
- Deliver in-school and sanctuary nature connection programmes for low decile and low engagement schools
- Carry out enrichment opportunities through school holiday activities for young people and their families
- Deliver seminars and other opportunities for Wellingtonians to engage with developing knowledge in nature-rich cities.
- Provide school-based programmes to Miramar schools as a partner in Predator Free Wellington.

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- Provide schools and individuals with information and resources that enable them to learn about and actively contribute towards nature-rich communities.
- Undertake and support research that will increase our understanding about the flora, fauna, and the habitats and ecological processes that threaten or sustain them, and that can inform and benefit restoration initiatives elsewhere in New Zealand.
- Create a supportive environment for staff, volunteers and researchers to ensure research and learning are encouraged and embraced.

Strategic Initiatives

- Implement a communications strategy to grow the impact of the Centre for People and Nature.
- Carry out research focussed on understanding how changes to Wellington's biodiversity is affecting people.
- Raise funds to support and expand our formal and informal education programmes, with a focus on opportunities for those less able to access conservation experiences and learning.

Key performance measures/indicators 2019/20

- Research programme on the relationship between people and nature in Wellington underway.
- Maintain (and grow where possible) the number of peer-reviewed science publications emerging from the ZEALANDIA team.
- Deliver agreed school-based conservation education in Wellington as part of the Predator Free Wellington partnership.
- Continue to deliver valley-based and outreach programmes under our Ministry of Education LEOTC contract
- Continue to expand the range of programmes and activities offered to schools
- Continue to expand the range of activities for children, young people and families during school holiday periods
- Continue to grow the number of school holiday programmes visiting ZEALANDIA

4.8 Equipping people with experience and skills for a nature-rich future.

As birdlife spills beyond ZEALANDIA's fences and backyard wildlife flourishes in Wellington, we will continue to be a place where people learn about nature and what can be achieved with a successful restoration programme, and work with and through other groups to expand community knowledge and conservation action.

We work with Wellington City Council, Predator Free Wellington and other community groups to educate and inform about creating nature-rich and pest-controlled areas, thereby creating safer areas for native wildlife. Our goal is that Wellingtonians value our nature-rich environment and

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take active steps to protect and support it, and that visitors are inspired to take positive action in their own backyards.

We will continue to develop the initiatives and programmes begun in 2017/18. Through volunteering opportunities, public programmes and workshops, the public will be offered opportunities to learn how to minimise backyard threats and provide safe habitat for native biodiversity, learn from and participate in research projects, connect with community restoration and environmental groups, and learn new skills in restoration and sustainability.

Current programmes

- Provide education experiences, tour products, visitor experiences and public programmes that help people understand and value New Zealand's natural heritage, and conservation challenges and successes.
- Provide high quality volunteering experiences that increase our connections and engagement with the community.
- Provide an annual programme of events and workshops on conservation, restoration and environmental topics.

Strategic initiatives

- Develop a long-term visitor experience plan aligned with the restoration and valley management plans.
- Provide learning and development opportunities for volunteers that are applicable both inside and outside the sanctuary.
- Increase the diversity of ZEALANDIA's partners and volunteers by working with and through a wider variety of community organisations.
- Develop and deliver visitor programmes and events that appeal to both current and potential new audiences.

Key performance indicators for 2019/20

- Long-term visitor experience plan developed and implemented
- Diversity of learning opportunities and programmes offered to volunteers increased.
- Programmes and events that enable a wider diversity of people to engage with ZEALANDIA developed and delivered
- Signage and interpretation within the sanctuary continued to be upgraded as funding allows.

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5. Performance Measurements

5.1 KPI Scorecard 2019/20

Restoring Te Māra a Tāne and its extending halo of biodiversity (4.2)	Building our organisation's capacity to drive transformation (4.3)
<ul style="list-style-type: none"> Lower lake perch removal completed, pending appropriate weather conditions. Mana whenua beginning active monitoring in the sanctuary. A minimum of 10 community groups active in restoring the Kaiwharawhara catchment. 	<ul style="list-style-type: none"> A net surplus before depreciation and tax of \$331,100 Non-WCC grant revenues equating to >75% of overall income 11,000 members Membership subscriptions \$318,300 Full cost per visitor (including WCC costs) TBC by WCC Average WCC subsidy per visitor \$8.54 Average revenue per visit \$26.74 Non-Council Donations/Funding \$275,000 Maintain > 470 volunteers, with the establishment of new avenues for people to volunteer > 80% of volunteers are satisfied with their relationship with ZEALANDIA
Creating inspiring, accessible experiences and change through example and shared passion for action (4.4)	Forming strong and enduring local, national and international partnerships based on shared goals (4.5)
<ul style="list-style-type: none"> Visitor numbers – 102,200 separate visitations with breakdown of visitor demographics 8,800 education visitors Visitor experience – ZEALANDIA achieves a satisfied visitor rating of 95% or greater <p>Continue to improve accessibility and achieve Be.Accessible Gold rating.</p>	<ul style="list-style-type: none"> Delivery of education programmes as part of the Predator Free Wellington partnership. Lead the research coordination for Predator Free Wellington. Identify the range of avenues available for communicating our learnings to other sanctuaries and other conservation/restoration initiatives Continue to grow partnerships and programmes that enable us to work with and through others in community restoration projects. Support the ZEALANDIA team in giving talks and participating in other initiatives such as workshops that enable the broader communication of our knowledge for use in other locations
Embracing Mātauranga Māori and other knowledge	Being a hub where people of all ages can learn, create new

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frameworks (4.6)	knowledge and share their insights and understanding (4.7)
<ul style="list-style-type: none"> Improve visitor experience through new public programmes and activities for Matariki and Māori Language Week 2019 Delivery of activities and opportunities for staff and volunteers to increase their knowledge and confidence in te ao Māori. Incorporate bilingual content in all new signage and interpretation materials developed. 	<ul style="list-style-type: none"> Research programme on the relationship between people and nature in Wellington underway. Maintain (and grow where possible) the number of peer-reviewed science publications emerging from the ZEALANDIA team. Deliver agreed school-based conservation education in Wellington as part of the Predator Free Wellington partnership. Continue to deliver valley-based and outreach programmes under our Ministry of Education LEOTC contract Continue to expand the range of programmes and activities offered to schools Continue to expand the range of activities for children, young people and families during school holiday periods Continue to grow the number of school holiday programmes visiting ZEALANDIA
Equipping people with experience and skills for a nature-rich future (4.8)	
<ul style="list-style-type: none"> Develop and implement a long-term visitor experience plan. Increase the diversity of learning opportunities and programmes offered to volunteers. Develop and deliver programmes and events that enable a wider diversity of people to engage with ZEALANDIA Continue to improve signage and interpretation within the sanctuary as funding allows. 	

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5.2 Non-financial Performance Measures

Measure	2018-19 forecast	2019-20	2020-21	2021-22
Visitation	116,914	102,200	105,200	108,400
Members (Individuals)	11,245	11,000	11,200	11,400
Volunteers	>450	>470	>490	>510
Percentage of Satisfied Visitors	>95%	>95%	>95%	>95%

Measure	2018-19 forecast	Q1	Q2	Q3	Q4	2019-20	2020-21	2021-22
Visitation	116,914	14,735	33,143	33,680	20,642	102,200	105,200	108,400
Education visits ¹	8,722	1,882	3,468	1,216	2,234	8,800	8,800	8,800

¹ (LEOTC, tertiary, early childhood, school holiday programme, and outreach)

In the Quarterly Performance Reports for the Council we will provide:

- Geographic information on visitors to ZEALANDIA.
- A summary of visitor satisfaction metrics and comments from GetSmart online survey forms, TripAdvisor feedback and information from any internal customer satisfaction surveys.

5.3 Financial Performance Measures

Measure	2018-19 forecast	2019-20	2020-21	2021-22
Full cost per visitor (including WCC costs)	TBC by WCC	TBC by WCC	TBC by WCC	TBC by WCC
Average subsidy per visit (total WCC operating grant/all visitors)	\$8.80	\$8.54	\$8.28	\$7.99
Average revenue per visit (excludes Council & Government grants)	\$26.48	\$26.74	\$27.01	\$27.28
Non-Council Donations/Funding	\$324,865	\$275,000	\$280,000	\$285,000

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5.4 Conservation Measures

Measure	2018-19 Forecast	2019-20	2020-21	2021-22	Explanation
Restore missing species to the wild in accordance with the Conservation and Restoration Strategy					
% transferred animal species regarded as self-sustaining	70%	70%	70%	65%	14/20 species regarded as self-sustaining (assuming ongoing current management); 2 transfers failed (tomtit, weka) and 2 (bellbird, Long-fin eels) not regarded as self-sustaining and 2 kākahi are recently transferred. Note: it usually takes several breeding seasons before a transfer can be regarded as self-sustaining (successful breeding, population stable or increasing) so % will reduce with new transfers eg to 70% (14/20) after a transfer in 2019/20
Number of fauna species transferred, released or 'topped up'	2	0	1	1	Transfers could include the release of Wellington barking gecko, and a top up of tieke. <i>Note: Transfers also undertaken in these years to Cape Sanctuary (kaka).</i>
Maintain or improve the population status of nationally threatened species present					
# threatened fauna species present and breeding successfully	4	4	4	4	Hihi, Maud Island frog; Cook Strait Giant Weta; tuatara; excludes takahē held primarily or temporarily for advocacy purposes
Manage species held for captive breeding purposes to ensure they remain healthy and breed successfully					
# species breeding in captivity	2	2	1	1	Maud Island frogs and barking geckos. The number will reduce to 1 if we are able to progress to releasing the barking geckos.
Monitor animal pest status, control mice and successfully respond to any incursions					
Mice maintained to target level	<10	<10	<10	<10	The figure gives an abundance index based on the average abundance/100 corrected trap

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Measure	2018-19 Forecast	2019-20	2020-21	2021-22	Explanation
					nights
% pest animal incursions successfully eradicated	100%	100%	100%	100%	Assumes any incursions successfully eradicated

5.5 Conservation Activities

Activities [note, some activities are dependent on successful permits and translocation operations]	2019-20	2020-21	2021-22
Begin restoration of the lower valley streams, wetland and lake			
- initiate development and agreement of an overarching multifaceted strategic plan	Update	Update	Update
- Research underway according to a research plan	Ongoing	Ongoing	Ongoing
- Obtain necessary permits	Complete		
- Implementation of plans	Ongoing	Ongoing	Ongoing
Translocations			
Wellington green gecko		Implement	
Tieke/saddleback			Implement
Activities			
	2019-20	2020-21	2021-22
Post-release monitoring for translocated species			
Spotted skink monitoring	Ongoing	Complete	
Kākahi (freshwater mussel, depending on completion of 2018 translocation)	Ongoing	Ongoing	
<i>Brachyglottis kirkii</i> var. <i>kirkii</i>	Ongoing	Ongoing	
Green mistletoe	Ongoing	Ongoing	Ongoing
Titipounamu (rifleman)	Ongoing	Ongoing	Ongoing

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6. The Karori Sanctuary Trust Board's Approach to Governance

6.1 The Trust Deed

The Karori Sanctuary Trust (the Trust) is an incorporated society that is governed by a Trust Deed, first executed in 1995 and most recently updated in October 2016.

We operate as a not-for profit organisation, a social enterprise, seeking to do public good by operating in a way that follows sound commercial disciplines.

As set out in our Trust Deed, the objects of the Trust are as follows:

- To carry out education and research into all matters pertaining to the conservation and restoration of New Zealand's natural heritage and in particular to restore representative examples of New Zealand's natural heritage.
- To establish and maintain a secure native wildlife sanctuary in the Karori Reservoir in the City of Wellington.
- To restore the reservoir area ecosystem as closely as practicable to its presumed pre-human state but allowing for construction of specific habitats to enhance its diversity and conservation values.
- To provide facilities for recreation and tourism activities.
- To seek and foster community support and participation.
- To manage and manipulate such ecosystems as may be necessary to maintain requisite populations.

The Trust operates as ZEALANDIA, under the guidance of a Trust Board.

6.2 Relationship with Wellington City Council

The Trust became a Council Controlled Organisation from October 2016 with the transfer of the ZEALANDIA Visitors Centre to Wellington City Council and the repayment of the loan on the building. The new Deed of Variation of Trust signed in October 2016 sets out the new requirement for the Trust Board to consist of a minimum of five persons and a maximum of up to seven persons. The Council can appoint a maximum of six persons, and the Trust's Board can appoint up to two persons following consultation with the Guardians and approval of the Council.

The Wellington City Council is a strategic partner, a trustee appointee, a major funder and the landlord of the Trust

The Funding Deed between Council and the Trust sets out Council's reporting and monitoring regime and the conditions for major transactions requiring Council approval. The Trust will report quarterly to the Council through the Environment Committee on the agreed measures, which will include a Statement of Financial Performance, Statement of Financial Position and Cash Flow Statement.

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The Trust's audited accounts will be presented to the Council by due date. The Trust will continue to recognise Council as a principal funder.

The principles governing the relationship between the Trust and Council are:

- Council will be provided with access to information it requests.
- A "no surprises" approach.
- Work in a collaborative and constructive manner recognising each other's viewpoints and respecting differences.
- Act towards each other honestly and always in good faith.
- Communicate with each other openly, promptly, and in a clear and timely manner.
- Recognise the accountabilities that each has to the other and to those for the benefit of whom services are provided.

6.3 Board Membership

The members of the Karori Sanctuary Trust are:

Trustee	Term Expires
Phillip Meyer (Chair), appointed by the Council	December, 2020
Pete Monk, appointed by the Council	June 2020
David Bibby, appointed by the Council	December, 2021
Russell Spratt, co-opted by the Board	June 2021
Jo Breese, appointed by the Council	June, 2021
Dr Libby Harrison, appointed by the Council	December 2021

- The revised Karori Sanctuary Trust Deed signed in October 2016 outlines the roles of the Trust and the Guardians. All trustees may receive an honorarium set by the Council and Guardians.
- The Trust Board shall meet no less frequently than eight times a year.
- The Chief Executive attends all meetings accompanied by their management team as required.
- Under the terms of the Trust Deed, the Board is required to have an Audit and Risk Committee. The terms of reference for this committee require that it meets at least four times a year. Members of the Audit and Risk Committee are Phillip Meyer and Iain Craig (an independent member).
- The Board may choose to set-up any new committees as deemed necessary in order to maintain an appropriate level of oversight.

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- Trustees will contribute knowledge and skills across a range of work areas during the 2019/20 year and may from time to time contribute to working groups established by the Chief Executive.
- In December 2018 Denise Church completed her second term as Chair of the Board. Phillip Meyer, former Deputy Chair, took over as Board Chair from 1 January 2019. Wellington City Council appointed Dr Libby Harrison to the Board from 1 January 2019.
- Stephen Thompson's term as a trustee on the Board ended in July 2018. Following a collaborative process involving the Guardians, Wellington City Council appointed Jo Breese as a new trustee from August 2018.

6.4 Board Performance

The Chair and the Board as a whole will participate in regular reviews of their performance as follows:

- The Board as a whole by the Board.
- Individual Board members by the Board, through the Chair.
- The Chair by the Board.

The method/standards used to assess the performance will be based on the standards issued by the Institute of Directors in New Zealand, adapted for the Trust. From these reviews, development needs and any other actions required to ensure best practice governance and performance standards will be determined and implemented.

An external review of the Board will be scheduled in early 2019/20.

The Board will undertake a review of the Chief Executive's performance in July 2019.

6.5 Annual General Meeting

By established practice the Trust holds each year an Annual General Meeting (AGM) of members to discuss the Annual Report and current strategies. The Board establishes a date for the AGM in consultation with the Guardians.

The 2018 AGM was held on 14 October and was well attended.

The next AGM will be held in October 2019 (date to be confirmed).

7. Organisational Health, Capability and Risk Assessment

7.1 Organisational Health and Capability

Our aim is to deliver our work by attracting and retaining talented and capable staff and through strategic partnerships. Critical to our success is having experienced and motivated staff. Training and professional development for staff will continue to be a priority for 2019/20.

We will continue to work closely with Victoria University, Council (e.g. shared services initiative) and other partners to build the capability of the organisation.

7.2 Executive Team

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Paul Atkins,	Chief Executive Officer
Danielle Shanahan,	Director, Centre for People and Nature
Chris Fitzgerald,	Manager Commercial Development
Anastasia Turnbull,	Manager Learning and Engagement
Matthew Valentine,	Manager Corporate Services

7.3 Environmental Practices

The Trust is committed to and incorporates sustainable practices.

ZEALANDIA has been awarded the Qualmark EnviroGold and the EnviroMark carbonZero accreditation.

The Rata Café has been accredited with all Conscious Consumer badges.

An across-organisation group (the Green Team) has been established to monitor ZEALANDIA's sustainability practices and suggest and implement new approaches wherever practicable.

8. Health and Safety

The Trust has robust Health and Safety systems in place and a detailed Emergency Procedure Action Plan that complies with the Health and Safety at Work Act 2015.

Key actions taken or underway

- As part of their due diligence obligations, the organisation's officers now regularly dedicate time to focusing on a particular area of the operation and through consultation get a more comprehensive understanding of the risks in that area and where improvements might be made.
- Incidents and hazards are now recorded on-line and this new reporting allows mitigations to be applied in a timely manner.
- Incident reports are now not only reviewed on a regular basis but a new procedure of sign-off that ensures the officers are happy with the investigations and outcomes has been implemented.
- The CEO is a member of the "Business Leaders Health and Safety Forum" and uses this to inform and keep abreast of best practice models.
- We continue to ensure employees and volunteers have an inclusive role in the identification and management of health and safety matters; including using the Health and Safety Committee to give a direct line of communication and ownership around Health and Safety matter across all areas of the Organisation
- We maintain a training regime that ensures there is a good level of coverage of personnel who can confidently deal with first responder medical and emergency situations throughout the site at all times.
- We have instigated an Employee Support Programme through EAP Services which provides free and confidential support to all employees.
- We have introduced a new Health and Safety dashboard for our Board to provide an important view of key data trends year-on-year.

Initiatives planned

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We will continue to:

- evolve our policies and processes as WorkSafe publishes new guidelines and requirements become clearer.
- foster a collaborative and proactive approach within the organisation and with our partners.
- engage with the PCBU's of other organisations with which the Trust works, partners, or otherwise deals, or is considering dealing with, to require more robust evidence of their suitability and pertinent qualifications before working with them.
- work with agencies such as the Wellington Regional Emergency Management office, the Rural Fire Authority, Search and Rescue New Zealand, and other Wellington City Council Controlled Organisations, to develop relationships and review joint working relationships.
- engage with WorkSafe with a view to reducing our ACC levy payments by undertaking recommended programmes and assessments.
- identify and organise ongoing training to reach or exceed best practice levels in all areas.

8.1 Asset Management Plan

In 2019/20 we will continue to improve our asset management systems and explore if there are ways to integrate these with the systems used by WCC.

We have a Fence Management Plan that is under the final stages of review. The plan details how we will manage this critical infrastructure.

In our business planning process we will review the management of new strategic assets such as Tanglewood House and our new staff office accommodation building, Pukeahu House.

We will keep the Council updated on developing business cases for future capital programmes.

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8.2 Risk Management

The Trust regularly reviews all known and potential risks. A robust risk management process, using standard risk methodology, is monitored by the Audit and Risk Committee and reported to the Board.

The Trust has robust fit-for-purpose systems and processes and financial delegations.

The Trust has insurance policies for Material Damage, Business Interruption, Combined Liability (Public, Employer, Statutory, Fidelity Guarantee and Lawsafe) and Trustee Liability.

For medium and high risks, control systems and management strategies are established, as appropriate. The objective is to reduce the residual risk to the point where all cost-effective mitigations have been put in place. The Audit and Risk Committee is responsible for reviewing these strategies. The Trust's management is responsible for their implementation. There are four response types, depending on the risk assessment and cost effectiveness considerations. These are:

- **Avoidance:** To eliminate the conditions that allow the risk to be present at all, often by changing or stopping the activity.
- **Acceptance:** To acknowledge the risk's existence, but to take no pre-emptive action to resolve it, except for the possible development of contingency plans should the risk event come to pass.
- **Mitigation:** To minimise the probability of a risk's occurrence or the impact of the risk should it occur.
- **Deflection:** To transfer the risk (in whole or part to another organisation, individual, or entity – such as through insurance).

A process to review and update the framework for the risks register is currently underway and will be completed and applied during the first quarter of the 2018/19 financial year. The new format will employ a risk matrix similar to that indicated below, with likelihood and consequence tables providing a greater degree of clarity in line with current best-practice. The revised framework will be included in the first quarterly report to Council in 2018/19.

Probability of Risk	Impact of Risk					
	2	3	4	5	6	7
1	3	4	5	6	7	8
0	2	3	4	5	6	7
-1	1	2	3	4	5	6
-2	0	1	2	3	4	5
-3	-1	0	1	2	3	4

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9. Additional Information

9.1 Response to other specific Letter of Expectation matters (if applicable)

None

9.2 Ratio of Shareholders' Funds to Total Assets

Please refer to the Balance Sheet included in the Accounting policies (Appendix A).

9.3 Estimate of Amount Intended for Distribution

The Karori Sanctuary Trust is a not-for-profit organisation and registered charity and does not make a distribution to the Settler.

9.4 Acquisition Procedures

The Trustees have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or any organisation.

9.5 Activities for which the Board seeks Compensation from a Local Authority

Total funding from Wellington City Council in 2018/19 is \$1,006,950 (including living wage). The development of the Trust's 10 year sustainable business plan anticipates as a baseline the continuation of the current level of funding.

9.6 Estimate of Commercial Value of Shareholders' Investment

Not applicable.

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Appendices

Appendix A: Accounting Policies

i. Statement of compliance and basis of preparation

Statement of compliance

The financial statements presented here are for the reporting entity, the Karori Sanctuary Trust. The Trust is a charitable trust registered under the Charities Act 2005 which requires compliance with generally accepted accounting practice (GAAP) in New Zealand.

As the primary objective of the trust is to develop a secure native wildlife sanctuary which benefits the community, rather than making a financial return, the trust is a public benefit entity for the purpose of financial reporting.

The financial statements of the trust comply with Public Benefit Entity standards Reduced Disclosure Regime (PBE RDR).

The financial statements have been prepared in accordance with Tier 2 PBE Standards and disclosure concessions have been applied. The trust is eligible to report in accordance with Tier 2 PBE Standards RDR because it does not have public accountability and it is not large.

Basis of preparation

The financial statements have been prepared in accordance with PBE RDR for not-for-profit organisations as required by the Financial reporting Act 2013.

Management has applied judgement in determining whether revenue streams have been appropriately classified as exchange or non-exchange in nature.

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Measurement base

The financial statements have been prepared on a historical cost basis.

The financial report is measured in New Zealand dollars and all values are rounded to the nearest dollar (\$) unless otherwise stated.

ii. Recognition of revenue

Grants are recognised as revenue when the requirements under the grant agreement have been met. Any grants for which the requirements under the grant agreement have not been completed are carried as liabilities until all the conditions have been fulfilled. Revenue received from membership subscriptions is allocated proportionally over the period to which they relate. The unearned portion of subscriptions is shown under current liabilities. Prepaid visits are also treated as current liabilities.

Sales of goods and admissions comprise the amounts received and receivable for goods and services supplied to customers in the ordinary course of business. This revenue is recognised when the goods or services are provided to

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the customer.

Exchange revenue is defined as transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange. Revenue streams defined as exchange are membership subscriptions, admissions, sales of goods, other grants and donations (received for specific projects) and some items of other revenue.

Non-exchange transactions arise where an entity receives value from another entity without giving approximately equal value in exchange. Revenue streams defined as non-exchange are the Wellington City Council grant as well as other grants and donations and items of other revenue that are not included under exchange transactions.

Interest income is accounted for as earned.

In the financial statements, there is no financial recognition of support given in the form of donated labour and materials.

iii. Cost of goods sold

Cost of goods sold comprises the purchase of stock items and other directly attributable costs relating to the Café, Retail, Functions and Education services.

iv. Property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are measured initially at cost. Cost includes expenditure that is directly attributable to the acquisition of the items. The cost of an item is recognised only when it is probable that future economic benefit or service potential associated with the item will flow to the entity.

Subsequent costs that meet the recognition criteria above are recognised in the carrying value of the item of the fixed asset or intangible asset. Such cost includes the cost of replacing part of the asset if the recognition criteria are met. When significant parts of the asset are required to be replaced at intervals, the entity recognises such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the fixed asset as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in surplus or deficit as incurred.

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Measurement subsequent to initial recognition:

Subsequent to initial recognition, Property, plant and equipment and intangible assets are measured using the cost model.

v. Depreciation and amortisation

Depreciation of Property, plant and equipment and amortisation of intangible assets is calculated on a straight-line basis so as to allocate the cost of the assets over their useful lives as follows:

Building/Infrastructure	5-100 years
Exhibitions	2-20 years
Leasehold improvements	10-50 years
Predator fence	25-50 years
Fixtures, Plant and Equipment	5-25 years
Vehicles	5-14 years
Other Assets	3-25 years
Computer Software	3 years

vi. Accounts Receivables

Accounts receivable are stated at anticipated realisable value after providing against debt where collection is doubtful.

vii. Stock on Hand

Stock on hand comprise of retail and food and beverages. They are stated at the lower of cost and net realisable value. Cost is determined on a weighted average cost basis.

viii. Leased Assets

As Lessee:

Operating leases

Operating lease payments are recognised as an expense in the periods the amounts are payable.

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases where the Trust is the lessee are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

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ix. Impairment

Property, plant and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognized in the surplus or deficit.

x. Employee Entitlements

Employee entitlements to salaries and wages, annual leave and other benefits are recognised when they accrue to employees.

The liability for employee entitlements is carried at the present value of the estimated future cash outflows.

xi. Goods and Services Tax (GST)

The financial statements have been prepared so that all components are stated exclusive of GST with the exception of receivables and payables that include GST invoiced.

xii. Income Tax

The Trust being a charitable organisation is income tax exempt under the Income Tax Act 2007.

xiii. Statement of Cash Flows

The following are the definitions of the terms used in the statement of cash flows:

- (a) Operating activities include all transactions and other events that are not investing or financing activities.
- (b) Investing activities are those activities relating to acquisition, holding and disposal of property, plant and equipment and of investments.

(c) Financing activities are those activities that result in changes in the size and composition of the capital structure. This includes both equity and debt not falling within the definition of cash.

(d) Cash is considered to be cash on hand and current accounts in banks, net of bank overdrafts.

xiv. Changes in accounting policies

There have been no changes in accounting policies in the year.

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Appendix B: ZEALANDIA Budget for 2019/20

As in past years, ZEALANDIA will continue to drive revenue and contain costs in 2019/20 and will aim to complete the year with an operating surplus.

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ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-19	STATEMENT OF COMPREHENSIVE INCOME	Qtr to 30-Sep-19	Qtr to 31-Dec-19	Qtr to 31-Mar-20	Qtr to 30-Jun-20	FYE 30-Jun-20	FYE 30-Jun-21 **	FYE 30-Jun-22
	Trading Revenue							
854,760	Admissions	120,000	229,000	313,000	198,000	860,000	877,000	895,000
341,176	Membership Subscriptions	71,000	98,000	97,000	74,000	340,000	347,000	354,000
	Other Operating Revenue							
	Sales of Goods							
2,497,209	Other trading revenue	374,000	730,000	903,000	474,000	2,481,000	2,546,700	2,612,500
	Other Operating Revenue							
858,000	Shareholder grants	214,500	214,500	214,500	214,500	858,000	858,000	858,000
149,000	Living wage fund from WCC	38,368	38,368	38,368	38,368	153,470	158,000	163,000
	WCC Centre for People & Nature Hub						700,000	
672,007	Sponsorships, grants and donations	123,750	123,750	123,750	123,750	495,000	1,205,000	515,000
	Other operating income							
	Non-operating Revenue							
	Sub-lease and other non-operating income							
32,846	Interest income	3,000	7,000	3,000	7,000	20,000	20,000	20,000
	Other income							
5,404,998	Total Revenue	944,618	1,440,618	1,692,618	1,129,618	5,207,470	6,711,700	5,417,500
	Operating Expenses (overheads)							
3,374,747	Salaries and wages	827,000	859,000	862,000	827,000	3,375,000	3,443,000	3,512,000
630,631	Cost of goods sold	134,000	157,000	174,000	134,000	599,000	611,000	623,000
504,692	Other operating expenses	120,000	130,000	130,000	120,000	500,000	510,000	520,000
100,031	Trustee expenses	25,750	25,750	25,750	25,750	103,000	105,000	107,000
303,473	Administration costs	74,843	74,843	74,843	74,841	299,370	305,000	311,000
4,913,574	Total Operating Expenditure	1,181,593	1,246,593	1,266,593	1,181,591	4,876,370	4,974,000	5,073,000
491,424	Net Surplus/(Deficit) before Depreciation and Tax	(236,976)	194,025	426,025	(51,974)	331,100	1,737,700	344,500
	Interest expense							
	Loss on Visitor Centre transfer to WCC							
346,323	Depreciation	96,000	96,000	116,000	116,000	424,000	474,000	474,000
145,101	Net Surplus/(Deficit)	(332,976)	98,025	310,025	(167,974)	(92,900)	1,263,700	(129,500)

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ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-19	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-19	As at 31-Dec-19	As at 31-Mar-20	As at 30-Jun-20	As at 30-Jun-20	As at 30-Jun-21 **	As at 30-Jun-22
	Equity							
4,026,807	Trust Funds	4,171,908	3,838,933	3,936,957	4,246,982	4,171,908	4,079,008	5,342,708
145,101	Current year earnings	(332,976)	98,025	310,025	(167,974)	(92,900)	1,263,700	(129,500)
4,171,908	Total Shareholder/Trust Funds	3,838,933	3,936,957	4,246,982	4,079,008	4,079,008	5,342,708	5,213,208
	Current Assets							
500,000	Cash and cash equivalents	471,841	430,865	621,890	404,916	404,916	356,616	306,116
50,000	Accounts receivable	50,000	50,000	50,000	50,000	50,000	51,000	51,000
	Prepayments							
50,000	Inventory	50,000	50,000	50,000	50,000	50,000	55,000	60,000
	Other current assets							
600,000	Total Current Assets	571,841	530,865	721,890	504,916	504,916	462,616	417,116
	Investments							
1,350,000	Term deposits	1,760,000	1,510,000	1,260,000	1,010,000	1,010,000	1,300,000	1,600,000
	Other investments							
1,350,000	Total Investments	1,760,000	1,510,000	1,260,000	1,010,000	1,010,000	1,300,000	1,600,000
	Non-current Assets							
3,438,092	Fixed assets	3,767,092	4,096,092	4,405,092	4,714,092	4,714,092	4,340,092	3,966,092
	Intangible assets							
	Other non-current assets							
3,438,092	Total Non-current Assets	3,767,092	4,096,092	4,405,092	4,714,092	4,714,092	4,340,092	3,966,092
5,388,092	Total Assets	6,098,933	6,136,957	6,386,982	6,229,008	6,229,008	6,102,708	5,983,208
	Current Liabilities							
150,000	Accounts payable	120,000	210,000	150,000	230,000	230,000	230,000	230,000
850,000	Income in advance	1,910,000	1,680,000	1,810,000	1,610,000	1,610,000	220,000	230,000
110,000	Employee entitlements	100,000	100,000	110,000	120,000	120,000	120,000	120,000
106,184	Provisions and accruals	130,000	210,000	70,000	190,000	190,000	190,000	190,000
	Other current liabilities							
1,216,184	Total Current Liabilities	2,260,000	2,200,000	2,140,000	2,150,000	2,150,000	760,000	770,000
	Non-current Liabilities							
	Shareholder advances							
	Other non-current liabilities							
	Total Non-current Liabilities							
1,216,184	Total Liabilities	2,260,000	2,200,000	2,140,000	2,150,000	2,150,000	760,000	770,000
4,171,908	Net Assets	3,838,933	3,936,957	4,246,982	4,079,008	4,079,008	5,342,708	5,213,208
ok	Check Net Assets = Shareholders Funds	ok	ok	ok	ok	ok	ok	ok

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ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-19	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-19	Qtr to 31-Dec-19	Qtr to 31-Mar-20	Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21 **	Total YE 30-Jun-22
	Cash Flows From Operating Activities							
	<i>Inflows</i>							
4,043,145	Trading Receipts	595,398	1,079,868	1,266,868	798,868	3,741,000	3,779,700	3,871,500
858,000	Shareholder grants	429,000		429,000		858,000	858,000	858,000
149,000	Living wage fund	153,470				153,470	158,000	163,000
	WCC Centre for People & Nature Hub	700,000				700,000		
672,007	Sponsorships and donations	123,750	123,750	123,750	123,750	495,000	505,000	515,000
	Other Income							
	<i>Outflows</i>							
3,374,747	Payments to Employees	837,000	859,000	852,000	817,000	3,365,000	3,443,000	3,512,000
1,595,747	Payments to Suppliers	360,777	217,593	604,593	154,591	1,337,554	1,536,000	1,566,000
	Net GST Cashflow							
	Other Operating Costs							
751,658	Net Cash Flows From (Used In) Operating Activities	803,841	127,025	363,025	(48,974)	1,244,916	321,700	329,500
	Cash Flows From (Used In) Investing Activities							
	<i>Inflows</i>							
	Sale of fixed assets							
	Sale of investment assets							
100,000	Other - Term Deposit cash-out		250,000	250,000	250,000	750,000		
	<i>Outflows</i>							
924,850	Purchase of fixed assets	425,000	425,000	425,000	425,000	1,700,000	100,000	100,000
	Purchase of investments							
	Other - Term Deposit cash-in	410,000				410,000	290,000	300,000
(824,850)	Total Investing Cash Flow	(835,000)	(175,000)	(175,000)	(175,000)	(1,360,000)	(390,000)	(400,000)
	Cash Flows From (Used In) Financing Activities							
	<i>Inflows</i>							
	Drawdown of loans							
32,846	Investment income	3,000	7,000	3,000	7,000	20,000	20,000	20,000
	Other							
	<i>Outflows</i>							
	Repayment of loans							
	Interest paid							
	Other							
32,846	Total Financing Cash Flow	3,000	7,000	3,000	7,000	20,000	20,000	20,000
(40,346)	Net Increase/(Decrease) in Cash Held	(28,160)	(40,976)	191,025	(216,974)	(95,084)	(48,300)	(50,500)
540,346	Opening Cash Equivalents	500,000	471,841	430,865	621,890	500,000	404,916	356,616
	Adjustments (rounding)							
500,000	Closing Cash Equivalents	471,841	430,865	621,890	404,916	404,916	356,616	306,116
ok	Check closing cash = Cash and cash equivalents	ok	ok	ok	ok	ok	ok	ok

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**Statement of Intent 2019/20
Wellington Cable Car Limited**



Presented to the Council Controlled Organisations Sub-Committee
Pursuant to Schedule 8 of the Local Government Act (2002)

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Chair's Statement

The Wellington Cable Car is proudly owned, operated and maintained by Wellington Cable Car Limited (WCCL), and has successfully transported residents and visitors between Lambton Quay and Kelburn since 1902. WCCL is a Council Controlled Organisation (CCO) proudly owned by Wellington City Council, and the Cable Car is widely perceived as an icon and symbol of Wellington. As the Cable Car enters its 117th year of service, its market comprises local residents as well as visitors to the Capital City.

The ongoing tourist boom in New Zealand has led to a significant increase in total passenger trips over the past two years, and patronage is now in excess of 1.2 Million per annum. As an aside, the Cable Car is the second most visited attraction in Wellington after Te Papa Tongarewa. This ongoing success has led to an increase in passenger revenue that has assisted in building a solid financial foundation to fund the ongoing asset management plan and capital works required to continue operating safely and efficiently for the foreseeable future.

WCCL used to comprise two operating divisions – the Cable Car and the Trolley Bus Overhead Electrical Network. Trolley Buses ceased operating in October 2017, and WCCL has now successfully decommissioned the Overhead Electrical Network and disposed of all remaining network infrastructure and assets. Looking forward, future Statements of Intent will refer solely to the Cable Car operating division.

As the Chair of WCCL since 2014, I am proud to present WCCL's Statement of Intent (SOI) for 2019/20, which covers 2019/20 in detail, and the following two financial years in outline. This SOI outlines WCCL's strategy and financial statements to continue to operate the Cable Car safely and efficiently in support of local residents and visitors to Wellington. The SOI is consistent with the Wellington City Council Letter of Expectation and fulfils WCCL's requirements under Section 64 and Schedule 8 of the Local Government Act 2002.

Anthony Wilson
Chair

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Chief Executive Officer's Statement

Wellington's Cable Car is the only funicular railway in New Zealand's, and the iconic image of the Cable Car ascending towards Kelburn with a view of the harbour in the background is synonymous with the Capital City. The current generation of Cable Car is nearing the end of its design life (it commenced operating in 1979) and previous Statements of Intent have focused heavily on a strategy for funding the replacement of the Cable Car midway through the next decade. Strong passenger growth over the last two years has alleviated much of the financial pressure associated with this undertaking, and current projections indicate that this replacement can be funded internally, combined with some debt funding, commencing in 2024 (completing in 2026).

When asked to describe the most important characteristic of the Cable Car, my instant reply is always that being customer focused and innovative in your approach to ensure that the customer experience is a good one is the single most important attribute for an organisation such as Wellington Cable Car Limited. The quality of the staff is vitally important in achieving this ethos, and WCCL's Managers (Matthew Hardy – Passenger Services Manager, Stephen Ward – Asset and Engineering Manager, and Bruce Jensen – Chief Financial Officer) have a huge role to play in making this happen. Later sections of this Statement of Intent will include a section from each of these three key Managers where they describe what the Company is up to and what they will be working on to ensure that the Cable Car continues to grow and evolve to serve the Wellington population and visitors to the region.

In addition to our business-as-usual activities, there are three main areas of focus for the management team for the 2019/20 financial year – Marketing, Technical Support, and Health & Safety:

Marketing – the Cable Car is synonymous with Wellington and is an integral part of the city's proud history. The classic image of the Cable Car ascending over the Victoria University of Wellington's sports ground in Kelburn is often the first image that will be seen when undertaking a web search for Wellington. However, the tourism market is changing rapidly, and we need to be cognisant of these changes and react accordingly. In particular, we must make sure that we anticipate and interact with potential customers, using as many digital channels as possible, to ensure that our brand equity remains high and visitors to Wellington will automatically choose to visit the Cable Car. This is done in conjunction with WREDA and other key partners such as Zealandia and the Wellington Museums Trust (who operate the Cable Car Museum).

Technical Support – the current Cable Car was manufactured in 1978 and commissioned into service in 1979. Whilst it has served us well for 40 years, typically operating 600 trips per week, it is nearing the end of its design life. Some of the key systems that were already obsolete (including the electric drive and telemetry system) were replaced in 2016, however, the rolling stock (including the cars, bogies, and associated braking systems) will be up for replacement by 2026. Lots of effort goes into supporting and maintaining a much loved but venerable funicular railway, and this does present on an ongoing challenge to our technical support staff. More detail on the Cable Car's future plans for a technical support perspective are outlined in a later section of this SOI.

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Health & Safety – contemporary legislation places a significant onus upon organisations such as WCCL to work collaboratively with all other relevant organisations (PCBU is the term used in the Health and Safety at Work Act, 2015) to ensure the safety and wellbeing of our passengers, employees, and any other personnel who work our site. The Cable Car is also regulated by the New Zealand Transport Agency (NZTA) and is required to operate under licence, whilst conforming to a Safety Case approved by the Rail Safety Regulator. Our philosophy is to work proactively and in conjunction with NZTA and WorkSafe New Zealand, to ensure that Cable Car operations are as safe as they can possibly be. Our aim is a zero harm work place and we strive to ensure that our passengers and employees can travel and work in an environment that is risk-free, wherever practicable. During 2019/20, WCCL will review its Safety Management System and associated Safety Case to ensure that we continue to adhere to this philosophy

In summary, 2018/19 proved to be one of the most successful years for the Cable Car in terms of passenger trips in recent history, and WCCL is optimistic that 2019/20 will be even better. This, combined with more collaboration between WREDA and the various Wellington City Council Council CCOs and Trusts, will ensure that the customer experience continues to evolve and develop, and will stand us in good stead for the future.

Simon Fleisher
Chief Executive

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Chief Financial Officer's Statement

Having been with the Company for 10 years now, it still amazes me the achievements and financial results that can be achieved by a small team. I believe it is due to the passion and dedication of all staff across the business and because of this makes it a place that people want to be involved with, which is reflected by the length of service of key team members.

From a financial team perspective, we are a small team of two, but are always keen to look at where we can improve both from an efficiency and accuracy perspective but more importantly being able to provide relevant, real time reporting to the people that need it, both within the business but also our stakeholders and shareholder. With continuing advances in technology this provides the ability to do more and integrate with the various systems the Company utilises. The information technology responsibility for the business also sits within our team, which provides for further variety of work but also the ability to look at new and novel ways of doing things across the business as a whole.

Given the nature of the business, there are continuous reporting requirements, including the statutory reporting which is externally audited. As a small team and having to balance the daily financial needs, we always try to have a proactive working relationship with our external audit team to ensure we are operating using best practices but also identifying issues and workflows that need to be addressed in advance. To this end, we are fortunate with the current Audit NZ team we have in place that this process works well.

Despite being a small business, there are some complex elements to it, including the infrastructure needs, which means insurance management and planning is an important aspect of what we do. These needs have changed over the recent years with the cessation of trolley bus services in Wellington, but equally with the further maintenance and infrastructure replacements in the Cable Car side of the business, there continues to be significant long term planning work which we are involved in and it is an exciting time to be part of the business.

The financial statements of the Company and highlights are included separately in this document, and these show healthy results, but our focus remains on being to build up the required funds for the replacement of the rolling stock and associated tasks in the coming years. Ideally the planning and funding for this would have commenced 20-30 years ago, so we have had a truncated timeframe to accumulate the funds required. However, given the asset management planning now in place within the Company, after the replacement of the rolling stock, I believe the Company has a solid foundation to be able to fund the following cycles of infrastructure, which is a great achievement by a small organisation and team.

Bruce Jensen
Chief Financial Officer

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Passenger Services Manager's Statement

The Cable Car had one of its best every years in 2017/18, with over 1.14 Million passenger trips in 2017/18, and we anticipate further expected growth of approximately 5% in 2018/19, mainly due to ongoing growth in the tourism market. Our aim is to continue with this success and ensure the Cable Car provides a high quality, safe and unique heritage travel experience to both tourists and the local community, and also plays its part in meeting Wellington's goal of becoming the most prosperous, liveable and vibrant city in Australasia.

Our people are key to delivering the very best customer experience. We are fortunate to have a team of skilled and dedicated passenger service staff, made up of 14.6 FTE permanent staff and a number of seasonal and casual staff who provide relief cover and assistance during high visitor seasons and one-off events. Training is important, and for the past two years we have offered a tailored training course to all team members during the Annual Safety shutdown. These courses include customer service, dealing with difficult situations, resilience training and comprehensive first aid training.

Following the direction set by Wellington City Council, in July 2018 we expanded the living wage concept to include all staff, including casual members of staff. In 2019/20 we will continue to invest in our staff through customer service training, including the values of Manaakitanga. We will review other Health and Safety documentation and rewrite both the Health and Safety manual and the Drivers' manual in our efforts to become a zero harm workplace.

During 2018 we proudly gained the first Wellington Platinum rating from Be.Accessible for our ease of accessibility to all. This was a great achievement for WCCL but also for our staff who were given particular mention in the report. Accessibility is a vitally important concept for us, and we will continue to strive to enhance and improve this for our passengers.

In July 2018 we changed our fare structure to take advantage of the strong Free and Independent Traveller (FIT) and cruise ship market with casual fares increased by an average of 21.73%. We also added additional Family pass products and increased the price of the existing family passes by only 5% to maintain affordability for family groups. Prices for students and local commuters were increased by less than 3% to keep our fares competitive with the subsidised Metlink bus network. This revised fare structure has been largely successful with revenue in the first 6 months of 2018/19 up 22.28% over the same period in 2017/18.

However, the local market remains under pressure with adult numbers static and student numbers continuing to drop, due mainly to the improved bus services to Kelburn campus and the introduction of a student concession fare in July 2018. In February 2019, we had a stall at the Orientation week at Victoria University. In 2019/20 we will continue with this direct contact with the University to try and build student engagement with the Cable Car.

The SuperGold scheme remains problematic for WCCL with the schemes off peak usage period not relating to WCCL's off peak times. Furthermore, an inadequate capped payment system means that funding is exhausted halfway through the financial year.

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From a Marketing perspective, we have worked hard over the last few years to increase WCCL's online presence and to build even stronger brand awareness. For 2019/20 we will be concentrating our efforts on the China - New Zealand Year of Tourism. We have continued to build our relationship with Chinese wholesalers and tour operators including China Travel Service, Fliggy, EYOUNZ and RRUU. We will also have the Alipay payment system and a verified Weibo account in place for this important year. We have several staff attending the WCC International Relations' team Chinese classes, and we also hope to have staff included in a tourism delegation to China in September 2019 to meet with operators who can market the Cable Car in the China market.

The Cable Car has maintained its excellent Tourism New Zealand Silver Qualmark rating, but during 2019/20 will investigate the options for an Enviro accreditation or award. Qualmark also noted that WCCL was the most responsive operator to online reviews in Wellington.

WCCL will continue to work closely with WREDA, WCC, Tourism New Zealand and our wider tourism partners to promote both the Cable Car and the wider Wellington region throughout 2019/20.

Matthew Hardy
Passenger Services Manager

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Asset and Engineering Manager's Statement

There are two main areas of focus for the Cable Car's technical support team. The first of these is undertaking regular periodic maintenance and inspections to ensure that Cable Car operations are safe, fit-for-purpose and complies with our obligations under the Railways Act and the Health & Safety at Work Act. These activities also include dealing with any outstanding defects that have arisen.

The second main area of focus involves us looking ahead to plan and prepare for future capital works necessary to enable the Cable Car to continue to operate safely into the future. Because the Cable Car is such a niche and highly specialist operation, having the requisite expertise and technical support available to help us to do this is a critical determinant in WCCL's success.

WCCL works closely in conjunction with Doppelmayr (the Cable Car's original equipment manufacturer and system design authority) to ensure that we have the right support measures in place to be able to undertake these capital works as and when required.

Good examples of significant work projects in hand at the moment include (a) a detailed investigation into the structural strength of the three tunnels that form part of the rail corridor, and (b) planning ahead for the design, manufacture and installation of the replacement rolling stock (scheduled to enter service in 2026).

Other capital works areas of investigation include (c) the potential rebuild of Salamanca Station on the northern side of the railway corridor (this would allow much easier access to passengers with accessibility issues), and (d) participation in the Regional Integrated Ticketing Solution (when this comes to fruition).

Looking forwards, WCCL is lucky in that our technical support team is being enhanced by the addition of Andrew Cresswell as the Maintenance Technician, in support of the work already undertaken by the Asset and Engineering Manager. They will be busy planning all of these new works, in addition to the planned introduction of a new Maintenance Management System, and a re-write of the Cable Car's safety management system plus associated safety system.

Stephen Ward
Asset and Engineering Manager

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Performance Measurements – 2019/20 Financial Year

Cable Car Passenger Service Performance Measures

<i>Performance Indicator</i>	<i>Target/Result</i>
WCCL Customer Satisfaction Survey	Attain at least 85% good or very good reviews.
TripAdvisor Rating	Maintain at least a 4.0 rating out of 5
Customer Complaints	Receive fewer than 2 customer complaints per 100,000 passenger trips
Customer Trips	At least 1.20 Million passenger trips, split as follows:

1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Full Year
216,763	344,516	403,617	241,737	1,206,633

% of Service Trips starting on time	At least 99%
% of Service trips not run	Less than 1%

WCCL Corporate Activities Performance Measures

<i>Performance Indicator</i>	<i>Target/Result</i>
Compliance with appropriate Legislation and regulations	Nil adverse comments
WCCL Corporate and Operational Risks are proactively managed	High Risks are proactively managed and eliminated or minimised.

Financial Performance Measures

<i>Performance Indicator</i>	<i>Target/Result</i>
Budgetary requirements approved by the WCCL Board are met	Within 10% of Board approved variance
Board delegations are adhered to	All approvals of financial and contractual commitments and expenditure are in accordance with the delegations' policy

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Statutory Compliance

Boards Approach to Governance

The Board of Directors currently comprises two members. All are appointed by WCC according to WCC practices. The current Board consists of:

Chairman	Anthony Wilson – Independent Director
Director	Andy Matthew – WCC Chief Financial Officer

The Board currently meets formally every two months (typically five meetings per annum). Further detail on Board practices is outlined below.

The Board supports the principles of good governance as set out in "The Four Pillars of Governance Best Practice for New Zealand Directors" (incorporating the Code of Practice for Directors), issued by the Institute of Directors in New Zealand (Inc.) in 2012.

The Board is responsible for setting the strategic direction and approving the Statement of Intent and budget, however delegates the day-to-day management of the company to the CEO and their leadership team, who are required to act in accordance with the Board's approved delegations' policy.

The Board's practices include:

- The Chair and the CEO discuss current issues on a weekly basis
- The Directors and the CEO meet monthly for a formal catch-up to discuss governance issues.
- The Board meets bi-monthly or more frequently on an as-required basis

Risk Management

The company's Risk Management Policy is to actively manage risk by assessing risks on at least an annual basis, using the methodologies and practices laid down in AS/NZS ISO 31000:2009 (Risk Management). These risks are identified and actively managed under the following categories:

- a) Health and Safety
- b) Environment
- c) Asset Management
- d) Financial and Commercial
- e) Statutory and Legislation
- f) Corporate
- g) Project
- h) Operational
- i) HR
- j) IT

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In each category, the effect of a risk on the business have been considered and the level of risk assessed, taking into account any controls that have been put in place. Risk mitigation actions and controls are determined such that the level of risk is considered to be As Low As Reasonably Practicable (ALARP) using the principles of eliminate, substitute, isolate or engineering controls.

WCCL regularly reviews and updates it's WCCL Risk Register and currently has no risks that have an Extreme assessment. The Risk Register currently contains 2 risks that have a High Assessment and these are outlined in Appendix One.

Insurance Programme

The insurance programme is a fundamental aspect of the Company's operations to ensure that where economically and practically possible, the infrastructure is insured and the Company's public liability is protected.

Currently, and we envisage for the foreseeable future, the infrastructure assets are placed in the London market and covered by a policy with Lloyds of London.

The Company also continues to maintain cash reserves to cover our maximum insurance excess.

Shareholder Distributions

The Company is always cognisant of the investment Wellington City Council, as shareholder has invested into the business when it commenced.

As such, where surplus funds permit after providing for future capital replacement programmes, the Company will consider the declaration of a dividend. As highlighted in this document, given the pending works in respect of the rolling stock replacement and associated works, and then a subsequent plan to build sufficient capital reserves for the next replacement programme, the Company does not envisage any dividends to be declared within this Statement of Intent period.

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Financial Statements and Accounting Policies

The budgeted financial statements of the Company for the three years to June 2022 are presented below and show continued growth in terms of Cable Car revenue for the Company.

The prior two financial years have been 'transition' years with the cessation of Trolley Bus services in Wellington, the subsequent decommissioning of the overhead network, and transfer of the pole network to Wellington City Council. This operating division of the business always operated on a break-even basis, however with the allocation of common overhead costs, the costs to be borne 100% by the Company was lower than would ordinarily be the case. The pole network which has been transferred to Wellington City Council also provided external pole user income of approximately \$250k per annum. With that division of the business having fully ceased for the 2019/20 year, it has the result of increasing the administrative/overhead cost burden on the business which is shown in the financial projections below, with an increase in overhead costs by \$150k for the year.

Despite this increase in the cost structure of the business, and the ongoing maintenance and capital works required on the Cable Car, we have forecast for the cash reserves of the Company to increase each year, with an increase of approximately \$1m in reserves over the next 3 years. Furthermore, the budgeting model that Company adopts is a conservative one in terms of future cost increases and would therefore expect the future years (2020/21 and 2021/22) results to be higher than previous projections, based on current assumptions.

In terms of the capital improvements which have been provided for, the attached financial statements project a spend of \$880k over the next 3 year period on capital costs, with a significant portion of these for further design and physical works on the strengthening of the tunnel portals. Given the uncertainty at this time, no costs have been provided for in respect of implementing the new integrated ticketing solution for the Wellington region, however the Company is envisaging to be part of this when implementation occurs.

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Wellington Cable Car Limited – Business Plan
Statement of Comprehensive Income for the years ending 30 June 2020, 2021 and 2022

	Forecast 2019 \$000	2020 – Qtr 1 \$000	2020 – Qtr 2 \$000	2020 – Qtr 3 \$000	2020 – Qtr 4 \$000	2020 – Total \$000	2021 \$000	2022 \$000
OVERHEAD DIVISION								
Income	1,500	-	-	-	-	-	-	-
Overhead Division Items Subject to Business Case to GWRC								
Network Decommissioning Costs	1,500	-	-	-	-	-	-	-
Total Maintenance Cost	1,500	-	-	-	-	-	-	-
Depreciation	225	-	-	-	-	-	-	-
Total Expenses	1,725	-	-	-	-	-	-	-
Overhead Overall Surplus / (Loss)	(225)	-	-	-	-	-	-	-
COMPANY ACTIVITIES DIVISION								
Cable Car Income	3,596	602	1,082	1,306	658	3,648	3,692	3,731
Cable Car Operations	1,288	321	321	321	321	1,284	1,332	1,381
Cable Car Maintenance	810	199	199	199	199	796	837	904
Depreciation	250	63	63	63	63	252	263	249
Cable Car Expenses Subtotal	2,348	583	583	583	583	2,332	2,432	2,534
Cable Car Operating Surplus / (Loss)	1,248	19	499	723	75	1,316	1,260	1,197

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Wellington Cable Car Limited – Business Plan
Statement of Comprehensive Income for the years ending 30 June 2020, 2021 and 2022 (Continued)

	Forecast 2019 \$000	2020 – Qtr 1 \$000	2020 – Qtr 2 \$000	2020 – Qtr 3 \$000	2020 – Qtr 4 \$000	2020 – Total \$000	2021 \$000	2022 \$000
EXTERNAL ACTIVITIES								
3 rd Party Services Net Contribution	-	-	-	-	-	-	-	-
Sundry External Income	244	36	36	36	36	144	144	145
External Activities Operating Surplus / (Loss)	244	36	36	36	36	144	144	145
Administration Expenses	614	191	191	191	191	764	788	813
External Activities Division Surplus / (Loss)	878	(136)	344	568	(80)	696	616	529
WELLINGTON CABLE CAR – TOTAL SURPLUS / (LOSS) BEFORE TAX	653	(136)	344	568	(80)	696	616	529
Income Tax Expense	205	(36)	98	161	(21)	202	180	156
WELLINGTON CABLE CAR – TOTAL SURPLUS / (LOSS) AFTER TAX	448	(100)	246	407	(59)	494	436	373
The Total Surplus / (Loss) After Tax Consists of:								
Total Income	5,340	638	1,118	1,342	694	3,792	3,836	3,876
Total Expenditure	(4,892)	(738)	(872)	(935)	(753)	(3,298)	(3,400)	(3,503)
	448	(100)	246	407	(59)	494	436	373

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Wellington Cable Car Limited – Business Plan
Statement of Movements in Equity for the years ending 30 June 2020, 2021 and 2022

	Notes	Forecast 2019 \$000	2020 \$000	2021 \$000	2022 \$000
Opening Equity – 1 July		10,090	10,537	11,031	11,467
Net Surplus / (Loss) for the period		447	493	437	373
Total Recognised Revenue and Expenses		447	493	437	373
Distribution to Owners	3	-	-	-	-
Closing Balance – 30 June		10,537	11,031	11,467	11,840

Represented by:

Wellington Cable Car Limited – Business Plan
Statement of Financial Position for the years ending 30 June 2020, 2021 and 2022

	Notes	Forecast 2019 \$000	2020 \$000	2021 \$000	2022 \$000
CURRENT ASSETS					
Bank	1	3,787	4,066	4,470	4,792
Inventory		-	-	-	-
Accounts Receivable		200	200	200	200
		3,987	4,266	4,670	4,992
FIXED ASSETS	2	7,650	7,840	7,717	7,768
TOTAL ASSETS		11,637	12,106	12,387	12,760
CURRENT LIABILITIES					
Accounts Payable / Accruals		350	325	170	170
Current Portion of Term Loan		-	-	-	-
		350	325	170	170

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Wellington Cable Car Limited – Business Plan
Statement of Financial Position for the years ending 30 June 2020, 2021 and 2022 (Continued)

Notes	Forecast 2019 \$000	2020 \$000	2021 \$000	2022 \$000
NON CURRENT LIABILITIES				
ANZ Bank Loan	-	-	-	-
Deferred Tax Liability	750	750	750	750
Employee Retirement Gratuity	-	-	-	-
	750	750	750	750
NET ASSETS	10,537	11,031	11,467	11,840
SHAREHOLDERS' FUNDS				
<u>Represented by:</u>				
Authorised Capital				
Ordinary Shares at \$1 fully paid	7,435	7,435	7,435	7,435
Retained Earnings	3,102	3,596	4,032	4,405
	10,537	11,031	11,467	11,840

Notes and Assumptions:

- 1 Bank Balance has been taken as the balancing figure and includes any short term deposits and the Cable Car self insurance fund.
- 2 The 2019 balance sheet is the forecast position as at the time of completing the Statement of Intent.
- 3 No distribution to owners based on the Company accumulating funds for further capital replacements required however will be assessed on an annual basis.

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Wellington Cable Car Limited – Business Plan
Statement of Cashflows for the years ending 30 June 2020, 2021 and 2022

	Year Ended 30 June 2019 - Forecast \$000	Year Ended 30 June 2020 \$000	Year Ended 30 June 2021 \$000	Year Ended 30 June 2022 \$000
Cash flows from operating activities				
<u>Cash was received from:</u>				
Operating receipts	5,412	3,695	3,786	3,827
Interest received	50	96	50	50
<u>Cash was disbursed to:</u>				
Payments to suppliers and employees	(5,212)	(2,870)	(3,112)	(3,099)
Net cash inflow / (outflow) from operating activities	250	921	724	778
Cash flows from investing activities				
<u>Cash was received from:</u>				
Investments	-	-	-	-
Sales of fixed assets	-	-	-	-
<u>Cash was applied to:</u>				
Purchases of fixed assets	(229)	(440)	(140)	(300)
Net cash inflow / (outflow) from investing activities	(229)	(440)	(140)	(300)
Cash flows from financing activities				
<u>Cash was received from:</u>				
Term Loan	-	-	-	-
<u>Cash was applied to:</u>				
Payment of Dividend	-	-	-	-
Term Loan	-	-	-	-
Payment of Tax	-	-	-	-
Subvention Payment	(356)	(202)	(180)	(156)
Net cash inflow / (outflow) from financing activities	(356)	(202)	(180)	(156)
Net increase / (decrease) in cash held	(335)	279	404	322
Opening cash balance	4,122	3,787	4,066	4,470
Closing cash balance	3,787	4,066	4,470	4,792

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1. STATEMENT OF ACCOUNTING POLICIES – FROM JUNE 2018 FINANCIAL STATEMENTS

Reporting Entity

These are the financial statements of Wellington Cable Car Limited. Wellington Cable Car Limited is a company wholly owned by Wellington City Council and is registered under the Companies Act 1993. It is a Council Controlled Organisation (CCO) as defined by Section 6 of the Local Government Act 2002 and is domiciled in New Zealand.

The primary objective of the Wellington Cable Car Limited is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, Wellington Cable Car Limited has designated itself as a public benefit entity for Financial Reporting Purposes.

The financial statements are for the year ended 30 June 2018 and were approved by the Board of Directors on 1 October 2018.

Basis of Preparation

These financial statements have been prepared on the basis that the company is a going concern and has the continuing support of its shareholders. Based on the continuing financial support of its shareholders, the company would satisfy the solvency requirements of the Companies Act 1993.

Statement of Compliance

The financial statements of Wellington Cable Car Limited have been prepared in accordance with the reporting requirements of the Companies Act 1993 and the Local Government Act 2002.

The financial statements have been prepared in accordance with Tier 2 PBE accounting standards. The company is eligible to report as a Tier 2 reporting entity with reduced disclosures on the basis that it does not have public accountability and is not large.

The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP) and they comply with PBE accounting standards.

Other accounting policies set out below have been applied consistently to all periods presented in these financial statements.

Measurement Base

The financial statements of Wellington Cable Car Limited have been prepared on an historical cost basis, except where modified by the revaluation of trolley bus overhead lines.

The information is presented in New Zealand dollars. Rounding of amounts is to the nearest dollar.

Changes in Accounting Policies

There have been no changes in accounting policies during the current financial year.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(a) Judgements and Estimations

The preparation of financial statements requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenue and expenses.

Where material, information on the major assumptions is provided in the relevant accounting policy or will be provided in the relevant note.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised when the revision affects only that period. If the revision affects both current and future periods, it is reflected in the current and future periods.

Judgements that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in the relevant notes and highlighted below:

- The net realisable value of inventory in respect of The Trolley Bus division has been estimated at salvage value using recognised market values existing at balance date.
- The value of the pole network has been estimated at its disposal value, being nil. The basis of this being the expected transfer value.

(b) Property, Plant & Equipment

Recognition

Property, plant and equipment consist of operational assets. Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits over the total life of an existing asset and can be measured reliably. Costs that do not meet the criteria for capitalisation are expensed.

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Measurement

Property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment includes the purchase consideration and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and that can be measured reliably is capitalised. In accordance with PBE IPSAS 17, borrowing costs are capitalised if they are directly attributable to the acquisition, construction, or production of a qualifying asset.

Trolley Bus Overhead and Poles

The Traction network is valued at cost less accumulated depreciation in accordance with PBE IPSAS 17, and annually reviewed for impairment to ensure its carrying value is accurately reflected.

Cable Car Assets

The Cable Car assets comprising the Cable Car Tracks & Wires and Cable Car Equipment are valued at cost less accumulated depreciation in accordance with PBE IPSAS 17, and annually reviewed for impairment to ensure its carrying value is accurately reflected.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment in accordance with PBE IPSAS 21 and PBE IPSAS 26. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense.

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to Accumulated Comprehensive Revenue and Expense.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Depreciation

Depreciation is provided on all property, plant and equipment, except for assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The depreciation rates of the major classes of property, plant and equipment are as follows:

Cable Car Tracks & Wires	2%
Cable Car & Equipment	2%-33%
Computer Equipment	33%
Motor Vehicles	20%
Furniture & Fittings	20%
Trolley Bus Overhead Wire System & Fittings	2.5%-20%

The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance date.

Work-in-progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed. It is transferred to the relevant asset class only if it is probable that future economic benefits associated with the item will flow to Wellington Cable Car Limited and the cost of the item can be reliably measured.

Restatement of Figures

Where appropriate, prior year figures have been restated for comparability with current years figures.

(c) Foreign Currencies

Transactions in foreign currencies that are settled in the accounting period are translated into NZD (the functional currency) using the spot exchange rates at the dates of the transaction. Transactions in foreign currency that are not settled in the accounting period, resulting in monetary assets and liabilities denominated in foreign currencies at the Statement of Financial Position date are translated to NZD at the foreign exchange rate ruling at that date. Foreign exchange differences arising on their translation are recognised in the Statement of Comprehensive Revenue and Expense.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(d) Intangible Assets

Intangible assets comprise computer software which has a finite life and is initially recorded at cost less any amortisation and impairment losses. Amortisation is charged to the Statement of Comprehensive Revenue and Expense on a straight-line basis over the useful life of the asset.

Typically, the estimated useful lives of these assets are as follows:

Computer Software	3 years
-------------------	---------

Realised gains and losses arising from disposal of intangible assets are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Intangible assets are reviewed at least annually to determine if there is any indication of impairment. Where an intangible asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense.

(e) Goods & Services Tax

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

(f) Income Tax

Income tax expense is charged in the Statement of Comprehensive Revenue and Expense in respect of the current year's results. Income tax on the surplus or deficit for the year comprises current and deferred tax.

Current tax is the expected tax payable on the taxable revenue for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous periods.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses.

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at balance date. Deferred income tax assets are recognised to the extent that it is probable that future taxable surplus will be available against which the temporary differences can be utilised.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(g) Inventories

Wellington Cable Car Limited's inventory comprises of items held in respect of maintaining and operating the Cable Car (in prior years this also included the maintaining and operating the Overhead Trolley Bus network). In accordance with PBE IPSAS 12, all inventory has been valued at the lower of cost using the weighted average cost formula or net realisable value.

(h) Leases

Operating Leases

Leases where the lessor effectively retains substantially all the risks and rewards of ownership of the leased items are classified as operating leases. Payments made under these leases are expensed in the Statement of Comprehensive Revenue and Expense in the period in which they are incurred. Payments made under operating leases are recognised in the Statement of Comprehensive Revenue and Expense on a straight-line basis over the term of the lease. Lease incentives received are recognised in the Statement of Comprehensive Revenue and Expense as an integral part of the total lease payment.

(i) Statement of Cash Flow

The Statement of Cash Flow has been prepared using the direct approach.

Operating activities include cash received from all revenue sources of the company and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to activities that change the equity and debt capital structure of the company.

(j) Related Parties

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties also include key management personnel or a close member of the family of any key management personnel.

Directors' remuneration is any money, consideration or benefit received, receivable or otherwise made available, directly or indirectly, to a Director during the reporting period. Directors' remuneration does not include reimbursement of legitimate work expenses or the provision of work-related equipment such as cell phones and laptops.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(k) Financial Instruments

Wellington Cable Car Limited classifies its financial assets and financial liabilities according to the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Trade and other receivables

Trade and other receivables are recorded at their fair value, less any provision for impairment. A provision for impairment is established where there is objective evidence that the company will not be able to collect all amounts according to the original terms of receivable. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows discounted using effective interest method. Receivables with a short duration are not discounted.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with up to three months maturity from the date of acquisition. These are recorded at their fair value.

Short Term Investments

Short term investments comprise an ANZ term deposit that is invested for a period of less than 12 months. This is recorded at its fair value.

Trade and other payables

Short term payables are recorded at face value.

(l) Revenue

Wellington Cable Car Limited derives revenue from the cable car passenger service with fares being the sole source of income along with a minor amount of income from merchandise sales.

Additional revenue is received from Greater Wellington Regional Council in relation to the operation of the Traction Network (to 31 October 2017) and thereafter to decommission the network. There are also pole occupancy licences in place in relation to third parties with equipment attached to the Traction Network.

Revenue is recognised when billed or earned on an accrual basis. The non-exchange revenue consists of the funding for the operation and decommissioning of the Trolley Bus Network which is received from Greater Wellington Regional Council.

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STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(m) Grants

The trolley bus overhead wiring system funding is from contract payments by the Greater Wellington Regional Council.

Grants are recognised as revenue when received, unless conditions apply. Any grants for which conditions apply under the grant agreement are carried as liabilities until all the conditions have been fulfilled.

(n) Expenses

Expenses are recognised when the goods or services have been received on an accrual basis.

(o) Employee Benefit liabilities

Provisions for employee benefits, being holiday leave and other employee entitlements are recognised as a liability when benefits are earned but not paid.

Holiday leave is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with sections 16(2) and 16(4) of the Holidays Act 2003.

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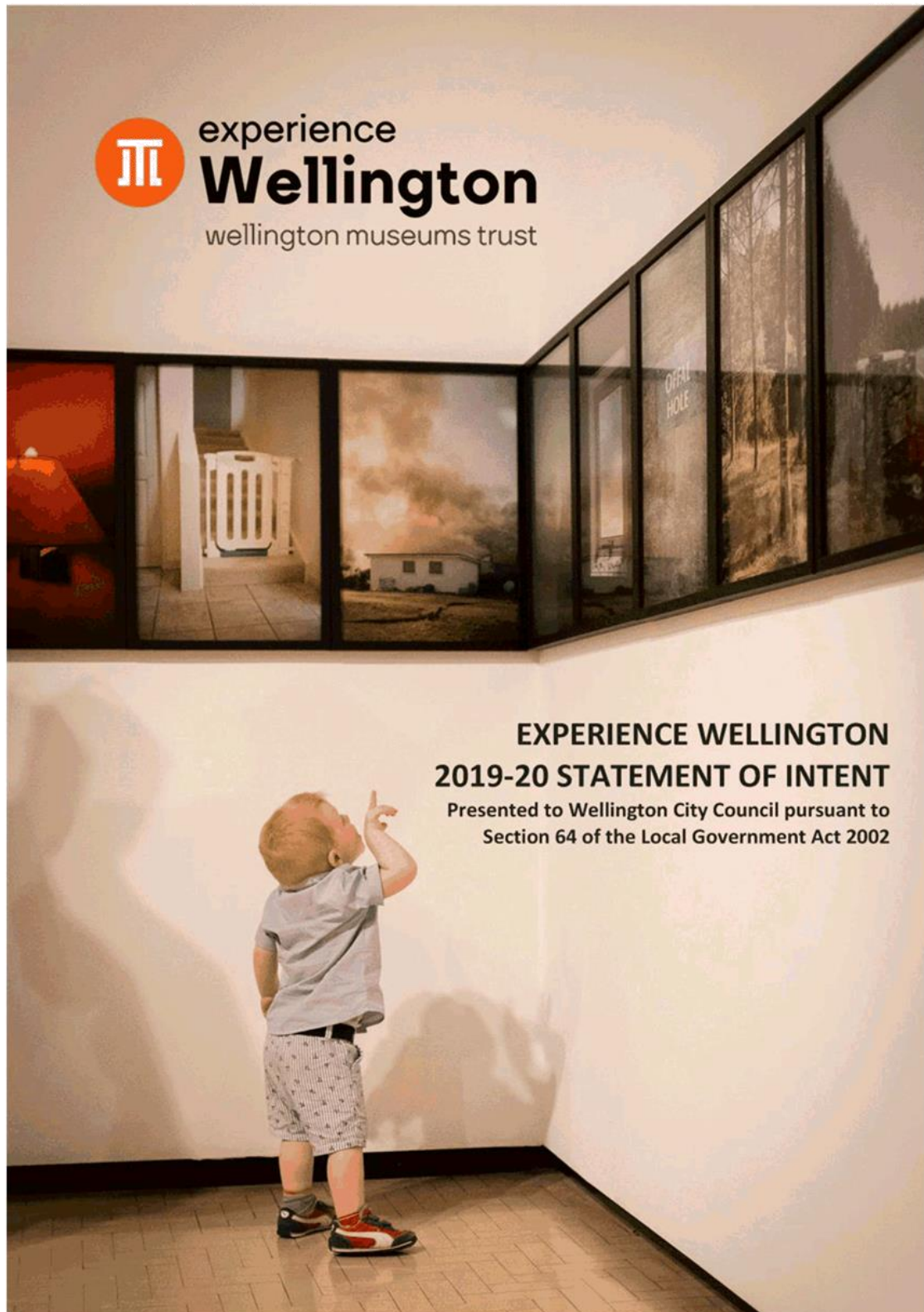
APPENDIX ONE: RISK REGISTER (HIGH RISKS ONLY)

Cable Car - Risk Register (Highs Only) as at 1 February 2019

Risk ID #	Hazard Title	Risk Items	Risk Causes	Risk Effects	Risk Controls	Pre Controls Probability	Pre Controls Impact	Pre Controls Risk Rating	Probability	Impact	Risk Rating	Categories
0019	Damage to Cable Car by general public (anytime including after hours)	1 - Disruption to Cable Car services	1 - Unauthorised entry to Cable Car premises by public. Likely to be elevated at certain times of the year due to seasonal and large events.	1 - Vandalism/damage to Cable Car property	1 - Cars locked at night	Almost Certain	Major	High	Possible	Moderate	High	Plant and Equipment
		2 - Damage to property		2 - Disruption to Cable Car services	2 - Monitored camera surveillance and alarms inside both Kelburn and Lambton Terminals							
		3 - Injuries to public		3 - Injuries to general public	3 - Both Kelburn and Lambton Terminals locked at night 4 - Isolating transformer used to supply mains power to strip 5 - Driver's pre-test run inspection conducted 6 - Sprinkler system at Kelburn (below the Control Room) 7 - Fence installed at Kelburn (below the Control Room) 8 - Trespass signage installed between Salamanca and Kelburn 9 - Drivers have right to refuse entry on cars and lower station 10 - Drivers have radio communications and access to Security staff 11 - Security guards on site during events which may attract anti-social behaviour 12 - Scenario training on how to manage challenging situations provided to staff bi-annually 13 - A security camera has been installed on each cable car							
0029	Physical violence to staff by general public	1 - Mental and physical ill health of employees and passengers 2 - Disruption to Cable Car services	1 - Public under the influence of drugs or alcohol	1 - Stress and possible physical violence to driver and passengers 2 - Disruption to Cable Car services 3 - Minor damage to Cable Car and property	1 - Drivers have right to refuse entry on cars and lower station 2 - Drivers have radio communications and access to Security staff 3 - Security guards on site during events which may attract anti-social behaviour 4 - Scenario training on how to manage challenging situations provided to staff bi-annually 5 - A security camera has been installed on each cable car	Possible	Major	High	Possible	Moderate	High	Health & Safety
						Possible	Moderate	High	Unlikely	Moderate	Medium	Plant and Equipment

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This Statement of Intent (SOI) reflects the relationship and interest that the Wellington City Council (Council) has in Experience Wellington as a Council Controlled Organisation and our contribution to Council's vision for the future of Wellington. Specifically, it responds to Council's expectations as set out in its Letter of Expectations of 19 December 2018 (see pages 5-7), and outlines our strategic plans (page 4) and performance targets (pages 10-14) for the next three years with detailed focus on the financial period 1 July 2019 to 30 June 2020.

To achieve the best results for Wellington we will continue to work with Council and other Council Controlled Organisations (Wellington Regional Economic Development Agency (WREDA), Wellington Zoo, ZEALANDIA, and the Wellington Cable Car Company), other local visitor experiences, the Museum of New Zealand Te Papa Tongarewa, tertiary education partners and relevant national organisations.

Wellington City Council is our principal funder. They own the buildings that we operate our visitor experiences in, with the exception of Capital E which Council provides a rental subsidy for. Council will provide around 66% of our operational budget in 2019-20 with the other 34% coming from fundraising and trading revenues.

We have a contract with **Creative New Zealand** that supports the delivery of the Capital E National Theatre for Children and the biennial Capital E National Arts Festival for Children. The learning experiences we offer are supported through **Ministry of Education Learning Experiences Outside the Classroom (LEOTC)** contracts. We also regularly receive support from the **City Gallery Wellington Foundation** for City Gallery's programme. The **Carter Observatory Trust** supports our fundraising activities for Space Place.

Cover Image: A young Gavin Hipkins fan at 'This Is New Zealand' opening, March 2018. City Gallery Wellington.

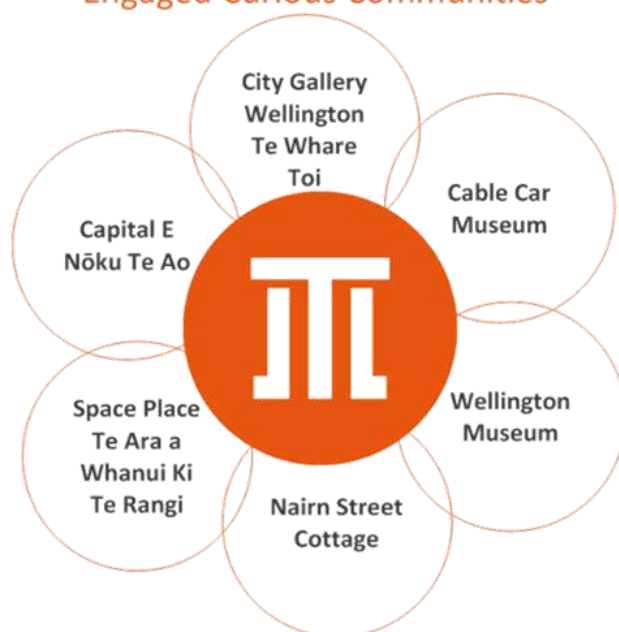
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Engaged Curious Communities



We are:

Working with and for Wellington to create remarkable art,
culture and science experiences that generate vitality:
enriching the city we love.

Our Values are:



Connected: We work together to deepen our engagement with, and relevance to, the communities we serve.



Quality First: We set ourselves high standards prioritising what will make a real difference to Wellington.



Boldness: We are agile, proactive and use innovation and creativity to achieve the best outcomes for our city.



Leading: We commit to providing an environment in which a high performing organisation culture will flourish.



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OUR INTENT IN 2019-20

OUR FOCUS is to continue to enrich the city we love by telling Wellington's stories through the city's amazing cultural assets and through every exhibition, public event, and children's live or film production that we produce and present. We welcome Council's focus on arts and culture and we will work closely with Council and other arts and culture organisations to make Wellington the undisputed cultural capital of New Zealand.

Our reach, organisation effectiveness and Te Tiriti o Waitangi priorities will be advanced in 2019-20 by:



- Securing a permanent home for Capital E Nōku Te Ao.
- Confirming the master plan for Wellington Museum and being ready for building works in 2020-21.
- Securing the rights for City Gallery Wellington Te Whare Toi to present our third high profile exhibition in 2020-21.
- Encouraging all staff to have basic competency in Te Reo and Tikanga Māori.
- Developing an organisation culture based on whanaungatanga.
- Continuing to improve business systems that support our business activities.
- Increasing revenue from fundraising.
- Achieving a break-even budget or better.

OUR PERFORMANCE is measured by our Key Result Indicators (KRI). In 2019-20 we expect to:

Attract over 670,000 on-site visitors to our experiences, 6% of which will be children and young people visiting for a learning experience.



Expand our reach via our websites and social media channels to engage with a further 320,000 visitors.

Raise \$3.9m (34%) of our operating costs from trading initiatives and fundraising.



Be highly rated by our visitors for the quality of their visitor experience at our institutions, with a 90% approval rating.

OUR FINANCIAL PERFORMANCE forecasts a break-even budget after fully-funding depreciation. The 2019-20 Budget is based on the following key assumptions:

- We will receive \$7,482,835 from Council (exclusive of cash underwrites) for the operation of Experience Wellington inclusive of Space Place Te Ara a Whanui Ki Te Rangi representing a 2% increase on our base-line funding received in 2018-19.
- Our 2019-20 non-Council revenue target of just under \$3.9 million represents an increase on our 2018-19 forecast.
- We remain committed to achieving a break-even budget after fully-funding depreciation.

The Forecast Financial Statements are provided in Appendix 1 (pages 19-24). Accounting policies are provided in Appendix 2 (pages 25-29).

OUR CHALLENGES during 2019-20 are to achieve our budget and to resolve our accommodation uncertainties.

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COUNCIL'S EXPECTATIONS

Outlined in the left-hand column below are Council's expectations for Experience Wellington during 2019-20, as stated in the Letter of Expectations. The right-hand column below is drawn from our 2018-21 Strategic Plan showing the alignment of our 2019-20 focus areas with Council's expectations.

Council's Expectations	Experience Wellington's Response
Support Council's Te Taihū Te Reo Māori Policy	<p>Our Priority Project, <i>ensuring a Māori dimension in all Experience Wellington plans and activities and in what visitors see, feel and experience</i>, contributes to Council's aspiration to be a Te Reo Māori city by 2040.</p> <p>In 2019-20 we will continue to build the Te Reo Māori capabilities of our staff through training and will progressively introduce Te Reo Māori signage and communication.</p>
Continue working closely with WREDA to promote Experience Wellington's activities.	<p>We will continue to share information on future plans and to work closely with the team at WREDA to promote visitor experiences and to increase out-of-region visitation and reach.</p>
Make a strong contribution towards the achievement of Council's aims as per the 2018-28 Long-Term Plan, the Capital of Culture, and relevant Council Strategies.	<p>Our purpose is to work with and for Wellington to create remarkable art, culture and science experiences that generate vitality, enriching the city we love. See page 9 for highlights from our 2019-20 visitor experience programme.</p> <p>In 2019-20 we will confirm plans for the Wellington Museum development, a project which has Council's support through a \$10m commitment in the Long-Term Plan. The project will complete earthquake strengthening and the redevelopment of the visitor experience which started in 2015 with the opening of <i>The Attic</i>. This project will build Wellington Museum's role within the region as the teller of Wellington's stories, including an authentic Māori dimension.</p> <p>A third exhibition in City Gallery's high value international contemporary art programme will be staged in 2020-21; the first two exhibitions in the programme were <i>Cindy Sherman</i>, presented in 2016-17; and <i>Eva Rothschild: Kosmos and Semiconductor: The Technological Sublime</i>, presented in 2018-19. Both were made possible with the assistance of Council and WREDA through the City Growth Fund/Major Events Fund.</p> <p>This programme enhances Wellington's and City Gallery's reputation as a destination for contemporary art lovers.</p> <p>Space Place will mark its 10th anniversary as a dedicated visitor experience in April 2020. The 2017-18 review of Space Place has highlighted the need for visitor experience refreshment and we will work with Council to establish a programme of exhibition and asset renewal.</p> <p>Through our programme of activity at Capital E we are committed to working with Council to achieve a Child Friendly City.</p> <p>Our Children and Young People Strategy and our Access and Inclusion Strategy are integral to our organisation effectiveness. We will continue to progress our Environmental Sustainability goals as well.</p>
Increase the visibility of the relationship with Council.	<p>We will complete an audit of building signage and all external communication channels to ensure Council is credited appropriately as owner and principal funder. We will expect also to incorporate Council's Te Taihū Te Reo Māori Policy as changes are implemented.</p>



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Performance Measures align with Council's own reporting framework.	<p>Performance measures for the reporting period are provided on page 10-14.</p> <p>By 30 June 2019 we will have completed a review of the way we monitor audience profile and developed new tools to help us programme and communicate more responsively with those who already engage with us and to enable us to build new audiences. This is part of our strategy to improve the effectiveness of our engagement with communities and to help assess the contribution we are making to Wellington's value proposition.</p>
Participate in Council's review of the Leisure Card programme during 2019-20.	We welcome the opportunity to contribute to the review of the Leisure Card programme.
Consider expanding school holiday offerings to Wellington children and caregivers, subject to demand and commercial considerations.	<p>We remain committed to our Children and Young People Strategy and our purpose is to make growing up in the capital city full of opportunities to play, create and interact, with access to facilities and experiences that are for, by, with and between children and young people. Our vision is that the children and young people who encounter us feel safe, welcomed, included and important.</p> <p>Our experiences are open during the school holidays, and in 2019-20 we will run engaging holiday programmes for children and young people at Capital E and Space Place as part of our wider offering of activities and experiences for this audience group. At Wellington Museum and City Gallery we will work closely with independently-organised holiday programmes.</p>
Articulate the plans for delivering a programme of international art exhibitions, noting that these would likely require funding support from the City Growth or Major Event Funds.	<p>During 2019-20 we will prepare the communications and secure the funding for the next high profile exhibition, which will be presented 2020-21.</p> <p>We will work closely with Council and WREDA to present a long-term programme of exhibitions and secure a long-term funding commitment from the City Growth and/or Major Event Funds to support this programme.</p>
Seek to mitigate the impacts from the Te Ngākau Civic Square earthquake strengthening works to ensure that City Gallery maintains a strong programme and contribution to Wellington.	<p>We have an exciting programme of exhibitions and events planned for City Gallery during 2019-20 with the aim of attracting visitation in spite of the construction activity happening on Te Ngākau Civic Square.</p> <p>Further work is underway to analyse audience data to help target appropriate mitigation strategies to attract visitation.</p> <p>We will continue to consult with Council about the Te Ngākau Civic Square works and our strategies for mitigating their impact on visitation to City Gallery.</p>
Seek opportunities to proactively contribute to the Decade of Culture including the cornerstone Matariki event.	We are committed to working with cultural sector colleagues to coordinate and leverage cultural celebrations including the annual Matariki festival and other cultural events that have helped to define Wellington's standing as the arts capital of New Zealand. The Wellington Museum development, City Gallery's international exhibition programme and the opening of a permanent home for Capital E will provide further opportunities to celebrate Wellington's love for the arts.
Discuss the key strategic findings of the review of Space Place and how these are being addressed.	Following the recommendations of the Space Place Review, we will work with Council to establish a programme of exhibition and asset renewal, to ensure that Space Place's business model continues to grow visitation and revenue, with a renewed visitor experience that widens the offer to more visitors.



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Maintain alignment with Council's Living Wage remuneration policy.

We are committed to the Living Wage Policy and we implemented the 2018-19 Living Wage adjustment with Council's assistance. We also aligned relativity adjustments with Council's Remuneration Policy as it applied to the implementation of the Living Wage. We have assumed a 2% increase in personnel cost for the planning period.

Collaborate with the Wellington Cable Car Company and ZEALANDIA to continue to improve the overall visitor experience in the Kelburn Precinct at the top of the Cable Car.

We will continue to liaise with all our CCO colleagues and especially with ZEALANDIA and the Wellington Cable Car Company to contribute where possible to further improving the overall experience in the Kelburn precinct at the top of the cable car.

Our priority project, *The Look Out! Pukehinau* (Cable Car Precinct and Surrounds), is a collaboration/partnership vehicle to engage with the other organisations operating in the Cable Car Precinct. So far through this initiative we have celebrated the 115th anniversary of the Cable Car's first journey with *Cable Car Hoopla*; refurbished, with Council's Property Team, the Thomas King Observatory for public use, including trialling an artist in residence programme; and contributed to the Botanic Garden's 150th Birthday celebrations.

Update Council on its progress toward developing its business case for the proposed seismic strengthening and exhibition upgrades of Wellington Museum as signalled in the 2018-28 Long-Term Plan

A process has been agreed with Council regarding the development and presentation of the business case which we expect will confirm timing of Council's funding for the project.

In 2019-20 we will confirm the master plan describing building fit-out, complete the building consent process, and award contracts to commence the building works in 2020-21.

Fundraising for the development project will be a major focus of 2019-20.

Governance

The Board aspires to be a leading governance group with the safety and wellbeing of our people of the upmost importance. The Board is confident that it will comply with Council's expectations regarding legislative compliance and in particular the Health and Safety at Work Act 2015.

Our legislative compliance schedule is reviewed annually by the Board and our compliance is closely monitored through a rolling audit programme.

Our health and safety goal is a zero harm culture and our Key Result Indicator is no notifiable incidents. We have adopted systems and processes to ensure our Health and Safety compliance and we work closely with Council to ensure that our approach is consistent with its expectations. This is particularly relevant in the context of building management where our Health and Safety obligations overlap.

The Sections on the Board's Approach to Governance (page 15) and Management, Organisational Health, Capability and Risk Assessment (pages 17-18) cover these expectations in more detail.



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OPERATING ENVIRONMENT UPDATE

Access to our Visitor Experiences

- We will work closely with Council to mitigate access issues to Te Ngākau Civic Square and to City Gallery Wellington as the earthquake strengthening of the Town Hall and other construction projects get underway.
- We will plan to keep disruption to access to a minimum as we plan the redevelopment of Wellington Museum and the probable move of Capital E to new accommodation.

Funding Sources

- We expect to continue to diversify our revenue base and a key aspect of this is fundraising. While grant funding continues to be a significant funding source to meet programming costs we are committed to building our capability in personal giving through loyalty programmes including our legacy giving programme.
- The use of new technology, online fundraising options and ensuring that our business systems are fit for purpose are important aspects of our fundraising approach.
- We will continue to explore corporate sponsorship opportunities particularly in the context of high profile programming and major capital developments.

Stakeholders and Partners

- We continue to develop relationships with stakeholders and organisations particularly in the development of visitor experiences. The partnerships which result contribute to our organisation's success and bring new experiences to Wellington. The Wellington Museum development has provided further opportunity to work closely with Mana Whenua which will help us build organisation capability and result in richer Māori dimension within the visitor experience.

Sector Activity

- We monitor trends and activities within the arts and culture sector in New Zealand and overseas, looking for opportunities to increase our reach and revenue.

Technology

- We continue to strive to be in a position to take advantage of the growth in new technologies in order to improve organisation effectiveness including to enhance our reach and relevance to the communities we serve.



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NATURE AND SCOPE OF EXPERIENCE WELLINGTON'S ACTIVITIES

Experience Wellington's purpose is *working with and for Wellington to create remarkable art, culture and science experiences that generate vitality: enriching the city we love* and with our vision, *Engaged Curious Communities* defines our value proposition and how we contribute to Wellington's liveability and prosperity.



Capital E Nōku Te Ao responds to the need for Wellington and New Zealand to foster confident, creative, capable citizens who can be architects of their own future.

City Gallery Wellington Te Whare Toi leads the conversation about contemporary art in New Zealand.



Wellington Museum* shares the stories and objects of Wellington.

Space Place Te Ara a Whanui Ki Te Rangi transports visitors from Wellington to outer space.



Cable Car Museum encourages visitors to explore and share the technology, history and experience of Wellington's Cable Car.

Nairn Street Cottage illustrates the story of Wellington through the Wallis family.



We will present a full visitor experience programme in 2019-20 which will include:

- City Gallery Wellington presenting the much awaited survey exhibition of the work of Theo Schoon; a partnership with the Ian Potter Gallery in Melbourne for an exhibition called *Eavesdropping*; and a new commissioned solo project with one of New Zealand's rising stars Fiona Connor.
- Commemorating *Tuia – Encounters 250* with a series of small exhibitions at City Gallery Wellington; and a national tour of a specially developed Capital E National Theatre for Children show featuring children's own stories of their first cultural encounters.
- Taking our Te Reo Māori Capital E/Taki Rua Theatre Company co-production of *Te Kuia me te Pungawerewere* on tour in the South Island.
- Building on the success of Capital E's inaugural *Maker Faire* with an increased focus on young makers' creativity, bringing their ideas to life.
- Joining with other city attractions in the celebration of Matariki which will include: Capital E presenting child-focussed programmes as part of Council's Matariki celebration; *Matariki Dawn* and star gazing at Space Place; the continuation of our partnership with Chamber Music New Zealand at Wellington Museum and other events aimed at showcasing Wellington during Matariki in June 2020.
- Four new planetarium shows at Space Place including: one focussed on the Moon – part of the 50th Anniversary of the first person to walk on the Moon in July 1919; and one comparing and contrasting traditional Māori and Pacific voyaging knowledge and practice with Western knowledge.

Experience Wellington cares for the recovered Plimmer's Ark timbers and Wellington city's heritage collections in storage.

We also have a management agreement with the New Zealand Cricket Museum Trust to provide in-kind support, including financial management, for the New Zealand Cricket Museum.

*Including the Plimmer's Ark display in the Old Bank Arcade.



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PERFORMANCE MEASUREMENT

We will continue to refine performance measurement over the planning period to better reflect the needs of stakeholders for information that helps to assess the contribution or impact Experience Wellington makes to Wellington's prosperity and liveability. Any changes will be made in consultation with Council.

All financial statements and targets reflect broad assumptions regarding the impact on City Gallery Wellington of the earthquake strengthening work on Te Ngākau Civic Square and the proposed 18-month closure of Wellington Museum for earthquake strengthening and development.

Our City

Key Result Indicators

City Residents' Awareness: The number of Wellingtonians who know about our institutions as assessed through the Annual Residents' Survey conducted by Council.

Residents' Awareness	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
City Gallery Wellington	91%	95%	95%	95%	95%
Wellington Museum	93%	97%	95%	95%	95%
Capital E	81%	90%	90%	90%	90%
Cable Car Museum	95%	97%	95%	95%	95%
Space Place	90%	97%	92%	92%	92%
Nairn Street Cottage	50%	60%	54%	54%	54%

Our Visitors

Key Result Indicators

Physical Visitation: The total number of on-site visits to institutions including general public, education and function attendees. The annual target is reviewed each year and benchmarked against the average visitation for the institution during the previous three years.

Visitor Numbers	2017-18 Actual	2018-19 SOI	2019-20	Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	2020-21	2021-22
City Gallery Wellington	153,194	170,000	156,000	40,000	38,000	38,000	40,000	170,000	162,000
Wellington Museum	127,413	132,000	130,000	25,300	35,900	41,800	27,000	50,000	50,000
Capital E	113,414	157,500	70,500	21,638	19,120	12,013	17,729	115,500	80,000
Cable Car Museum	269,028	237,000	256,000	36,300	77,700	93,300	48,700	260,000	264,000
Space Place	60,441	55,000	57,000	12,800	12,700	13,800	17,700	59,000	61,000
Nairn Street Cottage	1,724	2,000	2,000	400	400	800	400	2,000	2,000
Experience Wellington Total	725,214	753,500	671,500	136,438	183,820	199,713	151,529	656,500	619,000

Capital E will host the National Arts Festival for Children in 2018-19 and again 2020-21.

Capital E visitation figures from 2019-20 onwards excludes the Hannah Playhouse.

City Gallery visitation may be affected by Te Ngākau Civic Square earthquake strengthening. In 2020-21 a high-value art exhibition is expected to increase visitation.

It is proposed that Wellington Museum Building will be closed for a period of 18 months for earthquake strengthening from 1 July 2020.



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Virtual Visitation: The total number of unique user visits to institutional web/mobile sites.

Virtual Visitor Numbers	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
City Gallery Wellington	76,515	120,000	125,000	127,500	129,000
Museums Wellington	115,101	88,000	96,000	100,000	104,000
Capital E	40,719	45,000	45,500	46,000	47,000
Experience Wellington Total	232,335	253,000	266,500	273,500	280,000

Social Media Profile: A snapshot of Facebook friends, Instagram and Twitter followers.

Social Media Numbers	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
City Gallery Wellington	34,724	26,000	27,000	30,000	32,000
Museums Wellington	10,401	10,000	11,500	12,000	12,500
Capital E	6,905	6,250	6,500	6,750	7,250
Space Place	9,224	11,500	10,000	10,500	11,000
Experience Wellington Total	61,254	53,750	55,000	59,250	62,750

First Time Wellington City Visitors: The number of visitors who are residents of Wellington visiting for the first time.

We are currently developing the tools to accurately measure this indicator and will have targets set for the 2020-21 Statement of Intent.

Quality of Visit: Visitor feedback based on comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.

Quality of the Visitor Experience	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
City Gallery Wellington	88%	90%	90%	90%	90%
Wellington Museum	92%	90%	90%	90%	90%
Capital E	93%	90%	90%	90%	90%
Cable Car Museum	85%	90%	90%	90%	90%
Space Place	87%	90%	90%	90%	90%
Nairn Street Cottage	-	90%	90%	90%	90%

There was no Visitor Satisfaction Survey completed at Nairn Street Cottage during 2017-18.

Capital E's Quality of Visit figures from 2019-20 onwards excludes the Hannah Playhouse.



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Children & Young People Visiting for a Learning Experience: The number of students (aged 0-18 years) participating in a learning experience organised by their education provider.

Learning experience visitors	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
City Gallery Wellington	3,355	4,500	4,500	4,500	4,500
Museums Wellington	7,819	7,000	7,000	7,000	4,000
Capital E	39,429	50,000	20,500	50,000	20,900
Space Place	8,192	8,250	8,250	8,250	8,250
Experience Wellington Total	58,795	69,750	40,250	69,750	37,650

Figures include LEOTC funded learning experiences as well as self-directed and outreach learning experiences.

Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.

Wellington Museum will be under construction during 2021-22 so Learning Experience opportunities will be reduced.

Capital E hosted the National Arts Festival for Children in 2018-19 and will do so again in 2020-21.

Capital E Learning Experience figures from 2019-20 onwards exclude the Hannah Playhouse.

Our Sustainability

Key Result Indicators

Financial Performance: A break-even budget and fully-funded depreciation.

Non-Council Revenue: The total amount of revenue (net of costs) generated from non-Council sources:

- Trading includes admissions, retail, venue hire, sub-letting and interest.
- Fundraising includes donations, sponsorships, other grants and cultural grants (CNZ and MOE for LEOTC).

Trading (\$'000)	2017-18 Actual \$000	2018-19 SOI \$000	2019-20 \$000	2020-21 \$000	2021-22 \$000
City Gallery Wellington	310	307	180	185	190
Museums Wellington	909	845	486	225	152
Capital E	562	509	237	529	255
Space Place	531	542	496	500	505
Sub Total	2,312	2,203	1,399	1,439	1,102
Sub-letting, Interest & Other	236	275	224	230	230
Experience Wellington Total	2,548	2,478	1,623	1,669	1,332
Fundraising (\$'000)	2017-18 Actual \$000	2018-19 SOI \$000	2019-20 \$000	2020-21 \$000	2021-22 \$000
City Gallery Wellington	299	274	574	474	555
Museums Wellington	178	173	158	130	130
Capital E	756	1,051	858	1,058	865
Space Place	53	103	111	127	132
Experience Wellington Total	1,286	1,601	1,701	1,789	1,682

Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.

Capital E will host the National Arts Festival for Children in 2020-21.

Capital E Non-Council Revenue figures from 2019-20 onwards exclude the Hannah Playhouse. The trading figures from 2020 are shown net of cost of sales.



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Spend per Visitor: Visitor related revenue.

Spend per Visit (\$)	2017-18 Actual \$	2018-19 SOI \$	2019-20 \$	2020-21 \$	2021-22 \$
City Gallery Wellington	2.02	1.80	1.83	1.91	1.91
Museums Wellington	2.28	2.28	3.37	1.24	0.83
Capital E	4.58	3.12	3.29	3.19	3.19
Space Place	8.74	9.85	10.91	9.83	10.23

Museums Wellington includes Wellington Museum, Cable Car Museum and Nairn Street Cottage.

Capital E will host the National Arts Festival for Children in 2018-19 and will do so again in 2020-21.

Capital E Non-Council Revenue figures from 2019-20 onwards exclude the Hannah Playhouse.

Our People

Key Result Indicators

Health and Safety: No notifiable incidents involving workers or visitors as defined by the Health and Safety at Work Act 2015.

Number of Notifiable Incidents	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
Experience Wellington Total	1	0	0	0	0

Staff Satisfaction: At least 75% of staff are engaged with the organisation as indicated through the annual Staff Engagement Survey.

Staff Satisfaction	2017-18 Actual	2018-19 SOI	2019-20	2020-21	2021-22
Experience Wellington Total	71%	75%	75%	77%	80%

Our Heritage

Key Result Indicators

Collection Development: Our Heritage Collections contribute to our understanding of Wellington's identity; its history, art and creativity which include visitors to some of Wellington's most important heritage sites (see Visitor Number KRI).

Collection Development	2018-19 SOI	2019-20	2020-21	2021-22
New to the Collection	45	100	200	100
Collection Assessment	1,875	1,000	800	200
Collection Accessibility	7.5%	10%	10%	2%

New to the Collection: Commissions, acquisitions or donations of an item or a collection of items that have been accessioned into the collection.

Collection Assessment: The number of items (individual or type e.g. lifebuoys) that are reviewed for retention or disposal.

Collection Accessibility: The % of the Collection that is on display, on loan, used for research purposes or accessed through other mediums such as online.

Wellington Museum will be under construction during 2021-22 so there will be less of the collection on public display during this time.



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Council's Subsidy per Visit

The Council subsidy per physical visitor is calculated first by dividing the number of forecast visits into the operating grant received from Council (Table 1). Council's ownership costs such as insurance, maintenance and depreciation are then added (Table 2) to provide an estimate of the full subsidy per visit. The information regarding ownership costs is supplied by Council.

Table 1: Operating subsidy per visit

Subsidy per Visit (\$)	2017-18 Actual \$	2018-19 SOI \$	2019-20 \$	2020-21 \$	2021-22 \$
City Gallery Wellington	15.10	12.65	14.39	13.46	14.41
Museums Wellington	4.67	5.00	5.01	6.36	6.41
Capital E	12.22	10.76	23.35	14.54	21.40
Space Place	8.05	9.72	6.43	6.34	6.25

Subsidy per Visit forecast is based on the probable percentage of the operating grant received from Council as follows:

City Gallery Wellington – 30%

Museums Wellington (Wellington Museum, Cable Car Museum and Nairn Street Cottage) – 26%

Capital E – 22%

Space Place – 4.9% plus the cash underwrite

Experience Wellington Executive Office – 17.1%

It is proposed that Wellington Museum Building will be closed for a period of 18 months for earthquake strengthening from 1 July 2020.

Capital E will host the National Arts Festival for Children in 2018-19 and again 2020-21.

Capital E visitation figures from 2019-20 onwards excludes the Hannah Playhouse.

Table 2: Full subsidy per visit inclusive of Council's ownership costs

Full Subsidy per Visit (\$)	2017-18 Actual \$	2018-19 SOI \$	2019-20 \$	2020-21 \$	2021-22 \$
City Gallery Wellington	15.10	16.05	16.06	16.10	17.05
Museums Wellington	6.91	7.42	7.41	8.78	8.83
Capital E	12.22	14.91	27.50	19.04	25.90
Space Place	14.94	14.22	10.93	10.84	10.75

Council's estimated ownership costs are supplied by Council.



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BOARD'S APPROACH TO GOVERNANCE

Governance

Trustees are appointed by Council and are standard-bearers for our vision. They are responsible for setting the strategic direction and approving the Statement of Intent and the Strategic Plan. The Board monitors organisational performance, the organisation's on-going viability and the maintenance of its competitiveness. It delegates the day-to-day operation to the Chief Executive, who reports to the Board.

The Board meets no fewer than nine times per year and operates three committees which review relevant matters prior to consideration by the full Board. These are the Audit and Risk (A&R) Committee, the Chief Executive Performance and Remuneration (CEP&R) Committee, and the People Performance and Safety (PPS) Committee. In addition, the Board will convene *ad hoc* working groups to consider specific issues. Guidance in specialist areas is also provided as appropriate.

Board Committees

Audit and Risk (A&R) Committee assists the Board in carrying out its duties in regard to financial reporting, risk management and legislative compliance.

Chief Executive Performance and Remuneration (CEP&R) Committee to advise the Chair in connection with the performance and remuneration of Experience Wellington's Chief Executive.

People, Performance and Safety (PPS) Committee provides guidance and support to the Chief Executive in a Human Resources context and assists the Board to meet its due diligence responsibilities regarding Experience Wellington's compliance with Health and Safety legislation.

Board Membership

Trustee	Term Expires	Committees
Jackie Lloyd, Chair	30 June 2020	Chair CEP&R and <i>ex officio</i> of PPS and A&R
Diane Calvert	31 October 2019	A&R
Rachel Farrant	30 June 2019	Chair A&R and member of CEP&R
Holden Hohaia	30 June 2021	PPS
Jane Wrightson	31 December 2021	Chair PPS and member of CEP&R

Board Performance

The Board strives to meet best practice governance standards and will undertake an annual review of the overall Board, individual Trustees and the Chair's performance and report to the Chief Executive of Council by 30 September 2019.

The Board may appoint a Future Director if the opportunity arises.



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COUNCIL RELATIONSHIP PRINCIPLES

The principles governing the relationship with Council as our primary stakeholder include:

- Operating on a “no surprises” basis so that any significant event that may impact on either party is brought to their attention as soon as it can be reasonably done.
- Open and frank communication will occur between Experience Wellington and Council.
- Provide advice to Council on the management and development of museums, art galleries, space science and other relevant services within Wellington.
- Full disclosure of information will be provided to Council from Experience Wellington as deemed necessary by Council to ensure its interests are upheld.
- Disclosing within the Experience Wellington’s Strategic Plan any significant transactions that are planned.



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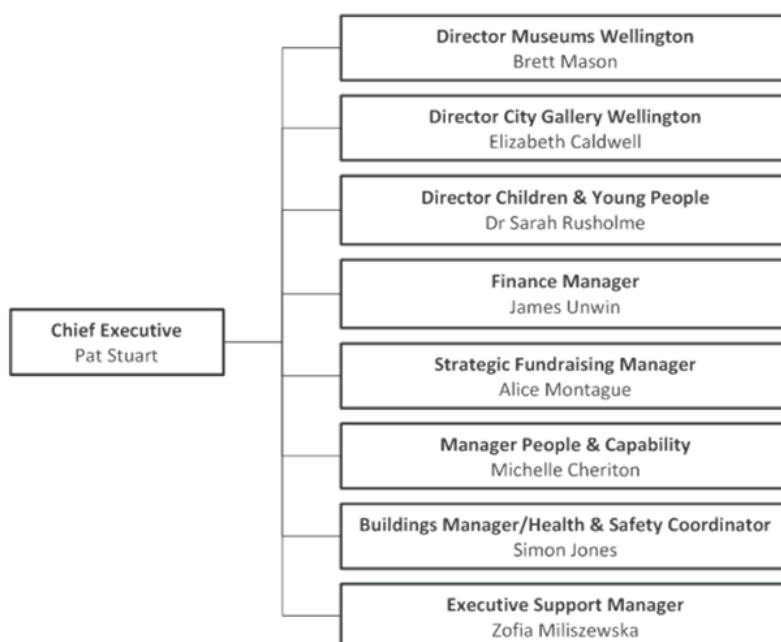
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MANAGEMENT, ORGANISATIONAL HEALTH, CAPABILITY AND RISK ASSESSMENT

Management

Experience Wellington provides strategic leadership and centralised management and accountability for visitor experiences delivered through institutions. Our corporate values: *Connected, Quality First, Boldness* and *Leading* are the quadrants of our balanced scorecard and describe the strategies, performance monitoring and reporting that together describe how we wish to go about our business and how we measure performance and success. Central to this is the ability to create and sustain an operating environment that supports the achievement of a high performing organisation that encourages staff to strive for excellence.

Reporting to the Chief Executive are three Directors who have responsibility for our visitor experience outputs, the Finance Manager, the Manager People and Capability, the Strategic Fundraising Manager, the Executive Support Manager and the Buildings Manager/Health and Safety Coordinator. The organisation chart follows:



Organisational Health and Wellbeing

Critical to achieving our vision and supporting Council's vision is the talent and experience of our staff.

Staff induction, training, regular communication and celebrations of success reinforce our team spirit. We seek feedback annually on key factors relating to organisation performance including vision and values, sense of community, leadership, communication, learning and development, performance and rewards, working relationships and health and safety. We also have an active Health and Safety Committee.



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Capability

Our commitment to presenting thought-provoking and entertaining visitor experiences relies on our staff who bring to their work: leadership; strategic thinking; knowledge of heritage collections, art, science and creativity; commitment to audiences; networks and contacts; and professional standards.

We are a highly motivated organisation and rely on our workforce to be flexible and to go the extra mile. Our Executive Team is highly experienced in their respective fields.

Training and professional development is a priority and an annual resource is set aside for this purpose.

We are committed to the principle of collaboration and shared services and we are committed to working with Council, its associated organisations, and sector partners.

Risk Management and Business Continuity

Our Risk Profile is reviewed regularly and identifies events and or circumstances and the impact that these have on our operation using a system that ranks the probability and level of impact of the event. It includes risk management strategies such as recovery plans for specific events which carry high risk values.

Our ability to continue to operate following a major event will depend on factors outside of our control such as the extent of material damage to buildings and the continuation of Council funding.

We acknowledge that under the Health and Safety at Work Act 2015 we share Person Conducting a Business or Undertaking (PCBU) responsibilities with Council with regard to Council buildings we manage and occupy.

Assessed risks which carry a lower risk value tend to be within our operational purview with the exception of risks associated with buildings maintenance and plant performance issues which are Council's responsibility. Building and plant issues that are likely to impact on business continuity or present a risk to health and safety of workers and visitors are immediately brought to Council's attention.

A business continuity plan is in development.

Insurance

We have adequate insurance cover to meet specific business needs and deductibles are in line with generally accepted risk management principles and affordability.



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APPENDIX 1: FORECAST FINANCIAL STATEMENTS

Forecast 30-Jun-19	STATEMENT OF FINANCIAL PERFORMANCE Experience Wellington Total (\$'000)	Budget Qtr to 30-Sep-19	Budget Qtr to 31-Dec-19	Budget Qtr to 31-Mar-20	Budget Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
Revenue								
1,905	Trading Income (Net)	284	356	410	367	1,417	1,669	1,332
7,336	Council Operating Grant	1,870	1,871	1,871	1,870	7,482	7,631	7,784
1,769	Council Rental Grant	442	442	442	443	1,769	1,769	1,769
1397	Grants	335	310	277	390	1,312	1,407	1,397
239	Sponsorships and Donations	33	67	62	227	389	382	286
42	Investment Income	15	6	15	6	42	50	55
468	Other Income	41	41	41	215	338	489	499
13,156	Total Revenue	3,020	3,093	3,118	3,518	12,749	13,396	13,122
Expenditure								
6,237	Employee Costs	1,560	1,558	1,557	1,558	6,233	6,261	6,379
1,339	Council Rent	335	335	334	335	1,339	1,399	1,399
2,538	Exhibitions & Programmes	667	447	406	695	2,215	2,682	2,337
633	Marketing & Promotions	187	126	123	153	589	635	576
1,255	Occupancy Costs (excluding Council Rent)	297	295	296	299	1,187	1,220	1,225
119	Communication Costs	31	31	31	31	124	112	113
85	Trustee Fees & Expenses	22	21	21	22	86	88	90
159	Technology Costs	37	38	40	43	158	172	164
85	Professional Fees	19	19	20	19	77	80	90
202	Administration Expenses	47	54	50	51	202	208	210
548	Depreciation	138	138	138	136	550	550	550
0	Interest	0	0	0	0	0	0	0
13,200	Total Expenditure	3,340	3,062	3,016	3,342	12,760	13,407	13,133
(44)	Net Surplus/(Deficit) before Taxation	(320)	31	102	176	(11)	(11)	(11)
	Taxation Expense							
(44)	Net Surplus/(Deficit)	(320)	31	102	176	(11)	(11)	(11)
(0.33%)	Operating Margin	(10.60%)	1.00%	3.27%	5.00%	(0.09%)	(0.08%)	(0.09%)



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Forecast 30-Jun-19	STATEMENT OF FINANCIAL PERFORMANCE Experience Wellington excl. Space Place (\$'000)	Budget Qtr to 30-Sep-19	Budget Qtr to 31-Dec-19	Budget Qtr to 31-Mar-20	Budget Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
Revenue								
1,409	Trading Income	157	228	282	240	907	1,149	802
6,975	Council Operating Grant	1,778	1,779	1,779	1,778	7,114	7,256	7,401
1,769	Council Rental Grant	442	442	442	443	1,769	1,769	1,769
1,295	Other Grants	308	282	250	362	1,202	1,295	1,283
238	Sponsorships and Donations	33	66	62	227	388	367	267
42	Investment Income	15	6	15	6	42	50	55
294	Other Income	41	41	41	41	164	315	325
12,022	Total Revenue	2,774	2,844	2,871	3,097	11,586	12,200	11,902
Expenditure								
5,395	Employee Costs	1,346	1,344	1,343	1,344	5,377	5,388	5,488
1,339	Council Rent	335	335	334	335	1,339	1,399	1,399
2,442	Exhibitions & Programmes	643	422	381	671	2,117	2,568	2,220
541	Marketing & Promotions	164	102	100	129	495	540	480
1,182	Occupancy Costs (excluding Council Rent)	276	274	275	278	1,103	1,146	1,149
109	Communication Costs	28	28	29	29	114	101	101
85	Trustee Fees & Expenses	22	21	21	22	86	88	90
157	Technology Costs	36	38	39	43	156	165	159
85	Professional Fees	19	19	20	19	77	80	90
183	Administration Expenses	42	49	45	47	183	186	187
537	Depreciation	135	135	135	134	539	539	539
0	Interest	0	0	0	0	0	0	0
12,055	Total Expenditure	3,046	2,767	2,722	3,051	11,586	12,200	11,902
(33)	Net Surplus/(Deficit) before Taxation	(272)	77	149	46	0	0	0
Taxation Expense								
(33)	Net Surplus/(Deficit)	(272)	77	149	46	0	0	0
(0.27%)	Operating Margin	(9.81%)	2.71%	5.19%	1.49%	0.00%	0.00%	0.00%



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Forecast 30-Jun-19	STATEMENT OF FINANCIAL PERFORMANCE Space Place (\$'000)	Budget Qtr to 30-Sep-19	Budget Qtr to 31-Dec-19	Budget Qtr to 31-Mar-20	Budget Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
Revenue								
496	Trading Income (Net)	127	128	128	127	510	520	530
361	Council Operating Grant	92	92	92	92	368	375	383
0	Council Rental Grant	0	0	0	0	0	0	0
102	Other Grants	27	28	27	28	110	112	114
1	Sponsorships and Donations	0	1	0	0	1	15	19
0	Investment Income	0	0	0	0	0	0	0
174	Other Income	0	0	0	174	174	174	174
1,134	Total Revenue	246	249	247	421	1,163	1,197	1,220
Expenditure								
842	Employee Costs	214	214	214	214	856	873	891
0	Council Rent	0	0	0	0	0	0	0
96	Exhibitions & Programmes	24	25	25	24	98	114	117
92	Marketing & Promotions	23	24	23	24	94	95	96
73	Occupancy Costs (excluding Council Rent)	21	21	21	21	84	74	76
10	Communication Costs	3	3	2	2	10	11	12
0	Trustee Fees & Expenses	0	0	0	0	0	0	0
2	Technology Costs	1	0	1	0	2	7	5
0	Professional Fees	0	0	0	0	0	0	0
19	Administration Expenses	5	5	5	4	19	22	23
11	Depreciation	3	3	3	2	11	11	11
0	Interest	0	0	0	0	0	0	0
1,145	Total Expenditure	294	295	294	291	1,174	1,208	1,231
(11)	Net Surplus/(Deficit) before Taxation	(48)	(46)	(47)	130	(11)	(11)	(11)
	Taxation Expense							
(11)	Net Surplus/(Deficit)	(48)	(46)	(47)	130	(11)	(11)	(11)
(0.97%)	Operating Margin	(19.51%)	(18.47%)	(19.03%)	30.88%	(0.95%)	(0.93%)	(0.94%)



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Forecast 30-Jun-19	STATEMENT OF FINANCIAL POSITION (\$'000)	Budget Qtr to 30-Sep-19	Budget Qtr to 31-Dec-19	Budget Qtr to 31-Mar-20	Budget Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
Shareholder/Trust Funds								
2,123	Share Capital/Settled Funds	2,123	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves	0	0	0	0	0	0	0
478	Restricted Funds	478	478	478	478	478	478	478
1,869	Retained Earnings	1,549	1,580	1,682	1,858	1,858	1,847	1,836
4,470	Total Shareholder/Trust Funds	4,150	4,181	4,283	4,459	4,459	4,448	4,437
Current Assets								
40	Cash and Bank	40	40	40	40	40	40	40
600	Accounts Receivable	600	600	600	600	600	600	600
150	Other Current Assets	150	150	150	150	150	150	150
790	Total Current Assets	790	790	790	790	790	790	790
Investments								
790	Deposits on Call	3,080	475	2,805	790	790	790	790
0	Other Investments	0	0	0	0	0	0	0
790	Total Investments	3,080	475	2,805	790	790	790	790
Non-Current Assets								
4,500	Fixed Assets	4,500	4,500	4,500	4,500	4,500	4,500	4,500
0	Other Non-current Assets	0	0	0	0	0	0	0
4,500	Total Non-current Assets	4,500	4,500	4,500	4,500	4,500	4,500	4,500
6,080	Total Assets	8,370	5,765	8,095	6,080	6,080	6,080	6,080
Current Liabilities								
1310	Accounts Payable and Accruals	2320	1254	1912	1321	1321	1,332	1,343
300	Other Current Liabilities	1900	330	1900	300	300	300	300
1,610	Total Current Liabilities	4,220	1,584	3,812	1,621	1,621	1,632	1,643
Non-Current Liabilities								
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
0	Other Non-Current Liabilities	0	0	0	0	0	0	0
0	Total Non-Current Liabilities	0	0	0	0	0	0	0
4,470	Net Assets	4,150	4,181	4,283	4,459	4,459	4,448	4,437
0.98	Current Ratio	0.92	0.80	0.94	0.97	0.97	0.98	0.98
0.73	Equity Ratio	0.50	0.73	0.53	0.73	0.73	0.73	0.73

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Forecast 30-Jun-19	STATEMENT OF CASH FLOWS (\$'000)	Budget Qtr to 30-Sep-19	Budget Qtr to 31-Dec-19	Budget Qtr to 31-Mar-20	Budget Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
<i>Cash provided from:</i>								
1,905	Trading Receipts	284	356	410	367	1,417	1,990	1,483
9,105	WCC Grants	4,625	0	4,626	0	9,251	9,400	9,553
1397	Other Grants	335	310	277	390	1,312	1,407	1,397
239	Sponsorships and Donations	33	67	62	227	389	260	285
42	Investment Income	15	6	15	6	42	50	55
468	Other Income	41	41	41	215	338	489	499
13,156		5,333	780	5,431	1,205	12,749	13,597	13,272
<i>Cash applied to:</i>								
6,237	Payments to Employees	1,560	1,558	1,557	1,558	6,233	6,361	6,488
6,203	Payments to Suppliers	945	1,779	1,006	1,586	5,316	6,034	5,579
140	Net GST Cash Flow	400	(90)	400	(60)	650	652	655
0	Interest Paid	0	0	0	0	0	0	0
12,580		2,905	3,247	2,963	3,084	12,199	13,047	12,722
576	Total Operating Cash Flow	2,428	(2,467)	2,468	(1,879)	550	550	550
<i>Investing Cash Flow</i>								
<i>Cash provided from:</i>								
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
<i>Cash applied to:</i>								
626	Purchase of Fixed Assets	138	138	138	136	550	550	550
0	Other	0	0	0	0	0	0	0
626		138	138	138	136	550	550	550
(626)	Total Investing Cash Flow	(138)	(138)	(138)	(136)	(550)	(550)	(550)
<i>Financing Cash Flow</i>								
<i>Cash provided from:</i>								
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
<i>Cash applied to:</i>								
0	Repayment of Loans	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
(50)	Net Increase/(Decrease) in Cash Held	2,290	(2,605)	2,330	(2,015)	0	0	0
880	Opening Cash Equivalents	830	3,120	515	2,845	830	830	830
830	Closing Cash Equivalents	3,120	515	2,845	830	830	830	830



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Forecast 30-Jun-19	CASH FLOW RECONCILIATION (\$'000)	Budget Qtr to 30-Sep-19	Budget Qtr to 31-Dec-19	Budget Qtr to 31-Mar-20	Budget Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
(44)	Operating Surplus/(Deficit) for the Year	(320)	31	102	176	(11)	(11)	(12)
Add Non-Cash Items:								
548	Depreciation	138	138	138	136	550	550	550
0	Other	0	0	0	0	0	0	0
504		(182)	169	240	312	539	539	538
Movements in Working Capital								
41	(Increase)/Decrease in Receivables	0	0	0	0	0	0	0
(9)	(Increase)/Decrease in Other Current Assets	0	0	0	0	0	0	0
10	Increase/(Decrease) in Accounts Payable	1,010	(1,066)	658	(591)	11	11	12
30	Increase/(Decrease) in Other Current Liabilities	1,600	(1,570)	1,570	(1,600)	0	0	0
72		2,610	(2,636)	2,228	(2,191)	11	11	12
Net Gain/(Loss) on Sale:								
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
576	Net Cash Flow from Operations	2,428	(2,467)	2,468	(1,879)	550	550	550



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APPENDIX 2: ACCOUNTING POLICIES

Significant Accounting Policies

The following accounting policies which have a material effect on the measurement of results have been adopted by Experience Wellington.

1. Reporting entity

The Wellington Museums Trust Incorporated, trading as Experience Wellington, is registered as a charitable entity under the Charities Act 2005. It is a Council Controlled Organisation (CCO) in terms of the Local Government Act 2002.

The financial statements of Experience Wellington includes the activities of the following business units - the Wellington Museums Trust Incorporated, Wellington Museum, City Gallery Wellington, Capital E including Hannah Playhouse, Nairn Street Cottage, the Wellington Cable Car Museum, and Space Place at Carter Observatory. In the projected period from 2019-20 onwards, Hannah Playhouse will no longer be accounted for in Experience Wellington's Financial Statements.

The principal activity of Experience Wellington is to develop and manage Institutions and to operate them for the benefit of the residents of Wellington and the public generally. For the purposes of financial reporting, Experience Wellington is a public benefit entity (public sector).

Experience Wellington has no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

2. Basis of preparation

a) Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZGAAP). They comply with Tier 2 PBE Accounting Standards (Public Sector) and disclosure concessions have been applied.

Experience Wellington has elected to report in accordance with Tier 2 PBE Accounting Standards (Public Sector) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$30 million.

b) Basis of measurement

The financial statements are prepared on the historical cost basis.

c) Presentation currency

These financial statements are presented in New Zealand dollars (\$).

3. Significant accounting policies

The accounting policies set out below will be applied consistently to all periods presented in the financial statements.

a) Property, plant and equipment

Items of property, plant and equipment are stated at cost, less accumulated depreciation and impairment losses.

(i) Subsequent costs

Subsequent costs are added to the carrying amount of an item of property, plant and equipment when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to Experience Wellington and the cost of the item can be measured reliably. All other costs are recognised in surplus/ (deficit) as an expense as incurred.



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(ii) **Depreciation**

Depreciation is charged to surplus/ (deficit) using the straight line method. Depreciation is set at rates that will write off the cost or fair value of the assets, less their estimated residual values, over their useful lives. The estimated useful lives of major classes of assets and resulting rates are as follows:

• Computer equipment	33% SL
• Office and equipment	25% SL
• Motor vehicles	20% SL
• Building Fittings	5%-25% SL
• Collections & artefacts	Not depreciated

The residual value of assets is reassessed annually.

b) Collections and artefacts

Collections are artefacts that are of cultural or historical importance. A substantial amount of the Experience Wellington's Collections were acquired on 29 February 1996 from the Wellington Maritime Museum Trust (WMMT) with others added either as gifts or purchases since 1996. Collections are carried at historic cost as assessed at the time of transfer from the WMMT. All subsequent acquisitions to the collections are recorded at cost if purchased. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. Where the fair value of the assets is not able to be reliably measured, they are recorded at nil. Because the useful life of the collections is indeterminate they are not depreciated.

An external valuation of the Collections from an independent valuer is obtained on a periodic basis to ensure that the carrying value of the Collections that are held at cost does not exceed their fair value.

The Trustees obtained a valuation at 30 June 2014 and have confirmed that the carrying value at 30 June 2016 is appropriate and that no impairment has occurred.

c) Intangible assets

Computer software

Software applications that are acquired by Experience Wellington are stated at cost less accumulated amortisation and impairment losses.

Amortisation is recognised in surplus/ (deficit) on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. The estimated useful lives for the current and comparative periods are as follows:

• Computer software	33% SL
---------------------	--------

d) Trade and other receivables

Trade and other receivables are measured at their cost less impairment losses.

e) Inventories

Inventories (merchandise) are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Cost is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

f) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.



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g) Impairment

The carrying amounts of Experience Wellington's assets other than inventories are reviewed at each balance date to determine whether there is any indication of impairment. If any such indication exists, the assets recoverable amount is estimated.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is also recognised in the surplus or deficit.

h) Employee benefits

Long service leave: Experience Wellington's net obligation in respect of long service leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value. The discount rate is the market yield on relevant New Zealand government bonds at the Balance Sheet date.

i) Provisions

A provision is recognised when Experience Wellington has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax discount rate that reflects current market rates and, where appropriate, the risks specific to the liability.

j) Trade and other payables

Trade and other payables are stated at cost.

k) Revenue

(i) Funding

Experience Wellington's activities are supported by grants, sponsorship, admissions and other trading activities. Grants received that have an obligation in substance to return the funds if conditions of the grant are not met are initially recognised as a liability and revenue is recognised only when the services are performed or conditions are fulfilled.

Funds received that have no such obligation attached and merely a restriction imposed on the use of funds, are recognised as revenue when they become available.

(ii) Services provided

Revenue from services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. Income is recognized as the service is provided (e.g. exhibition run). Where exhibitions are not scheduled to run until the following fiscal year, revenue is deferred and amortized to income throughout the period of the exhibition.

(iii) Donations

Cash donations from the community are recognized in the Income Statement at the point at which they are receipted into Experience Wellington's bank account.



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(iv) **Sale of merchandise**

Revenue from the sale of merchandise is recognised in surplus/ (deficit) when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of the merchandise, or where there is continuing management involvement with the merchandise.

l) Expenses

(i) **Operating lease payments**

Payments made under operating leases are recognised in surplus/ (deficit) on a straight-line basis over the term of the lease. Lease incentives received are recognised in surplus/ (deficit) over the lease term as an integral part of the total lease expense.

(ii) **Finance income and expenses**

Finance income comprises interest income. Interest income is recognised as it accrues, using the effective interest method.

Finance expenses comprise interest expense on borrowings. All borrowing costs are recognised in surplus/ (deficit) using the effective interest method.

m) Availability of future funding

Experience Wellington is reliant on the Wellington City Council for a large part of its income and operates under a Funding Deed with the Council. The Funding Deed is for a period of three years and is extended annually for a further year subsequent to the initial 3 year term.

If Experience Wellington was unable to continue in operational existence for the foreseeable future, adjustments may have to be made to reflect the fact that assets may need to be realized other than at the amounts stated in the balance sheet. In addition, Experience Wellington may have to provide for further liabilities that might arise, and to reclassify property, plant and equipment as current assets.

n) Income tax

Experience Wellington is registered as a Charitable Trust and is exempt from income tax. Experience Wellington is not exempt from indirect tax legislation such as Goods and Services Tax, Fringe Benefit Tax, PAYE or ACC and accordingly it is required to comply with these regulations.

o) Goods and services tax

All amounts are shown exclusive of Goods and Services Tax (GST), except for receivables and payables that are stated inclusive of GST.

4. Ratio of Total Assets: Liabilities

- Experience Wellington prefers to remain debt-free.
- Debt may not be raised to finance operating expenses.
- Experience Wellington has a policy ratio of total assets to total liabilities of 3:1.

5. Activities for which compensation from Council is sought

Experience Wellington seeks funding of \$7,482,835 for the core operation including Space Place at Carter Observatory and an accommodation rental subsidy of \$1,769,323 for the 2019-20 financial year and an extension of the Wellington Museums Trust Funding Deed executed on 28 October 1999 in accordance with clause 5.2 of the Deed.



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6. Ratio of Shareholders' funds to total assets

Based on the forecasted Statement of Financial Position as at 30 June 2019 the ratio of shareholders' funds to total assets is 0.73 and this is maintained in the forecasted Statement of Financial Position as at 30 June 2020.

7. Significant Obligations/Contingent Liabilities

Experience Wellington currently holds no cash reserves to meet operational requirements and to mitigate risks.

Experience Wellington has no contingent liabilities.

8. Distribution to Settlor

Experience Wellington does not make a distribution to the Settlor.



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DIRECTORY

Experience Wellington Executive Office

Level 8, AMI Plaza, 342 Lambton Quay
PO Box 893, Wellington
P: 04 471 0919
E: experience@experiencewellington.org.nz
www.experiencewellington.org.nz

City Gallery Wellington

Te Ngākau Civic Square
101 Wakefield Street
PO Box 893, Wellington
P: 04 913 9032
E: citygallery@experiencewellington.org.nz
www.citygallery.org.nz

Capital E

4 Queens Wharf
PO Box 893, Wellington
P: 04 913 3740
E: capitale@experiencewellington.org.nz
www.capitale.org.nz

Space Place

Botanic Gardens
PO Box 893, Wellington
P: 04 910 3140
E: spaceplace@experiencewellington.org.nz
www.museumswellington.org.nz/space-place

Wellington Museum

The Bond Store, Queens Wharf
PO Box 893, Wellington
P: 04 472 8904, F: 04 496 1949
E: museumswellington@experiencewellington.org.nz
www.museumswellington.org.nz/wellington-museum

Cable Car Museum

1 Upland Road
PO Box 893, Wellington
P: 04 475 3578
E: cablecar@experiencewellington.org.nz
www.museumswellington.org.nz/cable-car-museum

Nairn Street Cottage

68 Nairn Street
PO Box 893, Wellington
P: 04 384 9122
E: cottage@experiencewellington.org.nz
www.museumswellington.org.nz/nairn-street-cottage

Plimmer's Ark Galleries

Old Bank Arcade (timbers *in situ*)

New Zealand Cricket Museum

The Old Grandstand, Basin Reserve
PO Box 578, Wellington
P: 04 385 6602
E: cricket@experiencewellington.org.nz
<http://nzcricketmuseum.co.nz/>

Note: the New Zealand Cricket Museum is closed from January 2019 while earthquake strengthening work is completed on the Museum Stand at the Basin Reserve. The refurbished (and earthquake strengthened) Museum is expected to re-open in early 2020.



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Our Experiences



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Wellington Regional Stadium Trust
Draft Statement of Trustees Intent
For the year ending 30 June 2020

Registered Office: Westpac Stadium
Waterloo Quay
Wellington

Chair: John Shewan

Chief Executive: Shane Harmon

The Wellington Regional Stadium Trust (the Trust) was established by the Wellington Regional Council (Stadium Empowering) Act 1996 and the settlors of the Trust are the Wellington City Council and the Greater Wellington Regional Council.

The Trust recognises the interest that the ratepayers of Wellington City Council and the Greater Wellington Regional Council have in the Trust and its activities and have agreed to be subject to the reporting requirements of both Councils and their monitoring procedures. The Trust is not a Council Controlled Organisation, for the purposes of the Local Government Act 2002.

March 2019

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1. INTRODUCTION

The financial year ending 30 June 2020 will once again be a very active year for the Trust highlighted by a full events calendar and ongoing improvements to the building.

In 2018 the Trust refreshed its strategic priorities centred on the following areas:

1. Deliver great customer experiences
2. Grow commercial revenues
3. Invest in and improve our facilities
4. Value our people, our community and our stakeholders
5. Operate a safe building
6. Operational excellence
7. Attract and deliver world class events
8. Sustainability

These priorities remain current.

Matters raised in Letters of Expectation from both Wellington City Council and Wellington Regional Council are addressed in the Statement of Intent.

In the 2020 financial year, as has been the case in recent years, the Trust expects that the Stadium will remain New Zealand's most utilised stadium.

The Trust derives a diverse range of recurring revenue streams. However, securing a new naming rights partner from the start of 2020 remains a priority.

Over the next twelve months the Trust, with the support of Wellington City Council, will continue to invest in the upgrade of the internal concourse. This follows the first stage of the concourse upgrade which saw the removal of some of the steel cladding to bring natural light and the city's wonderful vista into the Stadium.

The Trust continues to enjoy a collaborative and supportive relationship with the Greater Wellington Regional Council (GWRC) and Wellington City Council (WCC) as well as the Wellington Regional Economic Development Agency (WREDA).

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2. STRATEGIC DIRECTION

a) CORE PURPOSE

The objectives of the Wellington Regional Stadium Trust as set out in the founding Trust Deed established by the Wellington City and Greater Wellington Regional Councils ('the Councils') are as follows:

- To own, operate and maintain the Stadium as a high quality multi-purpose sporting and cultural venue;
- To provide high quality facilities to be used by rugby, cricket and other sports codes, musical, cultural and other users including sponsors, event and fixture organisers and promoters so as to attract to the Stadium high quality and popular events for the benefit of the public of the region; and
- To administer the Trust's assets on a prudent commercial basis so that the Stadium is a successful, financially autonomous community asset.

The Councils have also established general objectives for the Trust. These are that it should:

- Adopt a partnership approach in dealing with the Councils and their associated entities;
- Have a regional focus where this is appropriate;
- Appropriately acknowledge the contribution of Councils;
- Achieve maximum effectiveness and efficiency of, and concentrated focus on service delivery;
- Operate at better than breakeven after depreciation expense.

The Trust meets all the general objectives of the Councils noting that the overriding requirement of the Trust Deed means that the Trust must generate sufficient profit to repay loans and finance capital expenditure.

Alignment with Council's Policies and Strategies

In 2011 the Wellington City Council (WCC) developed a 2040 Strategy setting out its vision for the city. The Trust fully supports these policies and strategies and contributes directly to the priority areas set out including the Economic Development Strategy, the Event Policy and the Digital Strategy.

WRST's plans support both Wellington City Council's and Greater Wellington Regional Council's long terms plans as outlined below.

Wellington City Council's Long-Term Plan (2015-2025)

The Trust is fully supportive of the city and region's long term plans. In particular the Trust identifies the following that provide strong synergies with the Stadium's plans:

1. A longer airport runway: bringing in more international visitors, and enhancing business and education connections.

The Stadium will be a beneficiary of a longer runway through increased visitor numbers for major events. In addition a longer runway removes one of the impediments for major artists visiting Wellington, as staging and equipment often has to be transported via road from Auckland.

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2. Screen and tech industries: supporting smart and sustainable economic growth.

The Stadium is using Wellington based Eyemagnet to deliver internet protocol television (IPTV) and content management to the WiFi services. Spark provides its connected stadium platform. Technology is playing an increasing role in stadium operations and enhancing the event day experience.

3. New and improved venues for music, sport, and conventions

The Trust is very supportive of the proposed investment in sports and events infrastructure.

A new indoor arena and the proposed Wellington Convention Centre will complement the Stadium's current offerings. The convention centre will complement the Stadium's already busy functions business.

The Trust is also supportive of the investment in the Basin Reserve. It is important that both venues continue to complement each other and that the investment ensures a growth in the number of events and overall attendances for Wellington as opposed to displacement of existing events within the region.

4. Reigniting our sense of place through events and public space improvements

The Trust applauds the commitment to increase funding for major events. A partnership driven approach to attracting and securing the right events for Wellington is vital. The Trust commits to being an active partner in this strategy.

Greater Wellington Regional Council's Long Term Plan

The Trust supports Greater Wellington Regional Council's Long Term Plan in particular those plans which cover public transport infrastructure and getting more people on public transport

The Trust supports further investment in public transport and actively encourages patrons to utilise public transport while attending events at the Stadium.

The Trust monitors green-house gas emissions. In 2018/19 the Trust has been exploring various options of reducing waste and in particular single use plastic.

b) OPERATING ENVIRONMENT UPDATE

The operating environment remains positive for the Trust, albeit with a number of challenges.

The past few years have boasted a strong events calendar. The events outlook for 2019/20, while still a work in progress, looks positive as the Trust in partnership with WREDA, continues to work on attracting events.

The Trust's focus lies particularly on those events that will fill the Stadium and generate economic return for the region.

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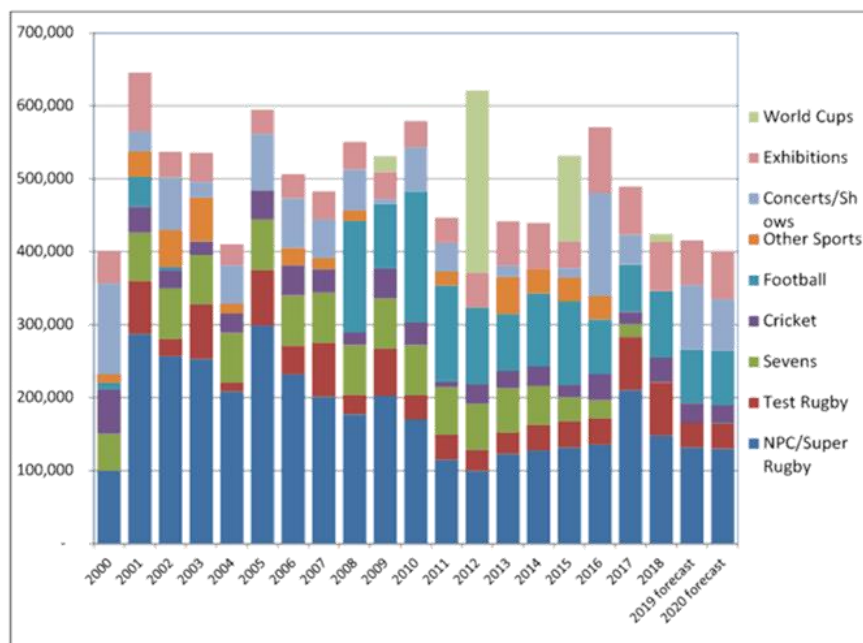
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Westpac | STADIUM

The ongoing focus on capital expenditure to enhance the facility and improve the patron experience will see borrowings and therefore interest on borrowings increase. Depreciation will also increase as a result. The insurance environment remains extremely challenging, and the Trust has seen significant increase in premiums since 2016 and is not anticipating any respite in the upcoming year.

Despite these challenges, the Trust will continue to operate with positive cash flows enabling the Trust to continue to invest in the facility.

The following table highlights aggregate crowds by event type since the Stadium opened.



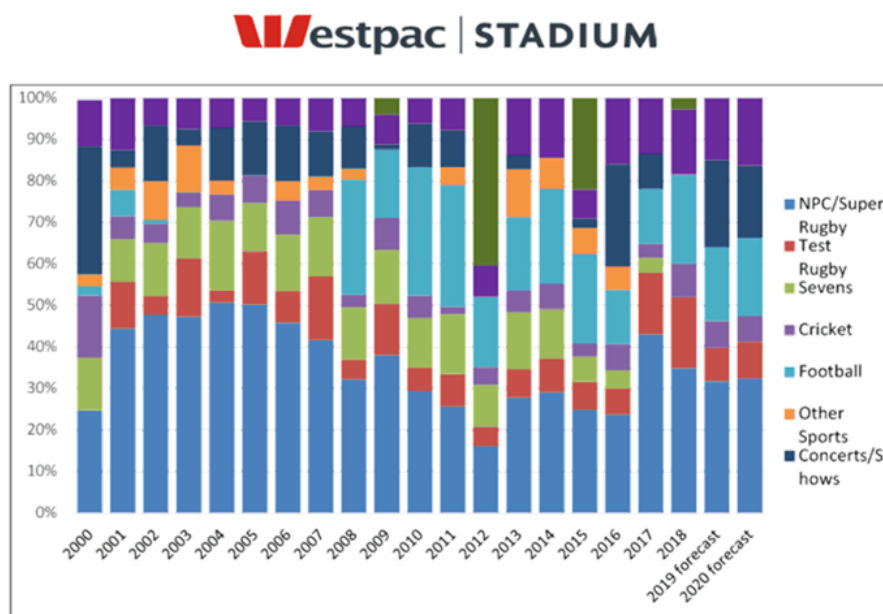
The mix of events has changed significantly since the Stadium opened, and it is no longer reliant on any one code or event for its attendances.

The following table highlights the diverse mix of attendances over the years represented as a percentage of the overall attendance in any given year.

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c) STRATEGIC FRAMEWORK

The Trust's objectives are:

1. To be viewed by the residents of the region and other stakeholders as a valued and essential asset.
2. To operate the best venue in New Zealand measured by:
 - Satisfaction of hirers
 - Patron satisfaction
 - Event calendar and diversity
 - Calibre of international events held
 - Environmental impact
 - Relationship with our neighbours
 - Adherence to world's best practice
3. To remain financially autonomous
4. To provide a full and balanced event calendar to patrons
5. To maintain and enhance the facility to the standard of international best practice
6. To be a good employer and provide personal development opportunities to employees
7. To provide and maintain a safe and healthy working environment for employees, visitors and all persons using the premises as a place of work

The board undertakes a strategic planning day in March/April of each year to reassess priorities and strategic direction.

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3. NATURE AND SCOPE OF ACTIVITIES

The nature and scope of the Trust's activities are dictated in the first instance by the Trust Deed, settled with both Councils.

To meet its obligations under its Trust Deed, the Trust identifies the key objectives of:

- Presenting a full and balanced event calendar;
- Maintaining and enhancing the facility;
- Achieving a level of profitability that finances continuing capital expenditure and meets debt reduction obligations.

The Board and management have taken a longer term view of the Stadium's business.

In line with the obligations listed above under its Trust Deed, in 2018 the Trust has recently refreshed its strategic priorities centred on the following areas:

1. Deliver great customer experiences
2. Grow commercial revenues
3. Invest in and improve our facilities
4. Value our people, our community and our stakeholders
5. Operate a safe building
6. Operational excellence
7. Attract and deliver world class events
8. Sustainability

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For the 2019/20 year the Trust's focus is on the following areas as outlined in the Letters of Expectations:

1. Support Wellington City Council's Te Tauhu Te Reo Maori Policy

As the concourse upgrade continues the Trust will seek ways to incorporate Te Reo into wayfinding and other signage. Hosting Te Matatini in 2019 provided the Trust with an excellent opportunity to increase use and visibility of Te Reo at the Stadium.

2. Ensuring the Stadium is safe and harassment-free environment for all staff, contractors and attendees at the stadium.

The Trust has engaged the services of the Sexual Abuse Prevention Network to facilitate a workshop at the Stadium for staff and contractors. This workshop helps support staff to identify unsafe situations and know how to take action safely to help keep the venue safe and fun for all patrons. The initial training is aimed at permanent staff of the Stadium as well as its key contractors. In coming months this will be rolled out to casual staff particularly team leaders and duty managers.

In 2019 we increased the visibility of channels through which patrons may contact us in the event of experiencing harassment of any kind at the Stadium.

3. Leisure Card review

The Trust commits to participating in the City Council's Leisure Card review in the coming year in supporting council's desire to increase utilisation of council's facilities by marginalised or hard-to-reach groups.

4. Delivery of a high quality and diversified events programme.

Over the last twenty years Westpac Stadium has been the busiest stadium in New Zealand, hosting over 50 event days each year in addition to community event days. In addition, the Stadium hosts up to 1,000 non-event day functions, conference and meetings each year.

Large events are significant drivers of revenue and are crucial to the viability of the Stadium. Securing such events remains a major focus of the Trust ongoing.

The events schedule through to June 2020, while still being finalised, will remain healthy.

Following the huge success of the Eminem concert, we will continue to engage with all key promoters on a regular basis and be flexible in our dealings in order to give Wellington the best opportunity to secure events. The Trust has at times taken a joint venture approach in order to secure events. While such an approach inevitably means a greater exposure to risk, this had been enabled by the Trust's current financial position.

5. Working with Wellington Regional Economic Development Agency (WREDA)

The Trust adopts a strong partnership approach with WREDA with a view to enhancing Wellington's standing as a major event host. Management and Trustees engage with the WREDA Chair, Chief

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Executive and officers on a regular basis and are supportive of WREDA's goal of driving innovation and economic activity and enhancing the region's reputation as a centre of world-class film, IT, education, arts, food and tourism.

The Trust has recently partnered with WREDA to successfully secure major events for Wellington.

6. Invest in and improve our facilities

Continued investment in the Stadium is vital to ensure events are not lost to new facilities.

The main focus for the past year has been the commencement of the upgrade of the internal concourse. The first major phase has been completed with the removal of some of the steel cladding around the major thoroughfares to bring natural light and the city's wonderful vista into the Stadium.

All this work has to be fitted in around our event calendar and that has been somewhat challenging given we have hosted events every weekend from early February 2019 to the end of May 2019.

Nonetheless, final plans are being made for the next stage of the project and this will commence in the early part of the next financial year and be completed during the 2019/20 year.

This includes:

- The enhancement and renovation of food and beverage outlets;
- Refurbishment of parts of the concourse floor;
- Cladding of some of the current grey concrete walls and pillars;
- Develop consistent look and feel and way finding around the concourse;
- Making the space more suitable for exhibition clients;
- Improved lighting.

This project has a budget of \$10m and is being supported by WCC with a \$5m contribution from its long-term plan budget.

The Trust is also at the final stage of developing a plan to further strengthen the building and walkway to improve resilience in the event of a major seismic event. The building performed well during the Kaikoura earthquake. Once these plans are finalised the Trust will brief its council partners.

7. Maintaining a safe and healthy working environment

The Trust is committed to providing and maintaining a safe and healthy working environment for its employees, visitors, and all persons using the premises as a place of work as well as event attendees.

To ensure a safe and healthy work environment, the Trust maintains a Health and Safety Management System. In addition, the Trust has an established Health and Safety Committee which comprises three Trustees that meets on a regular basis to review and measure crucial areas of health and safety.

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8. Sustainability

The Trust is committed to developing ways to reduce, recover, recycle, or re-use waste in all aspects of our business, including considering and integrating environmental factors in our decision making process.

In 2018/19 we have been exploring a range of options with a view to eliminate single use plastic. We expect to arrive at a conclusion by the end of this current year with a view to rolling it out in the coming year.

9. Secure a new Naming Rights partner

In February 2019 Westpac and the Trust announced the end of its 20-year naming rights partnership. The Trust has been active in the market to secure a new partner. This remains a key focus for the Trust for the remainder of 2019.

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Operating Profitability

The Trust Deed requires the Trust to be financially autonomous. This requires the generation of sufficient profits to meet loan repayments and provide funds for the capital replacement and development programmes that are necessary to enable the Trust to meet its obligation to maintain the building to the standard of international best practice.

The major difference the Stadium can make to attendance at events is to improve the experience of the patrons across all areas of the facility. The Stadium Master Plan was developed to do that, but it can only be completed if we can continue to satisfactorily fund these projects.

Securing a new naming rights partner for 2020 will be important for the Trust.

Note: This section will be updated pending completion of the annual business plan, which will include projected financial statements and the projected event calendar.

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PERFORMANCE MEASURES

Non-Financial Performance Measures

Measure	How Measured
<ul style="list-style-type: none"> Deliver a strong Rugby international test programme for 2019 and 2020 	<ul style="list-style-type: none"> Key stakeholders are satisfied with management of the test operation Sell-out crowds for test matches 40% out of region visitors
<ul style="list-style-type: none"> Deliver more large scale non-sporting events 	<ul style="list-style-type: none"> Secure at least one concert per year Secure at least two other events outside the traditional rugby and football regular season calendar per year
<ul style="list-style-type: none"> Continued investment in stadium infrastructure 	<ul style="list-style-type: none"> Concourse upgrade is completed Resilience plans finalised and shared with council partners.
<ul style="list-style-type: none"> Deliver a full event calendar 	<ul style="list-style-type: none"> Securing 45-50 event days per year. (Excludes community events).
<ul style="list-style-type: none"> Host unique events that deliver economic benefit to the region 	<ul style="list-style-type: none"> Maintaining economic benefit to the Region at an average of \$40 million per year Working with promoters to deliver special events to Wellington
<ul style="list-style-type: none"> Continue to enhance food and beverage offering 	<ul style="list-style-type: none"> Greater range and quality of offerings Higher customer satisfaction
<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Reduce single use plastic

Financial Performance Measures

The key performance indicators agreed with the Wellington City Council and Greater Wellington Regional Council are:

- Revenue – total, and event
- Net surplus (deficit)
- Net cash flow
- Liquidity ratio
- Bank borrowing to total assets
- Capital expenditure

We have reviewed these indicators and believe these are appropriate to the purpose of the Council's monitoring the Trust performance. They are reported on by the Trustees in their six monthly reports.

4. BOARD APPROACH TO GOVERNANCE

Role of the Board

The Board of Trustees is responsible for the proper direction and control of the Trust's activities. This responsibility includes such areas of stewardship as the identification and control of the Trust's business risks, the integrity of management information systems and reporting to stakeholders. While the Board acknowledges that it is responsible for the overall control framework of the Trust, it

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recognises that no cost effective internal control system will prevent all errors and irregularities. The system is based on written procedures, policies and guidelines, and an organisational structure that provides an appropriate division of responsibility, sound risk management and the careful selection and training of qualified personnel.

Board Operation

The Board has three Standing Committees that focus on specific areas of the Board's responsibilities. These Committees are the Finance Committee, the Audit Committee and Health & Safety Board Sub-Committee.

The Board meets eight times per year. The Finance Committee meets when required. The Audit Committee meets at least annually. The Health & Safety Committee meets quarterly.

Board Performance

The policy of the Board has been that the Chairman conducts an interview with each Board member prior to the expiry of their term. Each new Board member undertakes an induction program to familiarise themselves with the Stadium, its operation and Board issues. Given the experience of the current Board it has been deemed that a Board development program is not necessary. If there are any Board performance issues, the Chair will bring them to the attention of the Mayor of WCC and the Chair of GWRC.

At the first meeting of the new financial year, the Chairman of the Audit Committee conducts a review of the Chairman's performance.

A full Board performance review has recently been conducted and no significant issues identified.

Board Membership

The Trust Deed states that there shall be not less than five, nor more than eight Trustees.

The Trustees are appointed jointly by the Settlers (Wellington City Council and Greater Wellington Regional Council).

The Wellington City Council and the Greater Wellington Regional Council can each independently appoint one of their elected Councillors as a Trustee.

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The current Trustees are:

Name	Appointed until:
John Shewan (Chair)	30 June 2021
Therese Walsh	30 June 2021
Steven Fyfe	30 June 2019
Mark McGuinness	30 June 2020
Rachel Taulelei	30 June 2020
Tracey Bridges	31 December 2020
Simon Marsh	declaration of results of 2019 Council elections
David Ogden	declaration of results of 2019 Council elections

5. ORGANISATIONAL HEALTH, CAPABILITY AND RISK ASSESSMENT

Health & Safety

The Trust has well developed health & safety policies which were reviewed by an external consultant and are regularly updated.

Staff who have influence over Health and Safety matters are required to acquire and keep up to date with Health and Safety matters including attendance at relevant course and conferences.

All staff receive regular training in respect of health & safety procedures.

A Health & Safety booklet has been produced which includes Stadium policies, the roles for staff and contractors, incidents and accident investigation, general site safety, emergency procedures and induction.

There are three Committees with a health and safety focus:

- Emergency Control Organisation/Emergency Planning Committee (meets ahead of each major event);
- Health and Safety Committee which includes key the Trust staff as well as contractors and tenant organisations (meets monthly);
- Board Health and Safety Committee (meets quarterly).

All contractors coming on-site are required to:

- Complete a health & safety agreement
- Complete a health & safety induction plan
- Provide a contractors safety plan
- Operate safely and report any hazards, near misses and injuries

RISK MANAGEMENT

Earthquakes

Prior to construction (July 1995), the Trust commissioned a full geo-technical report on the site. The ground was improved with vibro-replacement producing gravel columns at spacing of two to three metres to mitigate the effect of earthquakes.

The Trust has used the learnings from the recent earthquakes to strengthen its crowd control and evacuation procedures.

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The Trust has conducted a study to enable the Stadium to better understand its current percentage of New Building Standard (% NBS), the interaction between the reclaimed land and the building structure, the differential lateral spread expected and as well as a building seismic assessment. While no significant issues emerged, we will be implementing some resilience works that will enhance the structures.

Insurance

The Stadium insurance programme is managed by Marsh Ltd. The Trust operates a maximum first loss policy that provides cover for the maximum credible loss for fire, earthquake and other perils. The current maximum cover insured is \$202m for material damage and \$28 m for business interruption.

The building reinstatement value was assessed in September 2017 at \$264m. The Trust has used the maximum first loss policy since 2003 based on modelling work undertaken with Marsh which has supported \$202m as being appropriate cover in this context.

The Stadium is required to cover the first \$7.0 million of any earthquake claim. There have been no material changes to the cover or the deductibles from the previous year.

Business Continuity Plan

The Trust has a Business Continuity Plan. The Trust has ongoing interactive training sessions with all staff to reinforce the content and requirements of the plan. This will be refreshed in 2019/20.

Communication and Access to Information

The Trust enjoys a positive and open relationship with both of its settlors, and both settlors have representation on the Board of Trustees. The Trustees confirm they intend to continue to operate on a "no surprises" basis with communication of any significant event likely to impact on either party made as soon as possible. This has worked well in the past.

6. ADDITIONAL INFORMATION

Reporting

The Trustees will present a six monthly report to both Councils, which will include a written report on agreed key performance indicators and financial statements for the period. The Trust will provide a formal briefing to both Councils, twice a year, on activities to date and review the outlook.

Audited financial statements will also be available on completion of the annual audit.

The Trustees will inform the Councils of any significant expected obligations or contingent liabilities to third parties.

Major Transactions

There are no major transactions likely to occur in the planning period that are not identified in the Business Plan.

Any particularly contentious transactions will be brought to attention of the Council at the earliest opportunity.

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Accounting Policies

General accounting policies of the Trust are set out in the Statement of Significant Accounting Policies. These policies are consistent with the policies applied in the previous year, apart from the presentation change relating to the limited recourse loans.

OTHER ITEMS TO BE INCLUDED IN THE STATEMENT OF INTENT

Ratios

The ratio of Trust Funds to Total Assets is expected to be:

30 June 2020	TBC%
30 June 2021	TBC%
30 June 2022	TBC%

The ratio of total Trust Assets to Trust Liabilities is expected to be:

30 June 2020	TBC%
30 June 2021	TBC%
30 June 2022	TBC%

Trust Funds are defined as the residual interest in the assets of the Trust after the deduction of its liabilities.

Assets are defined as service potential or future economic benefits controlled by the Trust as a result of past transactions or other past events.

Liabilities are defined as future sacrifices of service potential or of future economic benefits that the Trust is presently obliged to make to other entities as a result of past transactions or other past events.

Distributions to Settlers

Section 5 of the Trust Deed sets out the powers of the Trustees regarding the income of the Trust.

The Trust is required to pay surplus funds to the Wellington City Council and Wellington Regional Council in reduction of their limited recourse loans after meeting costs, liabilities and debt reductions and after allowing for the appropriate capital expenditure and transfers to reserves.

The Trust does not expect to have surplus funds available for repayment in the years covered by this Statement of Intent.

No other distributions to settlers are intended to be made.

Investments in other organisations

The Trustees currently have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

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Compensation from local authority

There are no activities for which the Trust seeks compensation from any local authority.

Trust's estimate of the commercial value of settlor's investment in the Trust

Not applicable

Other matters as set out in the Funding Deed

Significant Third Party Obligations

There are no significant third party obligations other than those disclosed in the Financial Statements.

Relevant Legislation

The Trustees confirm that the Trust will comply with all relevant legislation affecting the conduct of this business.

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STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity and Period

Wellington Regional Stadium Trust Incorporated (the Trust) is a charitable trust established by the Wellington City Council ('WCC') and Greater Wellington Regional Council ('GWRC'). The Trust is domiciled in New Zealand.

The Trust is responsible for the planning, development, construction, ownership, operation and maintenance of the Westpac Stadium, Wellington, as a multi-purpose sporting and cultural venue.

The Trust was incorporated under the Charitable Trust Act 1957. The Trust is also a charitable entity under the Charities Act 2005, registration CC10754.

Statement of Compliance and Basis of Preparation

The financial statements have been prepared in accordance with the Trust Deed which requires compliance with generally accepted accounting practice in New Zealand.

As the primary purpose of the Trust to provide a community and social benefit, it is a public benefit entity for financial reporting purposes

The financial statements of the Trust comply with Public Benefit Entity (PBE) standards.

The financial statements have been prepared in accordance with Tier 2 PBE Standards. The Trust meets the requirements for Tier 2 reporting as it does not have public accountability and is not large (as defined by XRB A1).

The financial statements have been prepared on an historical cost basis, except for interest rate swaps.

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (000) unless otherwise stated.

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Revenue

Revenue is recognised when billed or earned on an accrual basis.

Corporate Box, Memberships & Sponsorship Revenues

Licenses for Corporate boxes are issued for terms of between four and six years. Signage and sponsorship properties are sold for a range of terms of between one and 10 years. The related license fees/revenues are paid annually with the revenue recognised on a straight line basis throughout the year.

Stadium memberships have been sold for terms of two years. Payment may be made upfront or in a series of instalments. The payments received are recorded as Revenue in Advance, and recognised on a straight line basis over the term of the membership.

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Interest

Interest income is accrued using the effective interest rate method.

Rental income

Rents are recognised on a straight line basis over the term of the lease.

Expenses

Expenses are recognised on an accrual basis when the goods or services have been received.

Interest

Interest expense is accrued using the effective interest rate method. The effective interest rate exactly discounts estimated future cash payments through the expected life of the financial liability to that liability's net carrying amount. The method applies this rate to the principal outstanding to determine interest expense each period.

Taxation

As a Charitable Trust, the Trust meets requirements for exemption from income tax and accordingly no provision for income tax is recorded in the financial statements.

All items in the financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive.

Financial Instruments

The Trust classifies its financial assets and financial liabilities according to the purpose for which they were acquired. The Trust determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Non-derivative Financial Instruments

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit and loss, any directly attributable transaction costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the Trust becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Trust's contractual rights to the cash flows from the financial assets expire or if the Trust transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Purchases and sales of financial assets in the ordinary course of business are accounted for at trade date. Financial liabilities are derecognised if the Trust's obligations specified in the contract expire or are discharged or cancelled.

Financial Assets

Cash and cash equivalents comprise cash balances and call deposits with up to six months' maturity. These are recorded at their nominal value.

Trade and other receivables are stated at their cost less impairment losses.

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Financial Liabilities

Financial liabilities comprise trade and other payables and borrowings, and are all classified as other financial liabilities. Financial liabilities with a duration of more than 12 months are recognised initially at fair value less transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Amortisation is recognised in the Statement of Comprehensive Revenue & Expense as is any gain or loss when the liability is derecognised.

Financial liabilities entered into with duration less than 12 months are recognised at their nominal value.

Derivative Financial Instruments

Derivative financial instruments are recognised at fair value as either assets or liabilities. The Trust does not hold any derivatives that qualify for hedge accounting. Derivatives that do not qualify for hedge accounting are classified as held for trading financial instruments with fair value gains or losses recognised in the Statement of Comprehensive Revenue & Expense. Fair value is determined based on quoted market prices.

Employee Entitlements

Employee entitlements that the Trust expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay. These benefits are principally annual leave earned but not yet taken at balance date, and bonus payments.

No provision for sick leave is accrued, as past experience indicates that compensated absences in the current year are not expected to be greater than sick leave entitlements earned in the coming year.

Other Liabilities & Provisions

Other Liabilities and provisions are recorded at the best estimate of the expenditure required to settle the obligation. Liabilities and provisions to be settled beyond 12 months are recorded at their present value.

Leases

Leases where the lessor effectively retains substantially all the risks and rewards of ownership of the leased items are classified as operating leases. Payments made under these leases are expensed in the Statement of Comprehensive Revenue & Expense in the period in which they are incurred. Payments made under operating leases are recognised in the Statement of Comprehensive Revenue & Expense on a straight-line basis over the term of the lease.

Property, Plant and Equipment

Recognition

Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits over the total life of an existing asset and can be measured reliably. Costs that do not meet the criteria for capitalisation are expensed.

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Measurement

Items of property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment includes the purchase consideration and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and that can be measured reliably is capitalised. Borrowing costs are not capitalised.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue & Expense.

Disposal

Gains and losses arising from the disposal of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Revenue & Expense in the period in which the transaction occurs.

Depreciation

Depreciation is provided on all property, plant and equipment, with certain exceptions. The exceptions are land, some aspects of the pitch and assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The estimated useful lives of the major classes of property, plant and equipment are as follows:

Land	indefinite
Pitch	10 years to indefinite
Buildings	8 to 70 years
Replay screen & production equipment	3 to 25 years
Fitout	5 to 50 years
Fittings	3 to 20 years
Plant & machinery & equipment	2 to 70 years

The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance date.

Work in progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed, and then depreciated.

Critical accounting estimates and assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material

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adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Estimating useful lives and residual values of property, plant, and equipment

At each balance date, the useful lives and residual values of property, plant, and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant, and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by Trust, and expected disposal proceeds from the future sale of the asset

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the statement of comprehensive revenue and expense, and carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this estimation uncertainty by regular physical inspection of assets, and a planned preventative maintenance and asset replacement programme.

Statement of Cash Flows

The statement of cash flows has been prepared using the direct approach. Operating activities include cash received from all income sources of the Trust, record cash payments made for the supply of goods and services and include cash flows from other activities that are neither investing nor financing activities. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to activities that result from the funding structure of the Trust.

Changes in Accounting Policies

There have been no changes in accounting policies.

John Shewan
Chair
FOR THE TRUSTEES
WELLINGTON REGIONAL STADIUM TRUST

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**Final Draft Statement of Intent and Business Plan
2019-20
Wellington Zoo Trust
Me tiaki, kia ora!**

Pursuant to Schedule 8 of the Local Government Act (2002)



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1. INTRODUCTION

Wellington Zoo is a zoo with a big heart – a creative, innovative and progressive zoo which exists to create community value and to solve important social and environmental problems. We have local and global influence in animal welfare, sustainability initiatives, community engagement and conservation outcomes. We live by the kaupapa of **Me tiaki, kia ora!** This means that we **must** care for the planet so that life will thrive.

The Zoo aims to be a reflection of our city and contribute to the thriving cultural and natural heritage of Wellington as an accessible and liveable city.

We believe that future capital investment will ensure the Zoo remains leading edge and we believe acquisition of animals, such as snow leopards, allows us to tell a global conservation story which will drive action for the environment. We see our capital investment and asset planning **as a response to community** expectations of a progressive and professional zoo and to create **ongoing resilience** for one of our city's most iconic places.

We agree to the financial and non-financial expectations outlined in the Letter of Expectation.

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2. CONTRIBUTION TO OUR CITY

Wellington Zoo is a strong contributor to our city, focusing on knowledge, collaboration, innovation and positive action. It contributes to the vibrancy and forward thinking of our city. We aim to be a reflection of our city and contribute, as a cutting edge cause related business with talented people, to the thriving cultural and natural heritage of Wellington as a liveable city. The Zoo contributes strongly to liveability outcomes by being an integral part of the well-being of people that Wellington is renowned for amongst New Zealand cities.

We are working with WREDA and other partners to ensure economic growth for our city. As winners of the World Association of Zoos and Aquariums inaugural Environmental Sustainability Award in 2018, Green Gold and Vibrant Gold in the Wellington Gold Awards and the supreme winner of the Wellington Region Business Awards 2015, we believe we are perfectly placed to add value to the economy of our region.

Wellington Zoo will be seen as:

- A leader in the city in shaping the community's views on and action for conservation and sustainable living.
- A valued and valuable member of the Wellington regional community that adds to the prosperity of our city through business activity, events, connections, inclusivity and engagement for children and their families and other members of our society.
- A substantial player in the drive to position Wellington as a centre for learning about and expertise in conservation and sustainability.
- A key contributor to helping the city become internationally competitive, entrepreneurial and innovative by attracting investment in education, research, tourism and employment and contributing to the provision of a vibrant city attracting a creative working population.
- An important part of Wellington's history as New Zealand's first zoo and the most visited paid cultural attraction in Wellington.
- An important part of the regional fabric that stimulates overall wealth creation, social stability and connects people to conservation and environmental issues. As our region's only zoo we are a unique asset for a vision for a sustainable city.

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3. STRATEGIC DIRECTION

Purpose

Wellington Zoo Trust Incorporated is incorporated under the Charitable Trusts Act 1957 and is a not for profit organisation.

Wellington Zoo is reviewing its strategy for 2019-23. In the final Statement of Intent we will be providing the finalised strategy which will integrate our strategic focus areas with te ao Māori and the UN Sustainable Development Goals. We are currently undertaking this large piece of work with the Board.

Core Business

The Trust will continue to provide the core business services that the Zoo has historically delivered to Wellington. These can be summarised as follows:

- Strategic direction and operational management of the Zoo.
- Development and maintenance of animal habitats which offer engaging experiences to visitors and high quality living environments to the resident animals.
- Provision of engaging learning experiences for visitors and community involvement with the Zoo as a community asset.
- Educational curriculum delivery to develop children as contributing citizens.
- A safe and inspiring place for family engagement and community learning.
- Care of the Zoo's animals to achieve excellent levels of health and emotional/psychological well-being according to the Five Domains of Animal Welfare.
- Contribution to conservation through advocacy, support for field conservation programmes and sustainable management practices.
- Participation in collaborative inter-zoo, and other conservation agency, programmes.
- Contribution to conservation, scientific, learning and management research projects in the field and on site.
- Fundraising for the organisation's future sustainability, development and conservation projects.

Trust Deed

Wellington Zoo Trust Deed states the objects of the Trust as follows:

"7.1 The objects for which the Trust is established, to the extent that they are a charitable purpose within New Zealand, are as follows:

7.1.1 To manage, administer, plan, develop, maintain, operate and promote Wellington Zoo as a zoological park for the benefit of the Wellington community and as an attraction for visitors to Wellington;

Final Draft Wellington Zoo Trust Statement of Intent and Business Plan 2019-20

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- 7.1.2 To educate the community by building an awareness of plant and animal species and the actions required to promote conservation;
- 7.1.3 To promote species conservation;
- 7.1.4 To support and complement the conservation and learning activities undertaken by other organisations;
- 7.1.5 To develop, manage and plan animal species management programmes;
- 7.1.6 To promote and coordinate the raising of funds to assist the management, administration, maintenance, planning, promotion and further development of Wellington Zoo;
- 7.1.7 To acquire additional plant and animal species; and
- 7.1.8 Generally to do all acts, matters and things that the Trustees think necessary or conducive to further or attain the objects of the Trust set out above for the benefit of the Wellington community."

Operating Environment

As the capital city zoo we believe we should be providing a uniquely Wellington experience for families, school groups and other visitor groups - innovative, fun, professional, creative and personal.

We face challenges as a fixed cost organisation, especially in areas such as annual salary increases, cost increases from suppliers and the increasing need for commitment to conservation projects nationally and globally. However, **we support the Living Wage ethos and all Wellington Zoo employees are paid at, or above, the Living Wage.**

The operating environment is supportive but also challenging in view of ongoing renewals of physical assets, ensuring the utmost safety for our people and the provision of current thinking on animal welfare. We have just recently passed our three-year Animal Welfare Accreditation and this area of science continues to change rapidly so we must ensure we are meeting or exceeding current standards.

Strategic Framework

We have been successful with our strategic outcomes since 2006 and we are now in the process of setting the new frontier for our strategy. The exciting opportunity to integrate conservation, animal welfare, community engagement and sustainability will form the basis of our 2019-23 strategy. **We will be integrating te ao Māori into our new five year strategy in line with Wellington City Council's Te Tauhu Te Reo Māori Policy.** As a sustainable organisation we also consider the **UN Sustainable**

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Development Goals in our approach. These 17 global goals set the framework for global prosperity - the very things we all want for our city. Over the next five years we will be integrating the SDGs into the strategy and outcomes of the Zoo. Sustainability is more than environmental initiatives and the SDGs frame that bigger picture. We have undertaken a materiality assessment with Enviro-Mark Solutions so we better understand the Global Goals which we must address within our context.

Your materiality matrix



We have been working with a range of expert partners to develop the integrated strategy and this will be finalised for the final SOI.

The completion of the ZCP has seen the Zoo transform itself into a vibrant attraction with facilities that meet modern standards. Stage Two involves further improvements to Zoo facilities to house snow leopards in the first half of the LTP and cheetahs/lions redevelopments in the later half. Investment of \$3.7 million of capital expenditure in year two to four, and a further \$6 million in the last three years, is planned to upgrade facilities at the Zoo to accommodate these changes. Respectively, the Zoo will fundraise to contribute \$875,000 and \$1.25 million towards these projects. We will be providing a progress report for the Council regarding the investment case for snow leopards.

The work of the Zoo supports the four pillars of the Towards 2040 Strategy: eco city, people-centred city, connected city and dynamic city centre. The Zoo is an iconic asset for our city and as our city population grows there will be an even greater desire for the Zoo to be a sophisticated and accessible attraction which delivers 21st century conservation programmes and actions.

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Wellington Zoo's strategy is about the Wellington Zoo of the 21st century and seeks to take us into a new realm, building on our success of the past few years. We will be using the Zoo's rebuilt physical platform to set the stage for Wellington Zoo to be seen as a leader and trusted voice in the conservation of species, engagement with community, excellence in animal welfare and sustainability outcomes.

Our values underpin our strategy and structure and they resound with our approach to being a welcoming, happy place. Our iwi alignment is reflected in the iwi interpretation of the values and we have worked with Taranaki Whānui ki Te Upoko o Te Ika to ensure the correct te ao Māori concepts reflect our intentions.

Wellington Zoo Trust's strategic areas are aligned to:

Connected City, Eco City, People Centred City

The Zoo is perfectly positioned, as a multi award winner in visitor experience, business leadership, vibrancy, sustainability and conservation, to take an active role in delivering conservation and sustainability messages to a large audience of over 250,000 visitors on-site and many more online. We create compelling stories with clear calls to action and we craft community campaigns that move beyond simply raising awareness of an issue to driving lasting change and building a better world.

Wellington Zoo will continue to build its reputation as a creative and innovative zoo by including more opportunities for our visitors to experience multi-layered and multi-sensory learning experiences. We have rich content for storytelling and engagement with communities. We design creative and profound visitor experiences which connect people and animals in ways which inspire communities to take positive action for the environment.

Our commitment is to ensure continual improvement in visitor experience to achieve wider engagement within the community. We offer a range of events, discount days and other visitor programmes which ensure we engage our whole community in the work of the Zoo. Accessibility is important to us as we believe that the Zoo belongs to everyone. We have achieved Be:Accessible Gold rating and we continue to improve the Zoo experience for all visitors, so that many more people have access to the Zoo in the ways that best suit them. We have embraced accessibility for the whole community by investing in recommendations from Be:Accessible to improve the experience for all people. **We have already begun to work with Council Officers on the review of the Leisure Card to increase our accessibility initiatives even further.**

Programmes such as The Warehouse Zoofari to support **low decile schools** in our region to have free transport costs and Zoo admission; LEOTC school discounted entry; free Neighbour's Night for our Newtown and Melrose locals in conjunction with City Housing and Trade Me; discounted entry on Winter Wednesdays and \$2 Open Weekend ensure accessibility for a wider segment of the community. Over 50,000 people were able to visit the Zoo last year through these community accessibility initiatives.

Zoo Crew membership is continually increasing and this is a strategic aim for us as Zoo Crew provides an excellent value proposition for Wellington city ratepayers and residents who visit the Zoo often throughout the year. We know that Zoo Crew members visit on average four to five times per year (many individuals visit more often) so this offering makes a Zoo visit far more possible for many people.

As a child friendly city it's important for Wellington to cater for young people and their families, and for the Council this means providing safe, accessible and enjoyable places for recreation and play, and offering community events and activities that are suitable for all. **Our school holiday programmes are well attended and many other external holiday programmes visit the Zoo as part of their offering to the community.**

Final Draft Wellington Zoo Trust Statement of Intent and Business Plan 2019-20

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Eco City

Our end game is to save animals in the wild, locally and globally. We have a global conservation remit. We strive to show thought leadership in global conservation and sustainability by involvement with global partners and by taking leadership roles in the world and regional zoo professional community. We are respected in the zoo profession for our success in sustainability and we are a leading example of conservation investment and on ground conservation outcomes.

We are a key stakeholder in collaborative conservation breeding as well as science and veterinary research programmes within the zoo community, with other conservation agencies and higher learning organisations in Wellington, across New Zealand and beyond.

Our Species Plan focuses on the number of critically endangered and endangered species we have in human care at the Zoo and those we support through our conservation programmes in the animal's range state. This 20 year plan process is reviewed annually and redefined as we better align the animals we care for to the critical need in the wild. The field conservation programmes for critically endangered and endangered species in their range state that we support are: Sumatran Tigers through Wildcats Conservation Alliance; Tasmanian Devils through Save the Devil Program; Malayan Sun bears through Free the Bears South East Asia; Cotton Top Tamarins through Proyecto Titi; Black and White Ruffed Lemurs through Madagascar Fauna and Flora Group; Chimpanzees through the Jane Goodall Institute; White-cheeked Gibbons through Fauna and Flora International, Vietnam; Kea through Kea Conservation Trust; North Island Kākā through breed for restoration programmes; Grand and Otago Skinks with DOC; Kororā and Tawaki through West Coast Penguin Trust and Golden Lion Tamarins through Associação Mico-Leão Dourado. The planned acquisition of Snow Leopards, Ring-tailed Lemurs and endangered Southern Hairy-nosed Wombats in the future will provide further opportunities for our community to engage with global conservation issues for endangered species.

The Nest Te Kōhanga, our state of the art veterinary hospital, works with a variety of native species. Native wildlife cases now make up 70% of the veterinary medicine case load – including many who are critically endangered. Our success in this area of successfully releasing injured native wildlife back to the wild, is above world standard for zoo veterinary hospitals and we take great pride in this achievement.

People-Centred City, Connected City, Dynamic Central City

The Zoo's contribution to the economic development of our city is through its financial results, creating a place Wellingtonians can feel proud of, by the employment of over 90 people (73 FTE) and by being one of the largest employers in Newtown.

The Trust will continue to drive for results in its commercial imperatives this year to ensure financial sustainability. As a social enterprise we seek to ensure our financial sustainability so that our social and environmental goals can be achieved.

Wellington Zoo is inclusive for all sectors of our community – our visitor mix is diverse and we ensure that all visitors feel safe and respected. Our visitor numbers continue to grow. Our visitor feedback is positive and people are enjoying the continual change in the Zoo.

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Connected City, Dynamic Central City

Wellington Zoo has been recognised in a multitude of awards over the past few years, from holistic sustainability to business and environmental leadership. We will continue to strive for excellence across our organisation. To achieve our strategy we will be ensuring our commitment to sustainability and our carboNZero certification continues with projects such as the solar power installation in as many Zoo buildings as we can. We now have two EVs which support Council's intentions in this area and obtain our electricity from Ecotricity, the only carboNZero certified electricity provider in New Zealand.

As one of the key environmental education providers in Wellington, the Zoo has a Learning Experience Outside the Classroom (LEOTC) contract with the Ministry of Education (MOE). Last year **10,500 school children** connected with animals at Wellington Zoo during a learning session.

The MOE measures the success of the learning programmes at Wellington Zoo and we continue to receive positive feedback on our educator-led learning sessions and our innovative programmes that align with the Ministry's target areas, including improving education outcomes for Māori and Pasifika learners, special education learners and those from low socio-economic backgrounds.

Our partnership with The Warehouse continues to bring **low decile schools** from across the Wellington region to the Zoo for learning sessions as part of *The Warehouse Wellington Zoofari (Zoofari)*. Last year around 1,500 children from low decile schools, along with their parents and teachers, visited the Zoo as a result of *Zoofari* so the Zoo continues to build links to communities around the region.

Wellington Zoo's *Bush Builders* is a unique environmental literacy programme that helps children to discover for themselves the wonder of the world around them, in their own schools and homes, and to empower them to take positive action in their own communities. This successful programme has influenced over 4,000 students in our region.

Bush Builders emphasises the importance of building habitats for animals. The importance of plants within the animal habitats as well as in the visitor space is reflected in the beautiful gardens and native plants throughout the Zoo.

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4. PERFORMANCE MEASUREMENTS

For the next three years the following table indicates the measures for WCC to monitor. These are linked to our strategic areas.

WCC Performance Measures						
Measure	Frequency of Measure	Forecast 2018-19	Target 2019-20	Target 2020-21	Target 2021-22	Notes
Visitors	Quarter*	244,420	246,864	249,333	251,827	
Education visits	Quarter	10,500	10,500	10,750	11,000	This is the number of people participating in conservation education.
Volunteer engagement survey	Annual	1	1	1	1	
People participating in animal Close Encounters	Annual	4,000	4,000	4,200	4,200	
Measure visitor feedback and satisfaction	Annual	9.0	8.5	8.5	8.5	This target is based on the overall experience rating which is measured out of ten.
WCC operating grant	Annual	\$3,320K	\$3,406K	\$3,494K	\$3,596K	
WCC cash subsidy (grant) per visit	Annual	\$12.90	\$13.41	\$13.62	\$13.88	
Non-WCC revenue earned	Annual	\$4,406K	\$4,968K	\$5,055K	\$5,225K	
Average revenue per visit	Annual	\$17.07	\$19.56	\$19.70	\$20.17	This is calculated as the average income per visitor from Trust-generated revenue.
Total revenue earned	Annual	\$7,726K	\$8,374K	\$8,549K	\$8,821K	
WCC property ownership costs	Annual	TBC	TBC	TBC	TBC	This target is generated by WCC and is not controlled by the Trust.

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Measure (Continued)	Frequency of Measure	Forecast 2018-19	Target 2019-20	Target 2020-21	Target 2021-22	Notes
Total cost to WCC including grant and property costs	Annual	TBC	TBC	TBC	TBC	This target is generated by WCC and is not controlled by the Trust. It includes depreciation and shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant.
Full cost to WCC per visit	Annual	\$21.73	TBC	TBC	TBC	This target is generated by WCC and is not controlled by the Trust. It includes depreciation and shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant.
Percentage of operating costs generated by the Trust	Annual	57%	59%	59%	59%	
Trust generated income as percentage of WCC grant	Annual	132%	146%	145%	145%	
% of OPEX directly contributed to field conservation	Annual	5%	6%	7%	8%	This measure uses the Zoo Aquarium Association (ZAA) Australasia Framework to measure direct contributions to field conservation.

*Target Visitor Numbers by Quarter 2019-20

Q1	Q2	Q3	Q4	Total
49,304	66,626	68,451	69,619	254,000

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Additional Zoo Performance Measures							
Measure		Frequency of Measure	Forecast 2018-19	Target 2019-20	Target 2020-21	Target 2021-22	Notes
Number of vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo		Annual	27	28	28	28	
Number of native animals receiving medical attention by The Nest Te Kōhanga (TNTK)		Annual	New Measure	450	475	500	New measure. Number of native animals brought into TNTK for treatment or treated off-site by the TNTK team.
Percentage of native animals released to the wild after triage and treatment by The Nest Te Kōhanga (TNTK)		Annual	59	50	50	50	Post 72 hour triage period.
Number of Field Conservation Projects supported for threatened (NZ) endangered or critically endangered (global) species		Annual	13	8	8	8	As part of our strategic review, we will be assessing our field conservation projects and partnerships over the coming 12 months.
Participate in zoo-based research projects and paper publication		Annual	10	11	12	13	These projects are directly related to conservation medicine, animal welfare science and visitor engagement research.
Maintain Zoo and Aquarium Association Animal Welfare Accreditation		Annual	Achieved	Achieved	Achieved	Achieved	
Maintain carbonZero certification.		Annual	Achieved	Achieved	Achieved	Achieved	
Health & Safety targets	Safety Improvement Team meeting attendance	Annual	H&S Safety targets Achieved	70%	80%	80%	Measured against those staff available to attend meetings - 12 meetings per annum.
	Successful Emergency drill/incident debriefs held	Annual	H&S targets Achieved	8	8	8	Includes emergency drills, trial evacuations and real incidents occurring which require debriefing.
People & Culture Targets	Staff Recognition programme	Annual	People and Culture targets Achieved	1	1	1	This measure refers to the year-long recognition of staff excellence at full staff meetings and culminates in the annual staff awards event in August
	Staff Learning and Development Sessions held	Annual	People and Culture targets Achieved	10	10	10	

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5. APPROACH TO GOVERNANCE

Wellington Zoo Trust is a Council-Controlled Organisation (CCO) having been established in 2003 by the Wellington City Council to develop and manage Wellington Zoo.

Relationship with Council

The Trust ensures the ongoing viability of the organisation is maintained through the monitoring of Key Performance Measures. Governing policies have been developed by Trustees to ensure the business of the Trust is managed consistently with its Deed and stated direction.

As part of the ongoing relationship with the Wellington City Council, the Chair and Chief Executive meet with the Mayor and Wellington City Council Chief Executive on a regular basis. The Wellington Zoo Chief Executive meets regularly with Council officers for CCOs and other Council management when appropriate. The Chair and Chief Executive attend the CCO Performance Committee meetings as required.

The Trust's Statement of Financial Performance and audited accounts will be presented to Council within 60 days of financial year end. **These statements include the budget from the SOI for the same period as per the Letter of Expectation and our usual approach to the accounts.**

The Trust will disclose any material or potentially contentious transactions that are planned within its annual business plan. Where this is not possible, the earliest practicable notice will be given to Council of such transactions.

Wellington Zoo always publicly acknowledges Council's contribution to the Zoo as much as possible. We are grateful for Council support and seek to acknowledge this at events, animal habitat openings and other appropriate opportunities.

The principles governing the relationship between the Trust and Council will include:

- A "no surprises" approach;
- Open communications which acknowledge each partner's objectives and constraints;
- Mutually respectful negotiation of resolution of differences;
- Reciprocal recognition of the requirements of each other's processes; and
- Provision of quarterly reports against agreed KPMs and an annual report within three months of balance date.

Board Membership

Name	Term Expires
Craig Ellison (<i>Chair</i>)	31 December 2020
Ben Bateman	30 June 2020
Raewyn Bleakley	31 December 2020
Peter Gilbert	31 October 2019
Michael Potts	31 December 2019
Nina Welanyk Brown	31 December 2021

All Board members are non-executive.

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The Board operates one committee - the Finance, Audit and Risk Committee.

Board Development

The Board conducts an annual review of overall Board performance which determines individual and chair development needs and any other actions required to ensure best practice governance and performance standards are met. The Trust promotes Board development for corporate governance and spends at least ten hours a year on this at Board meetings and additional workshops and discussions. **A report will be tabled to the Wellington City Council Chief Executive on the Board review and outcomes by 30 September 2019.**

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6. ORGANISATIONAL RESILIENCE AND RISK ASSESSMENT

Wellington Zoo Trust has a Finance, Audit and Risk Committee which meets quarterly throughout the year. The Board monitors our Risk Analysis and Mitigation Plan at least annually and this document is updated as required. Health and Safety (H&S) is currently managed via the GM Safety, Assets and Sustainability who is a direct report to the Chief Executive. The H&S Advisor works with our Safety Improvement Team to ensure safe practices in the Zoo for animals, staff and visitors. All Health and Safety incidents are monitored weekly by the SMT and by the Board at their regular meetings.

As with all our H&S responsibilities the Board (and other officers of the Trust) acknowledges and understands its accountability. We have made the appropriate improvements to ensure the new H&S legislation is well managed and that the Trust meets the required reporting, monitoring and reviewing of H&S objectives. We have regular conversations with relevant WCC officers in regard to H&S activities to ensure WZT and WCC are aligned in our approaches.

The renewals budget allows us to maintain a resilient asset for the city. **Future CAPEX investment** will ensure the Zoo continues to meet expected zoo standards of animal care, visitor experience and staff welfare. **The Asset Management Plan will capture the required maintenance and renewals programme for the Zoo's built assets. We have begun working with WCC officers to advise Council of our approach to asset management planning in line with Council processes for asset renewals.**

Significant investment from WCC to allow the successful completion of the Zoo Capital Plan (ZCP) in 2015/16 has meant many of the older areas have been upgraded and elevated Wellington Zoo to be a world-leading progressive zoo. We need to continue to build on this and provide for our visitors, staff and animals.

The Zoo intends to develop a detailed Asset Management Plan (AMP) to ensure the ongoing maintenance and renewal of the Zoo asset and that we are executing our obligations under the Contract for Services. The AMP will enable the Zoo to manage asset lifecycles for a whole-of-life approach with due consideration given to WCC and Zoo joint objectives, stakeholder needs, level of service and risks. The AMP will provide assurance of funding required to cover existing and future asset renewals and avoid critical failure of ageing infrastructure assets, update any assets not fit for purpose and resolve any potential Health and Safety issues and the associated reputational risk these issues could bring.



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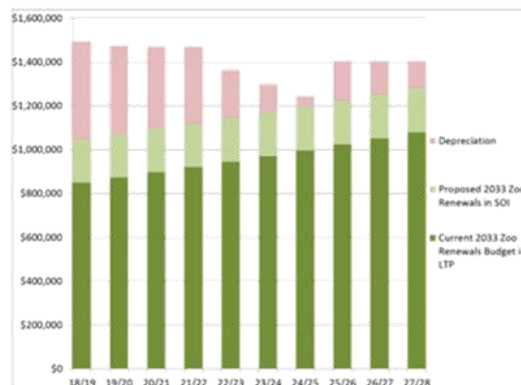
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One of the challenges of maintaining the Zoo asset is the variable lifecycle ages of structures and animal habitats. As our knowledge of the animals in Zoo care increases, previous habitats and animal care and welfare practices can become outdated. Zoos' internationally now consider 20 years to be too long and in global experience it is more realistic to plan for a ten year life expectancy for zoo animal habitat assets.

Below are two examples of different Zoo assets and how the total effective lifespan differs:

African Savannah – Giraffe House	The Nest Te Kōhanga – Animal Hospital
 <p>Built in 2007, the building and internal structures are in a good condition from a maintenance point of view, however, in the past ten years the understanding of giraffe husbandry, training and herd management have advanced to the point that the layout and equipment within the building are no longer fit for purpose. The internal structures need to be replaced in order to stay at the forefront of animal welfare practice.</p>	 <p>Built in 2008, the Zoo's flagship veterinary hospital is vital to the ongoing success of the Zoo and a significant contributor to our conservation targets. The building and internal structures are in a good condition from a maintenance point of view and will be unlikely to need significant replacement in the next ten years, however, the AMP will need to consider the high-value specialist equipment to ensure the Zoo can continue to deliver excellence in animal care and welfare.</p>

The Zoo's position is that the current infrastructure renewals budget is insufficient to cover existing asset renewals. In the 2017/18 SOI we estimated additional funding of **\$200k per annum** was required to assist a programme of asset renewals, including animal habitats, visitor areas and pathways, buildings and essential plant and equipment.



The shortfall in the graph (right in pale green) indicates the propensity of the Zoo to achieve a total AMP result. In terms of maintaining current levels of service, this shortfall could result in a failure of ageing infrastructure assets, meaning assets are not fit for purpose, and could create potential H&S and animal welfare issues. The development of a detailed AMP will allow the Zoo and WCC to interrogate this shortfall in greater detail, focusing on critical assets as a priority.

The Zoo's Risk Matrix highlights the criticality of maintaining a resilient asset for the City. Impacts of a natural disaster impacts such as earthquakes, serious incidents and reputational falterers are all potential risks if we are not able to adequately manage or resource the asset management programme and appropriately fund the renewals programmes sufficiently.

The Trust commits to raising 25% of the cost of any new CAPEX investment. This percentage is included in the gross costs of the table below.

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Proposed New Capital Projects	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	TOTAL
Snow Leopards Snow Leopards are endangered in the wild, with a population of less than 7,000 thought to exist in their mountainous range state. International research shows that big cats are the biggest draw card for visitors attending zoos. As the only zoo in New Zealand with Snow Leopards, we would be part of the international commitment to protect this species via home range conservation action. The preliminary design is complete for this project. This project has been prioritised by WZT for some years now. We will be providing a progress report on the investment case for this project.	307,500	1,640,000	1,640,000							\$3.588m Included in the LTP
Savannah Survival (Cheetah and Lions) The current cheetah and lion habitats and dens are old. Cheetah are an iconic species for Wellington Zoo and we support Cheetah Outreach in South Africa as part of our suite of range state conservation programmes. Cheetah are also a major factor in our Close Encounters which provide a more in-depth learning opportunity for visitors. We would also like to be able to have both male and female lions on display together which we cannot with the current arrangement. These iconic cats need better housing and viewing arrangements. As part of the Africa precinct visitor engagement strategy we believe eco-built overnight stay options in this area would be successful.						333,333	2,666,667	2,000,000		\$5m Included in the LTP

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Risk Analysis & Mitigation Plan for Wellington Zoo Trust

Risk Identification	Probability	Impact	Risk Value	Risk Mitigation	Accountability	Responsibility
Natural disasters impacts	0	7	7	Business Continuity Plan, Emergency Management Plans. All documents reviewed annually. Regular practice drills carried out. Once emergency is over then a tactical marketing and communications plan will be implemented.	CE & Board	Board, SMT
Serious incident (including animal-related incidents) where there is the risk of the loss of life (human or animals)	-2	7	5	Emergency Management Plans, Health & Safety Management System, Communications Plans reviewed annually. Regular practice drills carried out. Monitored Fire Alarms in all people-occupied buildings and where possible in animal housing depending on risk. Building WOFs. Annual MPI audit and Containment Standards maintained. Inductions (staff and contractors). Monitor competency of staff and contractors. Two keeper system in place. Board and SMT site reviews.	CE & Board	Board, SMT
Infectious diseases	-1	6	5	Health & Safety Management Plan, EPA/MPI policies, Infectious Diseases Policy, veterinary protocols and pre-import screenings.	CE & Board	Board GMAC&S, GMSAS
Attraction and retention of quality staff	-1	6	5	Recruitment and induction processes. Learning and Development strategy. Career progression initiatives. Remuneration Policy. Engagement through shared values.	CE & Board	Board CFO
Reputation falters	-1	6	5	Communications protocols to communicate with key stakeholders, media and community in event of reputational risk. Strong relationship management with partners and stakeholders, eg DOC, MPI, WCC. Mitigations in place to avoid this happening include: Animal Welfare Accreditation, Euthanasia Policy, Code of Conduct, Media Relations Policy, Use of Electronic Media Policy, Disciplinary Policy, H&S Policy.	CE & Board	Board, SMT
Loss of business due to extreme or prolonged inclement weather	0	5	5	In the event of an extreme weather event that results in a prolonged impact on our business, tactical marketing and pricing will be put into effect. Aspects of the planned recovery from such an extreme one-off event are also covered in the Business Continuity Plan. Review budgets, reduce spending and investigate new revenue raising initiatives.	CE & Board	Board GMBP GMCEC
Loss of business due to economic downturn	-1	5	4	As part of the annual planning process the economic climate is evaluated and reviewed. In the event of an unexpected sharp economic downturn tactical marketing and pricing will be put into effect and tempered by prudent financial management.	CE & Board	CE Board

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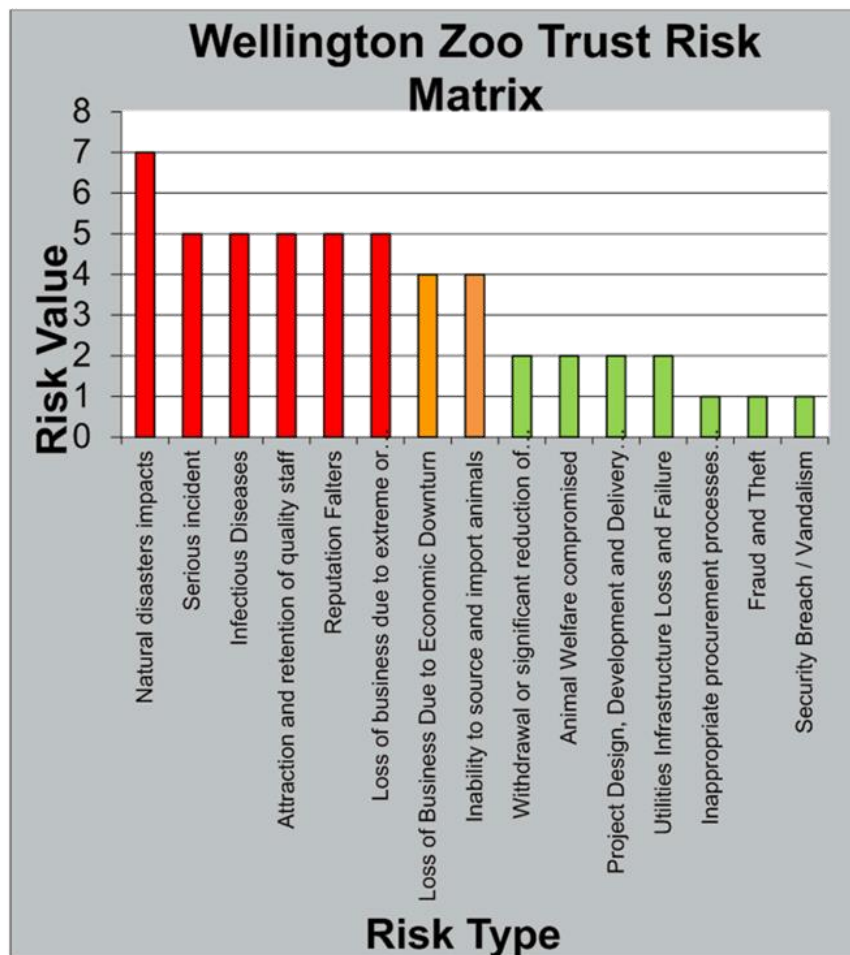
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Risk Identification	Probability	Impact	Risk Value	Risk Mitigation	Accountability	Responsibility
Inability to source and import animals	-1	5	4	Zoo Species Plan that is continually updated. Animal Science Manager position that is responsible for sourcing animals. ZAA and WAZA members and have relationships with other zoos around the world to source animals through programmes such as ASMP.	CE & Board	Board GMAC&S
Withdrawal or significant reduction of support or unfunded compliance costs from WCC	-2	4	2	Statement of Intent, Contract for Services, relationship plans where appropriate and regular meetings with key contacts at WCC such as The Mayor, Deputy Mayor, Portfolio leaders, Councillors, Chief Executive and ELT, Presentations at relevant Committee meetings, inclusion of WCC partners at all events, regular reporting on Zoo-based activities, relationships developed between relevant officers across WCC and related Zoo portfolios managers.	CE & Board	CE Board
Animal welfare compromised	-3	5	2	Through ZAA Accreditation the Zoo's animal welfare state is evaluated. Husbandry Manuals which are regularly reviewed and updated ensure that all animal needs are met. Staff attending national and international conferences as part of development policies ensure their knowledge stays current. Governed by WZT Animal Welfare Committee.	CE & Board	Board GMAC&S
Project design, development and delivery risk	-3	5	2	Project management process as agreed with the Board. Following procurement processes for engaging Consultants and Contractors. Regular progress meetings to maintain projects on time and within budget. Regular reporting to the Board on capital and renewals projects.	CE & Board	Board GMSAS
Utilities infrastructure loss and failure	-1	3	2	Business Continuity Plan, WCC Business Continuity Plan. Minor Works programme ensure maintenance up to date. Connection to WCC systems where appropriate to utilise WCC backup systems.	CE & Board	Board, SMT
Inappropriate procurement processes followed	-3	4	1	Delegations Policy. Register of Interests. Delegations for approvals. Board approval process for capital procurement and WCC signoff for Capital Procurement for major capital projects.	CE & Board	Board CFO
Fraud and theft	-2	3	1	CCTV at front entrance which is monitored weekly by SMT members and also monitored by Sales and Services Manager. Code of Conduct. Financial management procedures. Daily banking checks by Corporate Services Manager with written procedures for following up variances. Annual audit by Audit NZ. Pre-employment criminal checks.	CE & Board	Board GMBP/CFO
Security breach/vandalism	-2	3	1	CCTV system and security alarms in all our buildings and where applicable in animal areas. Weekly perimeter checks. Maintenance of perimeter fence. Routine nightly security checks. After hours doors and security gate monitoring.	CE & Board	Board GMSAS

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Item 2.3 Attachment 6




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Risk Analysis Scale


Score	Probability that the Event will Occur
1	Almost Certain and / or could occur frequently
0	Very likely to occur and / or could occur more than once
-1	Moderately likely to occur and / or could occur at least once
-2	Unlikely to occur and / or might occur once
-3	Very unlikely to occur

Score	Level of Impact of the Event Occurring
7	Catastrophic Damage value greater than 50% of the project value, or Major delay to the project completion, or Major impact on this and other business opportunities
6	Very High Impact Damage value about 20% - 50% of the project value, or Significant delay to project completion, or Significant impact on this and other business opportunities
5	Major Damage value about 5% - 20% of the project value, or Project completion affected, or Some impact on this or other business opportunities
4	Minor Damage value less than 5% of the project value, or Project completion not impacted (although a phase of the project may be), or This business opportunity could be impacted
3	Negligible Damage value covered by contingency, any delays barely noticeable and client unaffected
2	Minimal

These two scores are added together to give a "Risk Value". This will be in the range zero to eight.

 All risks with a Risk Value of 5 - 8 must have a mitigation plan developed and agreed with the Board.

 All risks with a Risk Value of 3 or 4 shall have a mitigation plan so they can be managed by SMT.

 All risks with a Risk Value of 0 - 2 can just be recorded and accepted as such until such time as they produce a higher score.

 Any risk that has a Probability Value of one (1) or an Impact Value of five (5) or more must still have a mitigation plan even if the overall Risk Value is less than five.

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7. ADDITIONAL INFORMATION

a) **Response to other specific Letter of Expectation matters (if applicable)**

Not applicable.

b) **Ratio of shareholders' funds to total assets**

Please refer to the Balance Sheet and Accounting Policies included.

c) **Estimate of amount intended for distribution**

Wellington Zoo Trust does not make a distribution to the Settlor.

d) **Acquisition procedures**

The Trustees currently have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

e) **Activities for which the Board seeks compensation from a Local Authority**

The Board acknowledges the **\$3,405,921** for 2019-2020 operational funding in the Long Term Plan.

The Board acknowledges the **\$882,458** included currently in the Long Term Plan for Zoo Asset renewals for 2019-20. However, we note that in the full cost of the Zoo measure calculated by WCC, depreciation for the Zoo asset is running at \$1.5m pa. This is considerably more than the renewals funding we receive. We have been discussing this issue with Officers during 2017-18 in time for LTP decisions. We believe that uplift in renewals would enable the Trust to better maintain the Zoo asset and would reduce the need for large capital investment in the coming 20 years (excluding the projects already indicated).

f) **Estimate of commercial value of shareholders investment**

Not applicable.

g) **Other matters (if applicable), eg water supply services LGA requirements**

Not applicable.

h) **Supplementary information the entity wishes to include**

Not applicable.

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8. ACCOUNTING POLICIES

Reporting Entity

The Wellington Zoo Trust (the Trust) is a charitable trust registered under the Charitable Trusts Act 1957 domiciled in New Zealand and is also a council-controlled organisation as defined under Section 6, Part 1 of the Local Government Act 2002, by virtue of the Council's right to appoint the Board of Trustees. The Trust was established on 1 July 2003 by the Wellington City Council.

The financial statements have been prepared in accordance with the requirements of the Charitable Trusts Act 1957 and section 69 of the Local Government Act 2002.

The Trust is reliant on the Wellington City Council (the Council) for the majority of its income and operates under a Contract for Services with the Council. The Contract for Services was negotiated for a period of five years to 30 June 2021. Ongoing funding for the Trust has been approved in the 2018/2028 Long Term Plan.

The primary objective of the Trust is to manage, administer, plan, develop, maintain, operate and promote the Wellington Zoo for the benefits of the inhabitants of Wellington and as an attraction to visitors to Wellington, not to make a financial return. Accordingly, the Trust has designated itself as a public benefit entity for the purposes of New Zealand PBE IPSAS.

Under this framework, the Trust is eligible to apply the reduced disclosure regime (Tier 2 entity) of the Public Benefit Entity Accounting Standards.

The reporting period for these forecast financial statements is for the year ended 30 June 2020.

Statement of Compliance

The financial statements have been prepared in accordance with generally accepted New Zealand accounting practice. They comply with New Zealand equivalents to PBE IPSAS and other applicable Financial Reporting Standards, as appropriate for Tier 2 public benefit entities.

Measurement Base

The measurement base applied is historical cost. The accrual basis of accounting has been used.

Functional and Presentation Currency

These financial statements are presented in New Zealand dollars rounded to the nearest thousand, unless otherwise stated. As a result of rounding there may be slight discrepancies in subtotals.

Significant Accounting Policies

Critical Accounting Estimates and Assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. The Trust has assessed the financial records and there are no significant critical accounting estimates. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

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Grants

Grants received from the Wellington City Council are the primary source of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the Trust Deed. The Trust also receives other assistance for specific purposes, and these grants usually contain restrictions on their use.

Grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if the conditions of the grant are not met. If there is such an obligation the grants are initially recorded as grants received in advance, and recognised as revenue when the conditions of the grant are satisfied.

Revenue

Revenue comprises revenue from operating activities, investment revenue, grants and donations and other revenue and is measured at the fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

Most of the services that the Trust provides for a fee are subsidised by grants therefore do not constitute an approximately equal exchange. Accordingly, most of the Trust's revenue is categorised as non-exchange.

Donated, Subsidised or Vested Assets

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Such revenue is recognised when control over the asset is obtained.

Interest

Interest revenue is recognised using the effective interest rate method.

Volunteer Services Recognition

The Trust benefits from the service of dedicated volunteers in the delivery of its activities. Due to the difficulty in determining the value of these donated services with sufficient reliability, donated services are not recognised in these financial statements.

Taxation

The Trust is registered as a Charitable Trust and is exempt from income tax under the Income Tax Act 2007. The Trust is not exempt from indirect tax legislation such as Goods and Services Tax and accordingly is required to comply with these regulations.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

Debtors and Other Receivables

Debtor and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of less than three months.

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Investments

Term deposits are initially measured at the amount invested.

Creditors and Other Payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Inventory

Inventories are recorded at the lower of cost (determined on a first-in first-out basis) or net realisable value. This valuation includes allowances for slow moving and obsolete stock. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Property, Plant and Equipment

Recognition

Property, plant and equipment consist primarily of operational assets. Expenditure is capitalised when it creates a new asset or increases the economic benefits over the total life of an existing asset. Costs that do not meet criteria for capitalisation are expensed.

The Trust also manages the construction and development of buildings, structures and habitats on behalf of the Council. These assets are not recorded in the Trust's financial statements as ownership vests in the Council.

Measurement

Property, plant and equipment are valued at historical cost less accumulated depreciation and impairment losses.

The initial cost of property, plant and equipment includes the purchase consideration, and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential is capitalised.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use.

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs.

Depreciation

Depreciation is provided on all assets owned by the Trust excluding assets under construction (work in progress).

Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The estimated useful lives of the assets are as follows:

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Plant

Audio Visual Equipment	3 years
Projector	5 years
Shade Sail	10 years
Hospital Equipment	10 years
Garden Furniture	10 years
Living Room Furniture	15 years
Endoscope	8 years

Furniture and Equipment

Composter	10 years
CCTV	3 years
Incubators	12.5 years

Work in Progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed and then depreciated.

Employee Benefits

A provision for employee benefits (holiday leave, long service leave, and retirement gratuities) is recognised as a liability when benefits are earned but not paid. The Trust recognises a liability and an expense for a one-off payment where contractually obliged or where there is a past practice that has created a constructive obligation.

Short Term Employee Benefits

Holiday leave (annual leave and time off in lieu) is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with sections 16(2) & 16(4) of the Holidays Act 2003.

Other Contractual Entitlements

Other contractual entitlements include termination benefits. Termination benefits are recognised in the Statement of Financial Performance only when there is a demonstrable commitment to terminate employment. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Provisions

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

Revenue in Advance

The Trust has received non-exchange funds for specific purposes with conditions that would require the return of the monies if the Trust is not able to fulfil the agreement. The revenue from these agreements will only be recognised as the conditions are fulfilled over time.

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The Trust has received non-exchange funds which apply to periods beyond the current year with conditions that would require the return of the monies if the Trust is not able to fulfil the obligation.

Contingent Assets and Liabilities

Contingent liabilities and contingent assets are disclosed in the notes to the financial statements. Contingent liabilities are disclosed if the possibility that they will crystallise is not remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

Animal Collection

In accordance with customary practice among Zoological organisations, animals are not recorded as there is no objective basis for establishing value. Additionally, animals have numerous attributes, including species, age, sex, relationship and value to other animals, endangered status and breeding potential whereby it is impracticable to assign value. Expenditure related to animal acquisitions is expensed in the period of acquisition.

Equity

Equity is the residual interest in the Trust and is measured as the difference between total assets and total liabilities. The components of equity are accumulated surpluses and deficits and restricted funds (special funds, trusts and bequests).

Restricted funds are those reserves that are subject to specific conditions of use whether under statute or accepted as binding by the Trust because of the specific reason for which the funds were provided.

Transfers from these reserves may be made only for specified purposes or when certain specified conditions are met.

Statement of Cash Flows

The statement of cash flows is prepared using the direct approach. Operating activities include cash received from all revenue sources of the Trust and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to transactions that change the equity and debt capital structure of the Trust.

Related Parties

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties include Wellington City Council, key management personnel and the governing body (Trust Board).

Trustees' remuneration is any money, consideration or benefit received receivable or otherwise made available, directly or indirectly, to a trustee during the reporting period. The disclosures for the Trust include the remuneration of the Trustee board as they occupy the position of a member of the governing body of the Trust.

Changes to Accounting Policies

There have been no changes in accounting policies this year.

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9. FORECAST FINANCIAL STATEMENTS

CCO: Wellington Zoo Trust Business Plan 2019/20		SNZ000's						
Estimate 30-Jun-19	EARNINGS STATEMENT	Qtr to 30-Sep-19	Qtr to 31-Dec-19	Qtr to 31-Mar-20	Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
	Revenue							
3914	Trading Income	959	1249	1101	970	4,279	4,561	4,731
3320	WCC Grants	851	852	851	852	3,406	3,494	3,596
84	Other Grants	21	21	21	21	84	84	84
225	Sponsorships and Donations-Operational	57	56	56	56	225	240	240
12	Sponsorships and Donations-Capital					0	-	0
55	Investment Income	10	10	10	10	40	35	35
116	Other Income	85	85	85	85	340	135	135
7,726	Total Revenue	1,983	2,273	2,124	1,994	8,374	8,549	8,821
	Expenditure							
5,318	Employee Costs	1,499	1,499	1,499	1,501	5,998	6,148	6,301
2,390	Other Operating Expenses	588	613	574	595	2,370	2,400	2,520
6	Depreciation	2	2	1	1	6	1	0
0	Interest	0	0	0	0	0	0	0
803	Vested Assets					0	0	0
8,517	Total Expenditure	2,089	2,114	2,074	2,097	8,374	8,549	8,821
(791)	Net Surplus/(Deficit) before Taxation	(106)	159	50	(103)	0	0	0
0	Taxation Expense					0	0	0
0	Operating Surplus (Deficit)	(106)	159	50	(103)	0	0	0
(791)	Net Surplus/(Deficit)	(106)	159	50	(103)	0	0	0
0.0%	Operating Margin	-5.3%	7.0%	2.4%	-5.2%	0.0%	0.0%	0.0%

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Estimate 30-Jun-19	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-19	As at 31-Dec-19	As at 31-Mar-20	As at 30-Jun-20		As at 30-Jun-21	As at 30-Jun-22
	Shareholder/Trust Funds							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
1,698	Restricted Funds	907	907	907	907		907	907
351	Retained Earnings	245	404	454	351		351	351
2,049	Total Shareholder/Trust Funds	1,152	1,311	1,361	1,258		1,258	1,258
	Current Assets							
2,883	Cash and Bank	2,778	2,087	2,928	1,974		1,973	1,993
350	Accounts Receivable	300	80	80	130		60	60
97	Other Current Assets	100	100	100	100		100	100
3,330	Total Current Assets	3,178	2,267	3,108	2,204		2,133	2,153
	Investments							
0	Deposits on Call	0	0	0	0		0	0
0	Other Investments	0	0	0	0		0	0
0	Total Investments	0	0	0	0		0	0
	Non-Current Assets							
7	Fixed Assets	5	3	2	1		0	0
0	Other Non-current Assets	0	0	0	0		0	0
7	Total Non-current Assets	5	3	2	1		0	0
3,337	Total Assets	3,183	2,270	3,110	2,205		2,133	2,153
	Current Liabilities							
700	Accounts Payable and Accruals	831	449	499	547		575	575
	Provisions						0	0
588	Other Current Liabilities	1,200	510	1,250	400		300	320
1,288	Total Current Liabilities	2,031	959	1,749	947		875	895
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0		0	0
0	Loans - Other	0	0	0	0		0	0
0	Other Non-Current Liabilities	0	0	0	0		0	0
0	Total Non-Current Liabilities	0	0	0	0		0	0
2,049	Net Assets	1,152	1,311	1,361	1,258		1,258	1,258
2.6	Current Ratio	1.6	2.4	2	2.3		2	2.4
61.4%	Equity Ratio	36.2%	57.8%	43.8%	57.1%		59.0%	58.4%

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Estimate 30-Jun-19	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-19	Qtr to 31-Dec-19	Qtr to 31-Mar-20	Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
	<i>Cash provided from:</i>							
3,914	Trading Receipts	959	1,249	1,101	970	4,279	4,561	4,731
3,320	WCC Grants	1641	0	1641	0	3,282	3,494	3,596
84	Other Grants	21	21	21	21	84	82	82
237	Sponsorships and Donations	57	56	56	56	225	240	240
55	Investment Income	10	10	10	10	40	35	35
116	Other Income	85	85	85	85	340	135	135
7,726		2,773	1,421	2,914	1,142	8,250	8,547	8,819
	<i>Cash applied to:</i>							
5,318	Payments to Employees	1,499	1,499	1,499	1,501	5,998	6,148	6,301
2,390	Payments to Suppliers	588	613	574	595	2,370	2,400	2,498
	Net GST Cashflow					0	0	0
803	Other Operating Costs (VESTING)			0	0	0	0	0
	Interest Paid	0				0	0	0
8,511		2,087	2,112	2,073	2,096	8,368	8,548	8,799
(785)	Total Operating Cash Flow	686	(691)	841	(954)	(118)	(1)	20
	Investing Cash Flow							
	<i>Cash provided from:</i>							
	Sale of Fixed Assets					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
0	Purchase of Fixed Assets					0	0	0
	Other-vesting Cash for Capital Projects	791			0	791	0	0
0		791	0	0	0	791	0	0
0	Total Investing Cash Flow	(791)	0	0	0	(791)	0	0

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Estimate 30-Jun-19	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-19	Qtr to 31-Dec-19	Qtr to 31-Mar-20	Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
	Financing Cash Flow							
	<i>Cash provided from:</i>							
	Drawdown of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
	Repayment of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
(785)	Net Increase/(Decrease) in Cash Held	(105)	(691)	841	(954)	(909)	(1)	20
3,668	Opening Cash Equivalents	2,883	2,778	2,087	2,928	2,883	1,974	1,973
2,883	Closing Cash Equivalents	2,778	2,087	2,928	1,974	1,974	1,973	1,993

Estimate 30-Jun-19	CASH FLOW RECONCILIATION	Qtr to 30-Sep-19	Qtr to 31-Dec-19	Qtr to 31-Mar-20	Qtr to 30-Jun-20	Total YE 30-Jun-20	Total YE 30-Jun-21	Total YE 30-Jun-22
(791)	Operating Surplus/(Deficit) for the Year	(106)	159	50	(103)	0	0	0
6	Add Non Cash Items							
	Depreciation	2	2	1	1	6	1	0
	Other (Gifted Hospital Assets)		0		0	0	0	0
(785)		(104)	161	51	(102)	6	1	0
	Movements in Working Capital							
	(Increase)/Decrease in Receivables	50	220	0	(50)	220	70	0
	(Increase)/Decrease in Other Current Assets	(3)	0	0	0	(3)	0	0
	Increase/(Decrease) in Accounts Payable	131	(382)	50	48	(153)	28	0
	Increase/(Decrease) in Other Current Liabilities	612	(690)	740	(850)	(188)	(100)	20
0		790	(852)	790	(852)	(124)	(2)	20
	Net Gain/(Loss) on Sale:							
	Fixed Assets	0				0		
	Investments	0				0		
0		0	0	0	0	0	0	0
(785)	Net Cash Flow from Operations	686	(691)	841	(954)	(118)	(1)	20



Craig Ellison
Board Chair, Wellington Zoo Trust