

MASTERTON DISTRICT COUNCIL

COUNCIL AGENDA

MEETING

WEDNESDAY 6 APRIL 2022

3.00PM

MEMBERSHIP

Her Worship (Chairperson)

Cr G Caffell

Cr D Holmes

Cr G McClymont

Cr T Nelson

Cr C Peterson

Cr B Gare

Cr B Johnson

Cr F Mailman

Cr T Nixon

Cr S Ryan

Notice is given that a meeting of the Masterton District Council will be held at 3.00pm on Wednesday 6 April 2022 at Waiata House, 27 Lincoln Road, Masterton.

PLEASE NOTE THAT DUE TO THE CURRENT COVID-19 RED TRAFFIC LIGHT SETTING, THIS MEETING WILL NOT BE OPEN FOR PUBLIC ATTENDANCE BUT WILL BE LIVESTREAMED ON MASTERTON DISTRICT COUNCIL'S FACEBOOK PAGE

RECOMMENDATIONS IN REPORTS ARE NOT TO BE CONSTRUED AS COUNCIL POLICY UNTIL ADOPTED

1 April 2022



Values

1. **Public interest:** members will serve the best interests of the people within the Masterton district and discharge their duties conscientiously, to the best of their ability.
2. **Public trust:** members, in order to foster community confidence and trust in their Council, will work together constructively and uphold the values of honesty, integrity, accountability and transparency.
3. **Ethical behaviour:** members will not place themselves in situations where their honesty and integrity may be questioned, will not behave improperly and will avoid the appearance of any such behaviour.
4. **Objectivity:** members will make decisions on merit; including appointments, awarding contracts, and recommending individuals for rewards or benefits.
5. **Respect for others:** will treat people, including other members, with respect and courtesy, regardless of their ethnicity, age, religion, gender, sexual orientation, or disability. Members will respect the impartiality and integrity of Council staff.
6. **Duty to uphold the law:** members will comply with all legislative requirements applying to their role, abide by this Code, and act in accordance with the trust placed in them by the public.
7. **Equitable contribution:** members will take all reasonable steps to ensure they fulfil the duties and responsibilities of office, including attending meetings and workshops, preparing for meetings, attending civic events, and participating in relevant training seminars.
8. **Leadership:** members will actively promote and support these principles and ensure they are reflected in the way in which MDC operates, including a regular review and assessment of MDC's collective performance.

These values complement, and work in conjunction with, the principles of section 14 of the LGA 2002; the governance principles of section 39 of the LGA 2002; and our MDC governance principles:

Whakamana Tangata	Respecting the mandate of each member, and ensuring the integrity of the committee as a whole by acknowledging the principle of collective responsibility and decision-making.
Manaakitanga	Recognising and embracing the mana of others.
Rangatiratanga	Demonstrating effective leadership with integrity, humility, honesty and transparency.
Whanaungatanga	Building and sustaining effective and efficient relationships.
Kotahitanga	Working collectively.

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AGENDA

1. Karakia
2. Conflicts of Interest (Members to declare conflicts, if any)
3. Apologies
4. Public Forum
5. **Late items for inclusion under Section 46A(7) of the Local Government Official Information and Meetings Act 1987**
6. **Items to be considered under Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987:**
 - Minutes of the Council Meeting held with the public excluded on 23 February 2022
 - Minutes of the Extraordinary Council Meeting held with the public excluded on 2 March 2022
 - Minutes of the Extraordinary Council Meeting held with the public excluded on 16 March 2022
 - Contract Award
7. **Confirmation of Minutes of the Council Meeting held on 23 February 2022 (025/22)**
Pages 101-110
8. **Confirmation of Minutes of the Extraordinary Council Meeting held on 2 March 2022 (027/22)**
Pages 101-102
9. **Confirmation of Minutes of the Extraordinary Council Meeting held on 16 March 2022 (036/22)**
Pages 101-103
10. **Report of the Extraordinary Civic Facility Project Committee meeting held 9 March 2022 (032/22)**
Pages 701-703
11. **Report of the Infrastructure and Services Committee meeting held 16 March 2022 (035/22)**
Pages 301-302

FOR DECISION

12. **ORDER OF CANDIDATE NAMES ON VOTING DOCUMENTS (038/22)** Pages 121-127
13. **REVISED APPROACH FOR THE WAIRARAPA RANGATAHI DEVELOPMENT STRATEGY AND ACTION PLAN (040/22)** Pages 128-132
14. **WAIRARAPA DESTINATION MANAGEMENT PLAN (041/22)** Pages 133-189

FOR INFORMATION

15. **THREE WATERS UPDATE (037/22)** Pages 190-201

16. **CHIEF EXECUTIVE'S REPORT (042/22)**

Pages 202-217

17. MAYOR'S REPORT

A verbal report will be provided

**MATTERS TO BE CONSIDERED WITH THE PUBLIC EXCLUDED COUNCIL MEETING –
WEDNESDAY 6 APRIL 2022**

MOVED BY:

SECONDED BY:

That the public be excluded from the following parts of the proceedings of the meeting of the Masterton District Council:-

Confirmation of Minutes

- 18. Minutes of the Council Meeting held with the public excluded on 23 February 2022
- 19. Minutes of the Extraordinary Council Meeting held with the public excluded on 2 March 2022
- 20. Minutes of the Extraordinary Council Meeting held with the public excluded on 16 March 2022

General Business

21. Contract Award

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:-

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Confirmation of minutes of the Council meeting held with the public excluded on 23 February 2022	Refer to page 110	Refer to page 110
Confirmation of minutes of the Council meeting held with the public excluded on 2 March 2022	Refer to page 102	Refer to page 102
Confirmation of minutes of the Council meeting held with the public excluded on 16 March 2022	Refer to page 103	Refer to page 103

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Contract Award

7(2)(i) The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

7(2)(b).the withholding of the information is necessary to protect information which if public would; (i). disclose a trade secret; or (ii). unreasonably prejudice the commercial position of the person who supplied or who is the subject of the information

s48(1)(a)

That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

**MINUTES OF THE MEETING OF THE MASTERTON DISTRICT COUNCIL HELD BY
ZOOM ON WEDNESDAY 23 FEBRUARY 2022 AT 3.00PM**

PRESENT

Mayor Lyn Patterson (Chair), Councillors G Caffell, B Gare, D Holmes, B Johnson, G McClymont, F Mailman, T Nelson, T Nixon, C Peterson and S Ryan and iwi representatives Tiraumaera Te Tau and Ra Smith.

IN ATTENDANCE

Chief Executive, Manager Finance, Manager Community Facilities and Activities, Manager Communications and Engagement, Manager Strategy and Governance, Manager Regulatory Services, Policy Manager, Senior Policy Advisor and Governance Advisor.

KARAKIA

Her Worship led the karakia.

CONFLICTS OF INTEREST

Councillor Nixon declared an interest in relation to Hood Aerodrome update.

Mayor Lyn Patterson declared a non-financial interest in relation to the Notice of Motion due to her role on the Three Waters Working Group.

APOLOGIES

There were no apologies.

PUBLIC FORUM

- Leaving the Ladder Down Charitable Trust Mena Antonio, Trudy Hullena and Tony Hargood gave a presentation on the work the Trust did.

**LATE ITEMS FOR INCLUSION UNDER SECTION 46A(7) OF THE LOCAL
GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987**

The meeting was advised of a late item for inclusion in the public excluded agenda:

- Chief Executive's KPIs

This item had not been available for inclusion with the agenda and could not be held over until a later meeting.

Moved by Councillor Nelson **that in terms of section 46A(7) of the Local Government Official Information and Meetings Act 1987 the items be dealt with at this meeting.**

Seconded by Councillor Ryan and CARRIED.

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ITEMS TO BE CONSIDERED UNDER SECTION 48(1)(A) OF THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987

- Minutes of the Council Meeting held with the public excluded on 15 December 2021
- Report of the Audit and Risk Committee Meeting held with the public excluded on 16 February 2022
- Chief Executive's KPIs

Moved by Councillor Nixon

That in terms of section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 the items be dealt with at this meeting.

Seconded by Councillor Holmes and CARRIED

CONFIRMATION OF MINUTES OF THE COUNCIL MEETING HELD ON 15 DECEMBER 2021 (240/21)

Moved by Councillor Nixon

That the minutes of the meeting of the Masterton District Council held on 15 December 2021 be confirmed.

Seconded by Councillor Mailman and CARRIED

REPORT OF THE INFRASTRUCTURE AND SERVICES COMMITTEE (005/22)

The report of the Infrastructure and Services Committee meeting held on 2 February 2022 was taken as read. The following items had been considered:

- Amendments to the Wairarapa Consolidated Bylaw, Part 10: Traffic Bylaw Schedule
- Regulatory Services Infrastructure and Services Update
- Community Facilities & Activities Infrastructure and Services Update
- Infrastructure Update

Moved Councillor Johnson

That the Report of the Infrastructure and Services Committee held on 2 February 2022 (005/22) including the following resolutions be confirmed:

AMENDMENTS TO THE WAIRARAPA CONSOLIDATED BYLAW, PART 10: TRAFFIC BYLAW SCHEDULE (001/22)

That the Infrastructure and Services Committee adopts further temporary amendments to the Wairarapa Consolidated Bylaw, Part 10: Traffic Bylaw Schedule (Traffic Bylaw Schedules), Schedule 2Q, as specified below:

Schedule 2Q: Temporary restriction extended from 21 May 2021 - 31 March 2022 to 21 May 2021 - 30 June 2022 on the use of council owned car parking spaces at the Library and the Departmental Building carpark (Chapel Street) allocated to COVID-19 Vaccination Clinic visitors.

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REGULATORY SERVICES INFRASTRUCTURE AND SERVICES UPDATE

(002/22)

That the Infrastructure and Services Committee notes the contents of Report 002/22.

COMMUNITY FACILITIES & ACTIVITIES INFRASTRUCTURE AND SERVICES UPDATE *(003/22)*

That the Infrastructure and Services Committee notes the contents of Report 003/22.

INFRASTRUCTURE UPDATE *(004/22)*

That the Infrastructure and Services Committee notes the information contained in Report 004/22.

Seconded Councillor Caffell and CARRIED

REPORT OF THE AUDIT AND RISK COMMITTEE MEETING HELD 16 FEBRUARY 2022 *(013/22)*

The report of the Audit and Risk Committee meeting held on 16 February was taken as read. The following items had been considered

- Report to Council on the Audit for the Year ended 30 June 2021
- Procurement Policy
- Service Provision Report: Aratoi and Nuku Ora
- Service Provision Report: Destination Wairarapa
- Non-Financial Performance 2021-22 Second Quarter Report
- Health & Safety Quarterly Report
- Six Months to Date Financial Report

Moved by Mayor L Patterson

That the Report of the Audit and Risk Committee meeting held on 16 February (013/22) including the following resolutions be confirmed:

REPORT TO THE COUNCIL ON THE AUDIT FOR THE YEAR ENDED 30 JUNE 2021 *(011/22)*

That the Audit & Risk Committee receives the Report on the Audit of Masterton District Council for the year ended 30 June 2021 attached to Report 011/22.

PROCUREMENT POLICY *(010/22)*

That the Audit and Risk Committee:

- a) *notes a review of the Procurement Policy is complete;*
- b) *notes the revised Procurement Policy was approved by the Strategic Leadership Team on 3 February 2022; and*
- c) *endorses the revised Procurement Policy included as Attachment 1 to Report 010/22*

SERVICE PROVISION REPORT – ARATOI AND NUKU ORA *(006/22)*

That Council receives Service Provision Report 006/22, which covers:

- (a) the summary results of the key result indicators for the quarter 1 October – 31 December 2021 from Aratoi Regional Trust***
- (b) the summary results of the key initiatives for the six months 1 July – 31 December 2021 from Nuku Ora***

SERVICE PROVISION REPORT – DESTINATION WAIRARAPA (007/22)

That the Audit and Risk Committee receives Service Provision Report 007/22 that includes a summary of results of key deliverables for the second quarter, 1 October – 31 December 2021, from Destination Wairarapa.

NON-FINANCIAL PERFORMANCE 2021/22 SECOND QUARTER REPORT (008/22)

That the Audit and Risk Committee receives the Quarter 2 non-financial performance report for the 2021/22 financial year.

HEALTH AND SAFETY QUARTERLY REPORT (009/21)

The Audit and Risk Committee notes the content and receives the Health and Safety Report for the second quarter (1 November 2021 to 31 January 2022).

6 MONTHS TO DATE FINANCIAL REPORT 2021/22 (012/22)

That Audit & Risk Committee receives the 6 months to date financial report and commentary, including the Operating and Capital Expenditure Statements contained in Report 012/22.

Seconded by Councillor Gare and CARRIED

NOTICE OF MOTION – THREE WATERS MEMORANDUM OF UNDERSTANDING (014/22)

Councillor Nixon presented the notice of motion attached to Report 014/22.

Mayor Lyn Patterson advised that she would not take part in the discussion or vote on the motion but requested the leave of the meeting to continue to chair the meeting. This was agreed with no objections raised.

Councillor Nixon spoke to the motion, noting that a lot had changed in the last three months, there was further delay on the government's part, that she had taken into account that the Mayor is part of the working group but the MOU was an opportunity for councils to work together to find an alternative model, and that she didn't like the idea of others doing all the work and Masterton District Council benefiting from that work. Councillor Nixon advised that she was a member of the National Water Users Group but wanted Council to have as many opportunities as possible to be involved in the consideration of alternatives to the government's programme.

Members discussed the motion and the following points were raised: Council had agreed to jointly submit on the three waters reform legislation; the working group the Mayor was part of would be looking at alternatives to the governance arrangements; three elected members had already signed up to support the memorandum individually, there was support for the intention to improve three waters infrastructure but the process followed to date had been

poor; there had been insufficient information and inadequate time to develop understanding; the proposal at present allowed limited representation; the more councils that came on board with the memorandum the stronger the voice would be; that the working group was already looking at governance, representation and accountability and needed to be allowed to go through its process as it had been set up to address concerns raised; the current three waters system wasn't working; and concern that the Masterton community hadn't been asked what they thought.

The Chief Executive noted that Council was still waiting for a response to questions raised which was due in a couple of weeks, that the working group was also due to report shortly and that his recommendation would be to wait until that information was received before forming a position.

In response, Councillor Nixon noted that the working group's terms of reference were narrow and the Prime Minister's announcement indicated that the government was set on four entities. Councillor Nixon supported water reform but not what the government was proposing.

Moved by Councillor Nixon

That the Council:

- 1. Agrees to Masterton District Council becoming a Partner Council and signatory to the Memorandum of Understanding for the Three Waters campaign to oppose Government's intention and convince them to reconsider their position in favour of other options that better deliver a set of reform proposals that meet the needs of communities, councils and Government, and**
- 2. Agrees to sign the Memorandum of Understanding between partner Councils in relation to a proposed Three Waters Campaign. The purpose of the campaign is to convince the Government to alter its intention to proceed with legislation that would compel Councils to transfer their Three Waters assets to another legal entity without the agreement of an affected council to that transfer**
- 3. Notes that the total cost to join the campaign as a provincial council is \$15,000, and requests the Chief Executive to find the funds for this purpose from existing operational budgets.**

Seconded by Councillor Johnson and CARRIED

Mayor Lyn Patterson did not take part in the discussion or vote due to her declared conflict.

AWARDS AND GRANTS DELEGATIONS AND PROCESS (015/22)

The report seeking Council agreement to the process for the Council's Community Wellbeing Grant and Community Events fund process was taken as read.

Moved by Councillor Johnson

That Council approve the following amendments to criteria and process for the Community Wellbeing Grant and Community Events Fund:

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- i. **The delegation of decision-making for granting applications for \$6,000 or less to staff for up to 50% of the total Community Wellbeing Grant and \$3,000 or less to staff for up to 50% of the total Community Events Funds, be removed.**
- ii. **That any applicant can speak to their application, and this will be indicated by a tick box as part of the application.**
- iii. **The Awards and Grants Committee meeting to hear applicant presentations will be online with both Committee members and applicants attending via Zoom or MS Teams links (or similar technology).**

Seconded by Councillor Holmes and CARRIED

REVIEW OF THE WAIRARAPA LOCAL ALCOHOL POLICY (017/22)

The report providing information on the review of the Wairarapa Local Alcohol Policy and seeking council agreement to share the estimated costs of the review and to agree to delegate responsibility to the Wairarapa Policy Working Group to support the review and make recommendations back to the three Wairarapa district councils was presented by the Policy Manager. The Policy Manager noted that further information and engagement was needed before a rollover of the policy could be recommended.

In relation to the proposed final meeting which was set for 22 October 2022, a request was made to look to bring that date forward to September, given the local elections taking place in October.

Moved by Councillor Gare

That Council:

- a) **notes that a review of the Wairarapa Local Alcohol Policy for the Masterton, Carterton and South Wairarapa districts is underway;**
- b) **notes that different processes are to be followed under the Sale and Supply of Alcohol Act 2012 dependent on whether a rollover of the existing policy or amendments are proposed, and that further work is required before a recommendation on the extent of changes can be made;**
- c) **agrees that costs will be shared across the three Wairarapa District Councils as per the Wairarapa Shared Services Funding Policy (joint policy development activity type); and**
- d) **agrees to delegate responsibility to the Wairarapa Policy Working Group to support the review and make recommendations back to the three Wairarapa District Councils.**

Seconded by Councillor Mailman and CARRIED

CIVIC FACILITY PROJECT COMMITTEE TERMS OF REFERENCE AND DELEGATIONS (018/22)

The report seeking Council's approval to amend the Terms of Reference for the Civic Facility Project Committee and its delegations was taken as read.

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Members discussed the report. Matters raised included: the size of the project warranted decisions being made by Council, rather than potentially only two elected members; that all elected members would get meeting papers and could attend all Committee meetings; the delegation to the Committee was about progressing the decisions that had already been made by Council, Council would still make the decisions on the main contract award and branding of the facility; and that the Committee was about governance oversight rather than contract awards, most of which could be done under staff delegations.

Moved by Mayor L Patterson

That Council:

- a. **Receives Report 018/22;**
- b. **Approve the amended Civic Facility Project Committee Terms of Reference, included in Attachment 1 to Report 018/22, to provide for the removal of Councillor Johnson's name from the Committee membership following her resignation from the Committee; and**
- c. **Approve the amended Civic Facility Project Committee Terms of Reference and delegations, included in Attachment 1 to Report 018/22, to reflect the operational functions of the Committee and to delegate to the Committee the power to approve;**
 - **The appointment of the two external Committee members**
 - **Contract award for any contract in excess of Council officer delegations (with the exception of the main construction contract)**
 - **Expenditure variances in excess of 15% of the planned budget to a maximum of \$250,000**
 - **Design specifications for critical functions of the facility**
 - **Agreement to the level of service element and any financial implications resulting from the operating model selection**

And the power to recommend to Council;

- **Main construction contract award**
- **Any naming rights or branding of the facility**

Seconded by Councillor Nixon and CARRIED

A division was called:

For

Mayor L Patterson
Councillor B Gare
Councillor G McClymont
Councillor F Mailman
Councillor T Nixon
Councillor S Ryan

Against

Councillor G Caffell
Councillor D Holmes
Councillor B Johnson
Councillor T Nelson
Councillor C Peterson

ROADING PROCUREMENT STRATEGY 2022-2025 (019/22)

The report seeking Council approval of the revised Roading Procurement Strategy (February 2022 to February 2025) was presented by the Senior Policy Advisor.

Moved by Mayor L Patterson

That Council approves the revised Roading Procurement Strategy (February 2022 – February 2025) provided as Attachment 1 to Report 019/22.

Seconded by Councillor G McClymont and CARRIED

2022/23 ANNUAL PLAN AND CONSULTATION APPROACH (020/22)

The report seeking decisions from Council regarding the 2022/23 Annual Plan, including the consultation approach was presented by the Manager Finance.

With the agreement of the meeting a new (e) was added setting out more detail around the proposed engagement.

Moved Mayor L Patterson

That Council:

- a) **Confirms that the work programme for the 2022/23 Annual Plan will align with Year 2 of the 2021-31 Long-Term Plan, noting the following key variances:**
 - i. **The animal shelter redevelopment has been deferred to 2022/23.**
 - ii. **The timing of the airport runway extension/construction has been re-forecast to 2022-2024**
 - iii. **Some expenditure for the Civic Facility will be re-forecast to 2022/23.**
 - iv. **A number of property renewal projects will be carried forward into 2022/23.**
- b) **Notes the projected rates increase at 6.9% is within the increase limit set in the 2021 Financial Strategy.**
- c) **Notes there is no legal requirement to consult on the 2022/23 Annual Plan given no significant or material differences have been identified compared to Year 2 of the 2021-31 Long-Term Plan.**
- d) **In accordance with Section 95 (2A) of the Local Government Act 2002, confirms Council will not consult but will undertake engagement on the 2022/23 Annual Plan to inform the community of key variances and reasons for those.**
- e) **Agrees that engagement should be broad and targeted with key target groups with a view to receiving feedback on levels of service to inform the next long term plan.**
- f) **Notes that the 2022/23 Annual Plan must 1) be adopted and the rates struck by resolution before 30 June 2022 and 2) include an overview of minor changes in costs along with all other information required under Part 2, Schedule 10 of the Local Government Act 2002.**

Seconded by Councillor McClymont and CARRIED

UPDATE ON UPGRADE AND INSTALLATION OF PLAY EQUIPMENT AT BURLING PARK (021/22)

The purpose of this report is to provide Council with an update on the progress made to date with the upgrade and installation of replacement play equipment for Burling Park presented by the Manager Community Facilities and Activities.

The addition of a public toilet was raised as it had been brought up in the public feedback. Staff advised that that had been noted.

Moved by Mayor L Patterson

- i. **Notes that a community engagement event was held on 28 November 2021 seeking input on replacement play equipment for Burling Park; and**
- ii. **Notes that work has been undertaken to progress the upgrade and installation of replacement equipment at Burling Park.**

Seconded by Councillor Caffell and CARRIED

ELECTIONS 2022 UPDATE (022/22)

The report providing Council with an update on key personnel and dates/timelines for the 2022 Election was taken as read.

Moved by Mayor L Patterson

That Council notes that Warwick Lampp from electionz.com remains as the Electoral Officer for Masterton District Council and that Harriet Kennedy has been appointed Deputy Electoral Officer.

Seconded by Councillor Mailman and CARRIED

CHIEF EXECUTIVE'S REPORT (023/22)

The Chief Executive's Report providing an update as at 16 February was taken as read.

Moved by Mayor L Patterson

That Council notes the information contained in the Chief Executive's report 023/22.

Seconded by Councillor Holmes and CARRIED

MAYOR'S REPORT

The Mayor provided a verbal report, noting the information that had been provided to date on the Future for Local Government, Resource Management Act and Three Waters reform programmes and advising elected members where they could access it. Her Worship reminded members that they needed to familiarise themselves with that information so they are well informed on all the reforms that will have a major impact on local government and on our community.

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MATTERS TO BE CONSIDERED WITH THE PUBLIC EXCLUDED COUNCIL MEETING **- WEDNESDAY 23 FEBRUARY 2022 at 5.22**

MOVED BY: Councillor Holmes

That the public be excluded from the following parts of the proceedings of the meeting of the Masterton District Council:-

Confirmation of Minutes

17. Minutes of the Council meeting held with the public excluded on 15 December 2021
18. Report of the Audit and Risk Committee meeting held with the public excluded on 16 February 2022

General Business

19. Chief Executive's KPIs

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:-

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Confirmation of minutes of the Council meeting held with the public excluded on 15 December 2021	Refer to pages 108-109	Refer to pages 108-109
Report of the Audit and Risk Committee meeting held with the Public excluded on 16 February 2021	Refer to pages 405-406	Refer to pages 405-406
<u>Chief Executive KPIs</u>	7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons)	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

Seconded by Councillor McClymont and CARRIED

The meeting moved into public excluded at 5.22pm

The meeting moved out of public excluded at 5.32pm

The meeting closed 5.32pm

Confirmed at the Meeting of the Council held 6 April 2022

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MINUTES OF THE EXTRAORDINARY MEETING OF THE MASTERTON DISTRICT COUNCIL HELD ON ZOOM ON WEDNESDAY 2 MARCH 2022 AT 3.01PM

PRESENT

Mayor Lyn Patterson (Chair), Councillors G Caffell, B Gare, D Holmes, B Johnson, G McClymont, F Mailman, T Nelson, T Nixon, C Peterson and S Ryan and iwi representatives Tiraumaera Te Tau and Ra Smith

IN ATTENDANCE

Chief Executive, Manager Finance, Manager Assets and Operations, Manager Strategy and Governance, Manager Community Facilities and Activities, Communications and Engagement Manager, Manager Regulatory Services, Senior Advisor Wastewater Strategy and Compliance and Governance Advisor.

CONFLICTS OF INTEREST

Councillors G Caffell, B Johnson, F Mailman and S Ryan declared a conflict of interest in relation to the Land Acquisition item as Trustees of the Masterton Trust Lands Trust.

APOLOGIES

No apologies were received.

LATE ITEMS FOR INCLUSION UNDER SECTION 46A(7) OF THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987

There were no late items.

ITEMS TO BE CONSIDERED UNDER SECTION 48(1)(A) OF THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987

- Land Acquisition

Moved Councillor D Holmes

That in terms of section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 the items be dealt with at this meeting.

Seconded by Councillor T Nixon and CARRIED

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MATTERS TO BE CONSIDERED WITH THE PUBLIC EXCLUDED **COUNCIL MEETING – WEDNESDAY 2 MARCH 2022**

MOVED BY: Councillor D Holmes

That the public be excluded from the following parts of the proceedings of the meeting of the Masterton District Council :-

General Business

5. Land Acquisition

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:-

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Land Acquisition	<p>7(2)(i) The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p> <p>7(2)(b) The withholding of the information is necessary to protect information which if public would; (i). disclose a trade secret; or (ii). unreasonably prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.</p>

SECONDED by Councillor T Nixon and CARRIED

The meeting moved into public excluded at 3.04pm

The meeting moved out of public excluded at 4.29pm

The meeting closed at 4.29pm

Confirmed at the Meeting of the Council held on 6 April 2022

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**MINUTES OF THE EXTRAORDINARY MEETING OF THE MASTERTON DISTRICT
COUNCIL HELD BY ZOOM ON WEDNESDAY 16 MARCH 2022 AT 3.00PM**

PRESENT

Mayor Lyn Patterson (Chair), Councillors G Caffell, B Gare, D Holmes, B Johnson, G McClymont, F Mailman, T Nelson, T Nixon, C Peterson and S Ryan and iwi representative Tiraumaera Te Tau

IN ATTENDANCE

Chief Executive, Manager Finance, Manager Community Facilities and Activities, Manager Strategy and Governance, Manager Communications and Engagement, Manager Regulatory Services, Policy Manager, Senior Policy Advisor and Governance Advisor.

KARAKIA

Her Worship led the karakia.

CONFLICTS OF INTEREST

Councillor Johnson declared an interest in relation to the public excluded item.

APOLOGIES

No apologies were received

**LATE ITEMS FOR INCLUSION UNDER SECTION 46A(7) OF THE LOCAL OFFICIAL
INFORMATION AND MEETINGS ACT 1987**

There were no late items

**ITEMS TO BE CONSIDERED UNDER SECTION 48(1)(A) OF THE LOCAL GOVERNMENT
OFFICIAL INFORMATION AND MEETINGS ACT 1987**

- Delegation for Land Purchase Negotiation

Moved by Councillor B Gare

That in terms of section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 the items be dealt with at this meeting.

Seconded by Councillor B Johnson and CARRIED

**ADOPTION OF THE LONG-TERM PLAN 2021-2031 AMENDMENT CONSULTATION
DOCUMENT: PROGRESSING MORE HOUSING AT PANAMA VILLAGE (033/22)**

The report seeking adoption of the supporting information for the 2021-2031 Long-Term Plan (LTP) Amendment Consultation Document to progress more housing at Panama Village and the LTP Amendment Consultation Document for consultation was presented by the Policy Manager.

A request was made to have some drop-in sessions at the Library. Staff advised that there would be copies of the consultation document and the submission form available at the Library and also at Panama Village. The Council website would also have forms to download in addition to the portal where people could provide an online submission without the requirement to register which had been a barrier to some submitters in the past.

Moved by Mayor L Patterson

That Council:

- a. **Notes that Council approved the preferred and alternative options for making vacant land at Panama Village available to someone else to develop public housing for inclusion in the 2021-31 Long-Term Plan Amendment Consultation Document (Consultation Document) in December 2021:**
 - i. **Preferred Option: Authorise Council to sell the vacant land at Panama Village on the condition that it is used for public housing.**
 - ii. **Alternative Option: Authorise Council to lease the vacant land at Panama Village on the condition that it is used for public housing.**
- b. **Adopts supporting information for the 2021-31 Long-Term Plan Amendment on progressing more housing at Panama Village:**
 - i. **Wairarapa Economic Development Strategy**
 - ii. **My Masterton Our People, Our Land Strategy: *He Hiringa Tangata, He Hiringa Whenua* (Wellbeing Strategy)**
 - iii. **Masterton District Housing Stocktake 2019**
 - iv. **'Stepping Up' – Long Term Plan Consultation Document**
 - v. **Long-Term Plan 2021-31 Deliberations – More Housing for Seniors (Report 100/21)**
 - vi. **Long Term Plan 2021-31 (including financial statements)**
 - vii. **High Court application and Long-Term Plan amendment for Panama Village (Report 171/21)**
 - viii. **Progressing more housing at Panama Village: adoption of consultation options for the amendment of the Long-Term Plan 2021-31 (Report 232/21)**
 - ix. **Revised Long-Term Plan 2021-31 financial statements (based on Option 1, including a movements schedule) (Attachment 1 to Report 033/22)**
- c. **Adopts the Consultation Document for consultation, using the Special Consultative Procedure, with our community (Attachment 2 to Report 033/22);**
- d. **Delegates authority to the Mayor and Chief Executive to approve minor edits that do not change the intent of the existing content in the Consultation Document, prior to publication and consultation commencing; and**
- e. **Notes consultation is scheduled from 21 March 2022 – 26 April 2022.**

Seconded by Councillor Ryan and CARRIED

MATTERS TO BE CONSIDERED WITH THE PUBLIC EXCLUDED
EXTRAORDINARY COUNCIL MEETING – WEDNESDAY 16 MARCH 2022

MOVED BY: Mayor L Patterson

That the public be excluded from the following parts of the proceedings of the meeting of the Masterton District Council :-

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General Business

5. Delegation for Land Purchase Negotiation

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:-

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Delegation for Land Purchase Negotiation	7(2)(i) The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

Seconded by Councillor F Mailman and CARRIED

The meeting moved into public excluded at 3.10 pm

The meeting moved out of public excluded at 3.23 pm

The meeting closed at 3.23 pm

Confirmed at the Meeting of the
Council held 6 April 2022

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**REPORT OF THE EXTRAORDINARY CIVIC FACILITY PROJECT COMMITTEE MEETING
HELD BY ZOOM ON WEDNESDAY 9 MARCH 2022 AT 11.00AM**

Present:

Councillor T Nixon (Chair), Mayor L Patterson, Councillor Brent Gare, Councillor F Mailman, iwi representatives Tiraumaera Te Tau (from 11.06) and Ra Smith and external appointee Matt Wilton.

In Attendance:

Councillor D Holmes, Councillor B Johnson, Councillor T Nelson, Councillor C Peterson, Councillor S Ryan

Chief Executive, Manager Finance, Manager Community Facilities and Activities, Communications and Engagement Manager, Manager Strategy and Governance, Regulatory Services Manager, Senior Advisor Wastewater Compliance and Strategy, Project Manager James Zimmerman, Peter Wise (Architectus), Steve Bramley (Fundraiser)

The Chair introduced the Committee members and the MDC project team

CONFLICTS OF INTEREST

No conflicts were declared.

APOLOGIES

There were no apologies

PUBLIC FORUM

There was no public forum

LATE ITEMS

There were no late items
(Tiraumaera Te Tau joined the meeting at 11.06am)

ARCHITECTURAL UPDATE and the SITE SELECTION UPDATE

Peter Wise from Architectus presented, providing background on the work Architectus did and the early location options they had started looking at, noting that there was a lot more work to be done.

Architectus had the preliminary functional brief (the library, archive, theatre, multipurpose

spaces, information hub, events spaces) but to understand what those things mean to Masterton were going through an interview/discussion process with subject matter experts like library and archive experts and theatre representatives. These workshops included understanding the current situation, looking to the future and at the high-level aspirations.

Architectus noted that engagement with the community and the mana whenua partnership would be key to the success of the project.

Following the next workshops, which would focus on the functionality on a microscale, a draft brief would be prepared to make sure nothing had been missed out. The aim was to have that process completed by Easter.

The site as a whole at a high level aligned with the goals of the Town Centre Strategy and was located to have a strong relationship with other civic facilities in the area. The work done to date on the preliminary site assessments was presented, noting that they were early studies or sketches of how a facility might sit within the study area at a very high level and that further work was needed on the brief as well as an understanding of the area in more detail.

The Mayor requested that, in addition to the subject matter experts, more groups with interests in the area, like the RSA (since it was the War Memorial Stadium), the Golden Shears and the Swimming Club, are brought into discussions so they were aware of the different options and understood what was under consideration and could provide input.

It was noted that there had been enormous growth in the number of young families in the District. Architectus was asked what engagement processes they had followed in other places to ensure what those young families want for their children in the future is reflected. In response, Architectus advised that online drop-in sessions could be more accessible for busy families. Pin-up sessions at physical locations had been used in the past.

In relation to the lessons learned on other projects that they had referred to, Architectus advised that they had seen things like libraries in Melbourne experiencing more fiction borrowing in a post-COVID world.

PROJECT UPDATE REPORT (031/22)

The report providing an update on the project and setting out the work for the next month was taken as read.

The Project Manager outlined the focus for the next month which would be the design brief – following the meetings with the subject matter experts, combining all those views and producing a single document which would be presented to Council to agree on a way forward.

Architectus will then start development of concepts, and in parallel the brief will be priced by the Quantity Surveyor which would give the real values in today's money and give an idea of the

project costs.

The most appropriate location for the facility will be explored through April and into May, then a concept developed that will be presented, priced, then agreed. Once that is agreed then the project would move to the next phase of design. The programme was also in development with a couple of delivery strategies being explored to decide which would provide the most benefit to Council. Once agreed the programme will be updated and will be the programme to be delivered to. The processes being undertaken will validate the original quantity surveyor \$30.8m estimate.

Council's appointed Fundraiser, Steve Bramley raised a number of points which the Chair agreed needed to be addressed and clarified:

- Was there real clarity on the site criteria and the assessment process
- Costs often get considered after the site selection process but the capital costs needed to be understood as part of the assessment process as they could be critical – e.g. the asset life of the existing outdoor pools and the value of existing assets - did the criteria reflect that fully?
- Is community engagement built into the assessment process? If it is, it needs to be run robustly so that feedback is comprehensive and a meaningful input
- Early clarity is needed on the site assessment process and the key criteria, and who is making the calls on that, the capital cost, whole of life cycle and community engagement. Will they be key factors in the assessment process?
- The project needed to be in a position to take advantage of funding opportunities - needed resource consent by the end of the year and need to have the project in great shape to meet that window.

Moved Councillor T Nixon

That the Civic Facility Project Committee receives the Project Status Report (Attachment 1 to Report 031/22).

Seconded Councillor B Gare and CARRIED

The meeting concluded at 11.40am

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035/22

REPORT OF THE INFRASTRUCTURE AND SERVICES COMMITTEE MEETING HELD BY ZOOM ON WEDNESDAY 16 MARCH 2022 AT 2.00 PM

PRESENT

Councillor Johnson (Chair), Mayor Lyn Patterson, Councillors G Caffell, B Gare, D Holmes, G McClymont (from 2.06pm), F Mailman, T Nelson T Nixon, C Peterson, S Ryan and iwi representative Tiraumaera Te Tau (from 2.06pm).

IN ATTENDANCE

Chief Executive, Manager Finance, Manager Community Facilities and Activities, Communications and Engagement Manager, Manager Strategy and Governance, Manager Regulatory Services, Roading Services Manager, Policy Manager, Senior Project Manager, Governance Advisor

CONFLICTS OF INTEREST

No conflicts were declared

APOLOGIES

Moved Councillor B Johnson

That the apology from Councillor McClymont for lateness be received.

Seconded by Councillor Holmes and CARRIED

PUBLIC FORUM

There was no public forum

LATE ITEMS FOR INCLUSION UNDER SECTION 46A(7) OF THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987

There were no late items

REGULATORY SERVICES INFRASTRUCTURE AND SERVICES UPDATE (028/22)

The report providing the Infrastructure and Services Committee with an update from the Building Control Services Team, Consents and Planning team and Environmental Services team was taken as read.

(Councillor McClymont joined the meeting at 2.06pm)

(Tiraumaera Te Tau joined the meeting at 2.06pm)

Moved by Councillor B Johnson

That the Infrastructure and Services Committee notes the contents of Report 028/22.

Seconded by Councillor T Nelson and CARRIED

COMMUNITY FACILITIES & ACTIVITIES INFRASTRUCTURE AND SERVICES UPDATE (029/22)

The report providing the Infrastructure and Services Committee with an update on key projects and summary of progress, including highlights and any new issues, was presented by the Manager Community Facilities and Activities.

In response to a question about the state of the pools, their lifespan and the programme for maintenance and cost involved, staff advised that the information was being compiled.

A question was asked about the mountain bike park proposed for Lansdowne. Staff advised that work was ongoing but there was nothing further to report at this stage.

The timing for the youth hub by the skatepark was raised and staff advised that the building was being constructed off site with delivery currently scheduled for June.

Moved by Councillor B Johnson

That the Infrastructure and Services Committee notes the contents of Report 029/22.

Seconded by Councillor S Ryan and CARRIED.

INFRASTRUCTURE UPDATE (030/22)

The report providing the Committee with an update on key infrastructure projects and areas of focus was taken as read.

In relation to the closure of one lane of the Colombo Road bridge a request was made for some specific comms with the groups that were located in the area, like the Netball Centre, the two rugby clubs and the school. It was advised that a radar operated traffic light was being installed to help with traffic flows.

The Project Manager provided an update on the work underway at Hood Aerodrome. In relation to the runway, it was advised that the extension and the move to the north were in response to Civil Aviation safety requirements for both ends of the runway and to ensure long term resilience of the aerodrome.

In response to a question about to the Homebush Pond decommissioning consent cultural impact assessment it was advised that it was underway and that further data was required. Once complete it would be provided to iwi for comment.

Moved by Councillor B Johnson

That the Infrastructure and Services Committee notes the information contained in Report 030/22.

Seconded by Tiraumaera Te Tau and CARRIED.

The meeting closed at 2.38 pm

To:	Mayor and Councillors
From:	Karen Yates, Manager Strategy and Governance
Endorsed by:	David Hopman, Chief Executive
Date:	6 April 2022
Subject	Order of Candidate Names on Voting Documents
DECISION	
Recommendation:	
That Council, in accordance with Clause 31 of the Local Electoral Regulations 2001, agrees that, for the 2022 local elections, the names under which each candidate is seeking election be arranged on the voting document: [EITHER]	
<ul style="list-style-type: none"> (i) in alphabetical order of surname, [OR] (ii) in random order [OR] (iii) in pseudo-random order. 	

PURPOSE

The purpose of this report is to seek a decision from Council regarding the order in which candidate names will be printed on voting documents for the 2022 Local Elections.

BACKGROUND

Clause 31 of the Local Electoral Regulations 2001 provides that councils may decide the order of candidate names on voting documents. For past elections, Masterton District Council candidate names have been listed in alphabetical order by surname. Unless there is a resolution to change this by 30 June 2022, the current arrangement will continue (see Attachment 1).

Masterton Community Trust, Masterton Trust Lands Trust and the Montfort Trimble Foundation have also listed candidate names in alphabetical order in the past, aligning with Council's approach. For 2022, the Trusts and the Foundation also have until 30 June 2022 to resolve to change this, or the current arrangement continues.

DISCUSSION AND OPTIONS**Discussion**Alphabetical Order

As noted, Masterton District Council has opted for alphabetical ordering of candidate names on voting papers in the past, so the community is familiar with this way of displaying candidate names. Candidates are listed in alphabetical order based on their surname. This is also the order in which information about candidates is published in the Candidate profile booklet (which is sent out with the voting papers).

Criticism of this approach is that there may be an order effect i.e. those candidates with a surname starting with a letter at the beginning of the alphabet may have an advantage over those whose surnames start with a letter at the end of the alphabet. The order effect may influence voting outcomes, especially if voters don't know who they want to vote for and/or there is a longer list of candidates to choose from, leading to a tendency to choose candidates at the top of the list.

The Auckland Council Research and Evaluation Unit undertook an assessment of the academic research on candidate order impacts and election outcomes. They noted that while a large number of international research studies suggested that candidates listed first were more likely to be elected, their analysis of Auckland Council election data showed no compelling evidence for this effect.¹

Analysis of the impact of name order on voting outcomes in Masterton District Council's 2013, 2016 and 2019 elections (see Attachment 2) also shows little correlation between a candidate's placement on the list and polling outcomes.

In 2019 the three highest polling candidates in each of the elections below were listed on the voting papers as follows:

- Masterton District Council At Large (20 candidates) – 8th, 13th, 1st
- Masterton Community Trust (10 candidates) – 3rd, 6th, 5th
- Masterton Trust Lands Trust (9 candidates) – 4th, 1st, 2nd

In 2016, results were similar. For three of the four elections held the candidate listed first was successful, however candidates lower down the list were also elected.

Elections for Masterton District Council prior to 2019 were on a ward system with candidates choosing to stand for the Rural or Urban wards, or At large. In 2016, the largest number of candidates in any one ward was ten so the longest list of candidates on the voting document for Council elections was also ten.

The Representation Review undertaken by Council in 2018 removed wards so all members were elected at large in the 2019 election. This meant that in 2019 all candidates standing for Council were listed in one at large category on voting documents. The at large election in 2019 attracted 20 candidates, so the list of candidates for voters to choose from was longer than any previous ward list.

Order bias would suggest that, particularly with a longer list of candidates, those listed first would be more likely to be elected, however the results of the Masterton District Council election (see Attachment 2) show that this wasn't the case, and again, while the person listed first on the voting

¹ From Auckland Council Governing Body Agenda 23 February 2022, Attachment to Item 10 Local Government Elections 2022 – Order of Names on Voting Documents
https://infocouncil.aucklandcouncil.govt.nz/Open/2022/02/GB_20220224_AGN_10159_AT_files/GB_20220224_AGN_10159_AT_Attachment_85719_1.PDF

paper was elected in two out of the three 2019 elections above, candidates with surnames further down the list were also elected.

Masterton District Council undertook a further representation review in 2021. The result of this is that for the 2022 election, Masterton District Council is returning to a ward/at large system, with one councillor to be elected from the Māori ward, four councillors elected from a general ward, and three councillors elected at large. This is similar to the previous ward system, so may lead to shorter lists of candidates for election as has been the case in the past.

Alternative Options

Alternative options for listing candidate names on voting documents include:

1. *Pseudo-Random Order*

Names are listed in a random order but the same random order is listed on every voting document. The order is determined randomly - essentially the equivalent of drawing names from a hat. While this changes the order of candidates, if there is an order effect in voter decision making (i.e. a tendency to vote for the first listed candidates), this isn't eliminated as some candidates will be at the top of every voting paper and others will be at the bottom.

2. *Random Order*

Candidate names are listed in a different order on each and every voting document. The advantage of true random order (i.e. a different order on every voting paper) is that it completely eliminates any potential for an order effect and removes any perception of name order bias.

Some of the disadvantages of random order include that it may be less easy for voters to locate who they want to vote for (particularly where there are longer lists of candidates); it is not possible for the candidate profile booklet, which accompanies voting papers, to follow the order of random papers; and, voters living in the same household could find random order confusing as their voting paper will be different to those they live with. Anything that makes voting more difficult carries the risk of deterring the voter.

Papers can also be more time consuming to count if a manual count is required.

Historically these alternative options have cost more than alphabetical order, however with evolving technology there is no longer a cost difference.

A greater number of councils are moving to random order. Electionz.com (Council's election provider) have advised that in 2019 approximately 57% of all elections were conducted with random name order.

The Justice and Electoral Committee *Inquiry into the 2013 Local Authority Elections* (25 July 2014)² recommended that the order of candidate names for local authority elections be completely

² Justice and Electoral Committee *Inquiry into the 2013 Local Authority Elections* (25 July 2014), page 8 https://www.parliament.nz/resource/en-NZ/50DBSCH_SCR56857_1/ca8b97160aa5b2a95f5ef70e9f6419aac3ac3b49

randomised given the main argument against random order, which was the additional cost, is no longer applicable.

Options Considered

Option	Advantages	Disadvantages
1 Alphabetical Order	<ul style="list-style-type: none"> • Familiarity for voters given this system has been used in the past • If a voter knows who they want to vote for it is easier to find that candidate's name • The list of candidates on the voting papers is in the same order as the candidate profile booklet, making it easier for voters to find information about candidates on the voting paper 	<ul style="list-style-type: none"> • There is a risk that those whose names are listed first potentially have an advantage over those listed further down, especially when voters don't know who they want to vote for and/or when there is a longer list of candidates to choose from.
2 Pseudo-random order	<ul style="list-style-type: none"> • Removes any potential bias towards those whose surnames are at the beginning of the alphabet being elected 	<ul style="list-style-type: none"> • As the list generated is the same across all voting papers, the risk of potential advantage for those whose names are listed first remains.
3 Random order	<ul style="list-style-type: none"> • Equitable for all candidates as this method removes the risk of those whose surnames come at the beginning of the alphabet having an advantage over others • Removes any perception that those at the top of a list of candidates by virtue of their surname are more likely to be elected than those at the bottom of the list 	<ul style="list-style-type: none"> • Potentially confusing for voters: voting papers will differ from voter to voter; it will be harder to locate preferred candidates in a longer list; the candidate list won't align with the candidate profile handbook which is arranged alphabetically.
4. Make no decision (default will be alphabetical order of surnames)	See 1. above	See 1. above

SUPPORTING INFORMATION

Strategic, Policy and Legislative Implications

As noted, the Local Electoral Regulations 2001 allow councils to determine the order of candidates' names on voting papers. If Council wish to change the way candidate names are listed on voting documents, a resolution needs to be made by 30 June 2022 to comply with public notice requirements. If there is no resolution to change, the regulations provide for the default to be alphabetical order.

Significance, Engagement and Consultation

The decision has been assessed against Council's Significance and Engagement Policy and is considered to be of low significance given it is an option provided for by regulation and is a procedural matter. For this reason, consultation with the community is not recommended.

Public notice is required if Council agree to list candidates in random order on voting documents. Additional communication during the voting period as part of our elections messaging is also recommended to alert voters to the fact that their voting papers will appear different.

Financial Considerations

There are no financial implications as there is no difference in cost between the different options.

Treaty Considerations/Implications for Māori

No implications for Māori have been identified in relation to this decision. Candidate names for those standing in the Māori ward will be listed in the same order (alphabetical, random or pseudo-random) as those standing in the general ward or at large.

Communications/Engagement Plan

As noted above, consultation is not recommended. It is recommended that the community be informed of if there is a decision to change the current arrangement, (public notice is required); and reminded of any change again closer to the voting period as part of our elections messaging.

Environmental/Climate Change Impact and Considerations

No environmental/climate change impacts have been identified in relation to this decision.

ATTACHMENT 1

Local Electoral Regulations 2001

31 Order of candidates' names on voting documents

- (1) The names under which each candidate is seeking election may be arranged on the voting document in alphabetical order of surname, pseudo-random order, or random order.
- (2) Before the electoral officer gives further public notice under [section 65\(1\)](#) of the Act, a local authority may determine, by a resolution, which order, as set out in subclause (1), the candidates' names are to be arranged on the voting document.
- (3) If there is no applicable resolution, the candidates' names must be arranged in alphabetical order of surname.
- (4) If a local authority has determined that pseudo-random order is to be used, the electoral officer must state, in the notice given under [section 65\(1\)](#) of the Act, the date, time, and place at which the order of the candidates' names will be arranged and any person is entitled to attend.
- (5) In this regulation,—
 - pseudo-random order** means an arrangement where—
 - (a) the order of the names of the candidates is determined randomly; and
 - (b) all voting documents use that order
 - random order** means an arrangement where the order of the names of the candidates is determined randomly or nearly randomly for each voting document by, for example, the process used to print each voting document.

ATTACHMENT 2: Order of Candidates and Results from 2013, 2016 and 2019 Elections

Placement of Candidate on Voting Document (alphabetical)	Ranking by Highest Number of Votes 2013, 2016 and 2019																
	Mayoralty		Rural Ward (1 vacancy)	Urban Ward (4 vacancies)		At Large Ward (5 vacancies)		All at large* (10 vacancies)	Licensing/ Community Trust (6 vacancies)			Montfort Trimble Foundation (2 vacancies)		Masterton Trust Lands Trust (4 vacancies)			
	2013*	2019	2016*	2013	2016	2013	2016	2019	2013	2016	2019	2013*	2019	2013	2016	2019	
1 st	3	3	2	2	3	5	2	3	5	5	5	2	1	2	3	2	
2 nd	2	4	1	3	1	1	5	15	7	6	4	3	2	5	5	3	
3 rd	1	2		6	6	2	10	5	3	3	1	1	3	6	8	7	
4 th		1		5	2	3	4	20	2	2	10			7	4	1	
5 th		7		5	7	8	4	1	1	3	1			1	9		
6 th		4		4	6	1	14	9	5	2	8			5	2	6	6
7 th		1		4	6	18	6	7	9	4	7			9	4	7	8
8 th		3		1	4	8	4	8	3	2	4			8	3	2	4
9 th		9		11	8	7	7	7	5	5	8			7	5	5	5
10 th		7		17	6	6	6	6	6	6	6			6	6	6	6
11 th		16		16	16	16	16	16	16	16	16			16	16	16	16
12 th		19		19	19	19	19	19	19	19	19			19	19	19	19
13 th		2	2	2	2	2	2	2	2	2	2			2	2	2	
14 th	12	12	12	12	12	12	12	12	12	12	12	12	12				
15 th	6	6	6	6	6	6	6	6	6	6	6	6	6				
16 th	8	8	8	8	8	8	8	8	8	8	8	8	8				
17 th	7	7	7	7	7	7	7	7	7	7	7	7	7				
18 th	10	10	10	10	10	10	10	10	10	10	10	10	10				
19 th	9	9	9	9	9	9	9	9	9	9	9	9	9				
20 th	13	13	13	13	13	13	13	13	13	13	13	13	13				

NB the Rural Ward candidate was elected unopposed in 2013, the Mayor was elected unopposed in 2016 and there was only 1 Montfort Trimble Foundation candidate in 2016 so a by-election was held subsequently. Masterton District Council wards were disestablished for the 2019 election with all members elected at large.

To:	Her Worship the Mayor and Councillors
From:	Karen Yates, Manager Strategy and Governance Corin Haines, Manager Community Facilities and Activities
Endorsed by:	David Hopman, Chief Executive
Date:	6 April 2022
Subject:	Revised approach for the Wairarapa Rangatahi Development Strategy and Action Plan
DECISION	
Recommendation:	That Council approves the revised approach to review and develop the Wairarapa Rangatahi Development Strategy.

Purpose

To provide an update to Council on the revised approach for the review and development of the Wairarapa Combined Rangatahi Strategy.

Context

Rangatahi (12–24-year-olds) are valued members of our community and Masterton District Council is committed to ensuring that they have opportunities to positively participate in Council and community affairs and are supported to reach their full potential.

This commitment is recognised through our Wellbeing Strategy - *He Hiringa Tangata, He Hiringa Whenua* and our current Wairarapa Rangatahi Development Strategy 2016 – 2021 for the Masterton and Carterton districts (“the 2016 Strategy”).

The Masterton, Carterton, and South Wairarapa District Councils (“Wairarapa Councils”) agreed to develop a combined Wairarapa Rangatahi Strategy and Action Plan. In October 2021 we reported to council on a proposed approach to develop the new strategy and supporting action plan with a view to delivering final documents in September 2022 [Report 196/21- refers].

The Strategy development has been delayed

Officers noted at the Council Meeting on 27 October 2021 that there were ongoing discussions between the three councils regarding budget and cost split as outlined in the Wairarapa Shared Services Funding Policy. Officers also noted that the project would pause until discussions had concluded. In late February 2022 officers from the Wairarapa Councils concluded discussions on the budget and recommenced work on the project.

Officers from the Wairarapa Councils have taken the opportunity to review the approach to developing the Strategy and Action Plan and propose a revised approach be taken; this is set out further in this report.

Analysis and Advice

Our previous approach provided narrow options for rangatahi to participate in the design

In October 2021 we set out an approach that started with a rangatahi survey, followed by workshops and internal development of the policy by staff informed by the data and information provided in those two forums.

This approach also relied, in part, on the opportunities through the likes of WaiFest, launch of the Skatepark and other community events to encourage participation in the survey through face-to-face engagement. The pandemic has restricted community events and face to face opportunities, and we expect this to continue to varying degrees for some time.

We have been actively seeking the views of other organisations to form our revised approach

We understand from conversations with our Community Development Teams across the Wairarapa Councils (who work closely with our rangatahi) and other organisations, that in 2020/21 rangatahi were surveyed a lot, for central government / regional research for example: 2020 Voice of Rangatahi survey (Sport NZ), and whataboutme.nz (MSD). There is a general fatigue amongst rangatahi with surveys as a main means of engagement.

We have also learnt more about the approaches taken by other organisations such as the Eastern and Central Community Trust ("ECCT") with rangatahi to develop their regional strategy for rangatahi. This took a more collaborative and rangatahi-led approach.

We consider a revised approach will lead to greater rangatahi insights and opportunities

This research has led us to reassess our approach, to find one that will give us the right outcomes and input from our rangatahi. Our revised approach makes the following key changes:

- It will pull together a rangatahi focus group with participation from across the region including (but not limited to) representation from: our rural/coastal/ urban rangatahi; Rainbow (LGBTQI+) rangatahi; disabled rangatahi; rangatahi Māori; Asia/ Pacific rangatahi and our migrant / refugee rangatahi where possible.
 - Having rangatahi involved means we have champions in the community to have discussions with their peers and will help with wider engagement on the strategy when ready.
- The focus group will workshop aspects of the strategy based on their experiences and knowledge.
- The focus group will also use information gathered as apart of Youth Week (7-15 May) engagement. Youth Week 2022 will celebrate the theme "*Our voices matter, and we deserve to be heard!*" and other research and data provided to them.
- Council staff will design the workshops and provide relevant support to the focus group.
- Council staff and the focus group will come together at appropriate times through the process with the Wairarapa Policy Working Group to test ideas and approaches.

The above key changes represent a shift in our approach, moving to co-design/ collaboration, rather than consult. This will have an impact on the timeframes set out in October 2021. It will also mean our deliverables look slightly different, with a shift to recruitment of a rangatahi focus group over the next couple of months.

Staff from the Wairarapa Councils are working through finalising the selection criteria and process as well as ways we can reduce participation barriers for focus group members. We propose that the process will involve the Wairarapa Policy Working Group in the shortlisting of candidates with a final decision to be made by a panel including relevant staff from each council. The timeframe for the recruitment is likely to take place in early May 2022.

Despite the shift we consider that the focus group and staff will be able to deliver principles and goals by July 2022, ready to test with our community. The remaining aspects of the project will be worked on from July 2022 with a view to have a final strategy ready for adoption in February/ March 2023.

Options Considered

In developing our preferred approach above we also considered maintaining status quo approach (as outlined in October 2021).

We considered this would have:

- similar impacts on timeframes (given the delay in resolving budget and cost related matters);
- low uptake of survey (given limited opportunities to engage face to face) and therefore reduced input from rangatahi themselves; and
- would mean we were less likely to deliver aspects of the strategy in advance of the election period.

We have considered but do not propose delegating the co-design and development of the strategy and action plan to our respective Youth Councils/ Youth Advisory Bodies, as these groups are set up differently across the Wairarapa. South Wairarapa does not currently have an established group in this space. The existing youth council/ advisory will have input into the process as key stakeholders.

Next Steps

Subject to Council agreement and following the Council meeting we will update relevant stakeholders and mana whenua on our approach.

If the proposed approach is not agreed, we will work on an alternative approach with the project team and Wairarapa Policy Working Group and report back to the Infrastructure and Services Committee.

Council staff are meeting with the Wairarapa Policy Working Group on 1 April to consider the proposed approach for the focus group and draft Terms of Reference.

Following an agreed Terms of Reference, we will actively seek nominations for the focus group and run the relevant selection process, likely to take place in early May.

Summary of Considerations

Strategic, Policy and Legislative Implications

Our commitment to youth/rangatahi is recognised through:

- our Wellbeing Strategy - He Hiringa Tangata, He Hiringa Whenua,
- our current Wairarapa Rangatahi Development Strategy 2016 – 2021, and
- Long-Term Plan 2021-31.

The Local Government Act 2002 states that one of the purposes of councils is to promote the social, economic, environment and cultural well-being of communities, in the present and for the future. Having an up-to-date Youth/Rangatahi Strategy aligns to this.

Significance, Engagement and Consultation

We have assessed the proposed strategy and action plan against the MDC Significance and Engagement Policy, we considered:

- The strategy and action plan are significant as there was likely to be community interest and would affect a particular demographic (youth / rangatahi 12–24-year-olds and organisations that provide services/ support to youth).
- We expect the strategy and action plan to generate moderate community interest, in particular in South Wairarapa, where there hasn't been a strategy in place.
- There will be a moderate impact on the current and future social, economic, environmental, or cultural well-being of the region (depending on what is identified).
- There are possible costs/ risks to the council, rate payers and wider community (depending on what is identified – if we are seeking to increase levels of service in areas).
- There are significant benefits/opportunities to the Council, ratepayers and wider community.
- There will be a moderate impact on council activity (depending on what is identified).
- The strategy is easily reversed.
- Ownership/ function of strategic assets are not intended to be affected by this strategy.

Communications/Engagement

To date we have had some initial engagement with Child Wellbeing and Poverty Reduction Group (Department of the Prime Minister and Cabinet), Ministry of Youth Development, Nuku Ora, ECCT, Ara Taiohi and the Masterton District Rural Advisory to seek views on the engagement approach, or to gather relevant information or data on rangatahi issues and aspirations.

Following the Council meeting we will update relevant stakeholders via a newsletter on the approach; this includes current Youth Council members, schools/ kura, mana whenua, TUIA mentees, CSS Disability, Nuku Ora, local sports clubs etc.

Financial Considerations

A strategy project team from the three Wairarapa Councils will work together, with co-ordination from a Policy Advisor (Masterton District Council), to develop the Strategy and associated plans.

The budget for this Review will be split across the Wairarapa Councils as outlined in the Wairarapa Shared Services Funding Policy under the joint policy development activity. The cost split allocation is 52% Masterton, 20% Carterton and 28% South Wairarapa.

Masterton District Council has budget included in the Long-Term Plan 2021-31 to cover our contribution towards the costs associated with the Strategy Review.

Implications for Māori

A Wairarapa Rangatahi Development Strategy includes all rangatahi. We recognise that mana whenua are working on their own Rangatahi Strategy in response to COVID-19. As a part of our engagement approach, we expect to include rangatahi Māori in our focus group. We will discuss our proposed approach with mana whenua and explore what representation from our two iwi in the process might look like.

Environmental/Climate Change Impact and Considerations

We expect that youth/rangatahi will express their views on climate and environmental issues through our engagement process that will feed into the development of the revised strategy.

To:	Your Worship and Elected Members
From:	Matt Steele, Senior Policy Advisor – Economic Development
Endorsed by:	David Hopman, Chief Executive
Date:	6 April 2022
Subject:	Wairarapa Destination Management Plan
FOR DECISION	
Recommendation:	
That Council receives and endorses the Wairarapa Destination Management Plan (Attachment 1 to Report 041/22).	

PURPOSE

The purpose of this report is to provide a copy of the Wairarapa Destination Management Plan (Attachment 1) for Council's endorsement.

BACKGROUND

The Strategic Tourism Assets Protection Programme (STAPP) funding offered by central government in 2020 has enabled all Regional Tourism Organisation (RTO's) in New Zealand - including Destination Wairarapa, to embark on a Destination Management approach for their regions.

Destination Management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities. Adopting a Destination Management approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these.

Every region is different, with unique attributes, assets, challenges, and opportunities. There is no 'one-size-fits-all' approach to Destination Management. Nationally, COVID-19 has left some communities and tourism industries in ruins as operators and regional authorities scramble to correct the economic imbalance of losing international tourists, and the inevitable hardships faced during lockdowns.

Interestingly however, the Wairarapa region has not fared as badly as others, in fact it has been quite the opposite.

The Destination Management Plan was presented to Council by Kylie Ruwhiu-Karawana from TRC Consulting and Anna Nielsen from Destination Wairarapa in November 2021.

DISCUSSION

The Destination Management Plan (DMP) for the Wairarapa is designed to ensure that the Wairarapa region is governed to enable effective destination management and ensure strong positive visitor economy growth. For a sustainable future, that growth must be resilient and provide social, cultural, environmental, and economic benefits to the broader community.

The appeal of the Wairarapa as a destination is embedded in the natural assets and the stories that can be told that breathe life into the surrounding landscapes. Add to this the unique villages scattered through the region, and the strength of primary industries and paddock to plate producers and Wairarapa is a destination with its own identity. It is a destination that allows visitors an opportunity to 'unplug', relax and engage with locals in a multitude of different ways.

In order for the visitor economy to grow and the desired aspirations be achieved, strong leadership and the right roles, resources and representation need to be present. The leaders within the region will hold the values compass for the region and ensure that the actions outlined are achieved with the aim of providing positive impact and benefit back into the community.

The natural place for the governance of the Wairarapa DMP is under the governance of the Wairarapa Economic Development Strategy (WEDS) framework. This governance structure opens the door for all stakeholders involved in some aspect of tourism to start working collaboratively to develop action plans, identify funding and allocate responsibility to achieve the strategic objectives identified in the plan.

The Wairarapa DMP will help form the development of the Greater Wellington Region Destination Management Plan. This document will then in turn help form the Wellington Regional Investment Plan – a tool the region hopes will unlock Central Government funding. In addition, only regions that are actively engaged in a destination management approach to their region will be able to apply for any funding that results from the re-establishment of the International Visitor Conservation and Tourism Levy.

RECOMMENDED APPROACH

It is recommended that the Council endorses the Wairarapa Destination Management Plan.

SUPPORTING INFORMATION

Strategic, Policy and Legislative Implications

The DMP is not a legislative requirement. However, it provides a strategic plan for growing the visitor economy in a way that aligns with the expectations of the community and key stakeholders.

Significance, Engagement and Consultation

The matters for decision in this report are not considered to be of significance under the Significance and Engagement Policy.

Financial Considerations

The DMP is a plan for tourism across the whole of the Wairarapa. Throughout this document it is evident that councils will have a role to play in the delivery of the plan, for example, in roading, signage, toilets, sharing of data/information, events, recycling etc. The plan sets out the strategic objectives for achieving social, economic, cultural, and environmental success for the region utilising tourism as the enabler. However, the action plans that sit with those objectives are the responsibility of all stakeholders involved – council is very much a stakeholder of tourism. These action plans are yet to be developed, but if done correctly and collaboratively there should be no surprises for each of the councils in terms of financial contribution.

Iwi/Māori Considerations

Mana whenua have been involved throughout the development of the DMP. Some of the goals and aspirations in the DMP include:

- Work with iwi to determine tourism aspirations and provide support in the development of experiences
- Māori stories to connect people and places
- Rangatahi knowledge
- Identify the support services and industry enablers that need to be developed to empower visitor economy growth

Environmental/Climate Change Impact and Considerations

Climate change and the environment have been a consideration during the development of the Wairarapa DMP. The plan includes community aspirations around environmental wellbeing including water quality, air quality and environmental regeneration programmes.

NEXT STEPS

Carterton District Council received and endorsed the DMP on 30 March 2022. South Wairarapa Council will receive and endorse the DMP at their upcoming April meeting.

Once the DMP is endorsed by all three councils, implementation will be considered alongside the implementation of the updated WEDS and associated action plan.

Guiding the Way to a Sustainable Future – A Destination Management Plan for Wairarapa



Our Vision Wairarapa, a well-established, year-round destination where visitors are encouraged to discover the region’s hidden gems that leave them wanting more.

Our Goal Grow the value of the visitor economy for the Wairarapa that is compatible with the lifestyle, environment and culture of the region.

Community Aspirations

SOCIAL WELLBEING

- Increased Employment
- Bring Whanau Home
- A multigenerational approach
 - Enable Employment
- Positive Social Licence maintained
 - Family Friendly experiences

CULTURAL WELLBEING

- Māori stories to connect people and place
 - Rangatahi Knowledge
- Early European History and Heritage
- Environmental heritage

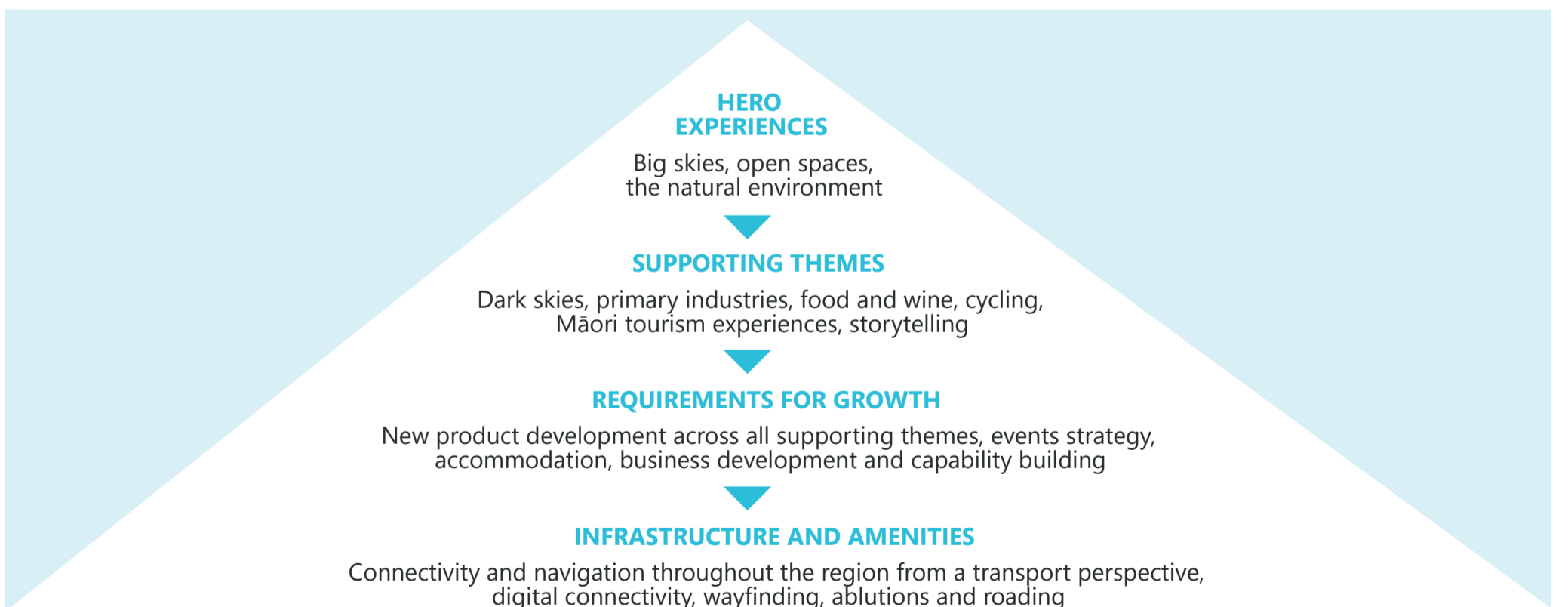
ENVIRONMENTAL WELLBEING

- Environmental regeneration programmes
 - Water quality
 - Air quality
- Revitalisation of Wairarapa Moana

ECONOMIC WELLBEING

- Maximise economic benefit from Tourism
 - Cross-sector collaboration
 - Future Proof Transport
- People invested in their communities
- Sector investment encouraged and supported

Destination Positioning



Destination Brand Marketing Pillars





1

EFFECTIVE NAVIGATION

Enabling Destination Management

2

ENHANCE THE BEACON

Empowering Destination Development

3

CHART THE COURSE

Leading Environmental Regeneration

4

LIGHT THE WAY

Unlocking Destination Marketing

Our Vision

Wairarapa, a well-established, year-round destination where visitors are encouraged to discover the region's hidden gems that leave them wanting more.

1

EFFECTIVE NAVIGATION

Enabling Destination Management

- 1.1 Determine best working structure for delivery of the destination plan priorities
- 1.2 Enable effective leadership of the destination
- 1.3 Adequately resource destination management in the region
- 1.4 Improve and future proof connectivity through the region
- 1.5 Strengthen data insights
- 1.6 Development of Career and education pathways to enable industry growth

2

ENHANCE THE BEACON

Empowering Destination Development

- 2.1 Develop experiences that support the positioning of the region
- 2.2 Work with iwi to determine tourism aspirations and provide support in the development of experiences
- 2.3 Develop a strategic approach for events that will invite investment and assist in positioning the region
- 2.4 Develop the capability of new and existing operators in the region
- 2.5 Identify the support services and industry enablers that need to be developed to empower visitor economy growth

3

CHART THE COURSE

Leading Environmental Regeneration

- 3.1 Develop regenerative tourism initiatives for locals and visitors
- 3.2 Align operator purpose brands to initiatives to achieve environmental aspirations
- 3.3 Explore future infrastructure needs to support environmental aspirations

4

LIGHT THE WAY

Unlocking Destination Marketing

- 4.1 Finalise the brand story
- 4.2 Build awareness of Wairarapa using the brand story and positioning
- 4.3 Incorporate storytelling within future marketing campaigns



GUIDING THE WAY TO A SUSTAINABLE FUTURE

A Destination Management Plan for Wairarapa

OCTOBER 2021





This Wairarapa Destination Management Plan was prepared by TRC Tourism for Destination Wairarapa.

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Acknowledgement

E ngā iwi, e ngā reo, e ngā karangaranga maha o tātou, tēnei te mihi atu ki a koutou katoa.
Etika ana hei poroporaki i a rātou mā. Me pēnei ake te kōrero, tukuna rātou kia okioki i runga te moenga roa.
Āpiti hono, tātai hono, rātou ngā mate katoa ki a rātou,
Āpiti hono tātou hono, tātou te hunga ora ki a tātou mā,
Tēnā koutou katoa

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Executive Summary

“Through one lighthouse, you guide many ships”

author, Lisa Wingate

Consider a lighthouse.

It stands high on a coastline, shining its protective light to guide ships safely into harbour so visitors might enjoy the comforts of the destination it supports. It plays the role of a navigational aid allowing ships to find land, it is the beacon that draws people to a destination, the compass point that tells the traveller they are heading in the right direction, and it lights the way to make people aware that land is near.

This destination management plan for the Wairarapa is designed to work in a similar way, to ensure that the Wairarapa region is governed to enable effective destination management and ensure strong positive visitor economy growth. For a sustainable future, that growth must be resilient and provide social, cultural, environmental, and economic benefits to the broader community.

The appeal of the Wairarapa as a destination is embedded in the natural assets and the stories that can be told that breathe life into the surrounding landscapes. Add to this the unique villages scattered through the region, and the strength of primary industries and paddock to plate producers and you have a destination with its own identity. One that offers visitors an opportunity to unplug, relax and engage with locals in a multitude of different ways.



STRATEGIC PRIORITIES

Vision

Wairarapa, a well-established, year-round destination where visitors are encouraged to discover the region's hidden gems that leave them wanting more.

Goal

Grow the value of the visitor economy for the Wairarapa that is compatible with the lifestyle, environment and culture of the region.

Strategic Priorities

- 1 **Effective Navigation**
Enabling Destination Management
- 2 **Chart the Course**
Leading Environmental Regeneration
- 3 **Enhance the Beacon**
Empowering Destination Development
- 4 **Light the way**
Unlocking Destination Marketing



The Wairarapa Destination Management Plan works to ensure that growth in the visitor economy is aligned with the wellbeing pillars of social, cultural, environmental and economic benefit. In doing so, each of the priorities outlined below is designed to maximise the benefit of the visitor economy to the broader community. Each priority will have a range of key actions beneath it to assist in achieving each.

Priority 1.	Priority 2.	Priority 3.	Priority 4.
EFFECTIVE NAVIGATION	ENHANCE THE BEACON	CHART THE COURSE	LIGHT THE WAY
Enabling Destination Management	Empowering Destination Development	Leading Environmental Regeneration	Unlocking Destination Marketing
<p>In order for the visitor economy to grow and the desired aspirations to be achieved, strong leadership and the right roles, resources and representation need to be present. The leaders within the sector will hold the values compass for the industry and will ensure that the actions outlined are achieved with the aim of providing positive impact and benefit back into the community. As a region, Wairarapa must determine what success looks like into the future and how stakeholders can collectively achieve that success.</p>	<p>The experiences within any region act like a beacon to potential visitors looking for destinations that would resonate with who they are and how they travel. For Wairarapa there are many opportunities for visitors to engage with the villages and natural assets within the region.</p> <p>There is a lack of quality paid experiences that allow visitors to engage with these natural assets in an authentic and real way. For the aspirations articulated by the community to be achieved, work needs to be done to develop commercial experiences that connect visitors with the people and place of the Wairarapa.</p>	<p>Perhaps one of the strongest shared aspirations within the community was the desire to ensure that development and growth within the region did not come at the expense of the environment itself. While councils within the region are working on strategic imperatives to assist with this, the industry and visitors to the region have a role to play.</p> <p>Tourism brands with purpose help to connect visitors with environmental regeneration programmes that provide positive benefits into the community. As an industry and a destination there is an opportunity to lead environmental regeneration for the community.</p>	<p>Through the research and data analysed during the development of this Destination Management Plan, it became clear that there is a lack of awareness with regards to all that the Wairarapa has to offer. As the destination develops experiences that connect the natural and cultural assets within the region, there will be a need to market these experiences and build the awareness of the destination.</p>

Destination Wairarapa

BACKGROUND CONTEXT

Historically, tourism as a sector within the Wairarapa has not been seen as a priority by local government authorities. Since the establishment in 2007 of the Wellington Regional Economic Development Agency, now known as WellingtonNZ, destination marketing has been the only tourism activity resourced for the region through the local Regional Tourism Organisation, Destination Wairarapa Inc (DW).

The integral areas of destination management, experience development and business capability for the sector has been woefully neglected. This is evident in the lack of paid experiences available throughout the region, the vulnerable nature of the events sector, the low level of capability among current tourism operators, the lack of Māori tourism offerings, no regional branding and low awareness of the region as a destination beyond the regions adjacent to the Wairarapa.

An assessment of the Wairarapa economy was undertaken in 2018 with the assistance of the Provisional Growth Funding (PGF) provided by central government. An outcome of this assessment was the development of the Wairarapa Economic Development Strategy (WEDS) that identified tourism as part of a suit of important economic enablers for the region.

A governance group of key stakeholders with an independent Chair was put in place to administer to the strategy. Despite the recognition of tourism as an economic enabler for the region within the strategy, the initial focus for this group has been primarily on the delivery of key outcomes associated with water, connectivity, and workforce development.

The global disruptor COVID-19, and the subsequent funding provided by central government to assist with tourism recovery nationwide, triggered a closer look at the industry for the region. The WEDS governance group were aware that destination marketing delivery and the economic development and benefits for the broader community were not optimised for the region, and called for a structure and leadership review.

Despite the geographical size of the region, the population base for the Wairarapa is comparatively small. During these times of stress and upheaval, focus must turn to the

immediate needs of the community and the regions leaders who make up the bulk of the WEDS governance group had to priorities their areas of attention. This meant that solving the tourism and economic development structural challenge was put on hold.

Nationally, COVID-19 has left communities and tourism industries in ruins as operators and regional authorities scramble to correct the economic imbalance of losing international tourists, and the inevitable hardships faced during lockdowns. Due to the relatively undeveloped tourism sector within the Wairarapa, the region did not fare as badly as others, in fact it was the opposite. The mix of wide-open spaces, village charms, wild rugged coastlines, room to breathe, stellar food and wine, and a lack of broader awareness of the region beyond neighbouring regions, saw Wairarapa perform above national norms post the April/May 2020 lockdown. Visitors flocked into the region and described it as a 'hidden gem'.

In fact, it was the tourism and agricultural sectors that helped to float the Wairarapa economy in 2020. An additional positive from this is that the community are paying more attention to the tourism sector, and seeking to better understand the benefits it might provide.

The Strategic Tourism Assets Protection Programme (STAPP) offered by central government has enabled Destination Wairarapa to embark on a Destination Management Approach for the Wairarapa. This involves working collaboratively with all key stakeholders in the region, and there is a renewed sense of positive energy to work towards achieving stronger social, environmental, cultural and economic wellbeing for the community, using tourism as the enabler and mechanism to do so.

DEFINING THE DESTINATION

Wairarapa is a special part of New Zealand. It's rural, but with towns that are increasingly vibrant and thriving local communities. Its economy is underpinned by primary production but is increasingly urban. Close to metropolitan Wellington, yet far enough away to have its own identity. Temperate, yet it experiences sufficient seasonal fluctuations to give it texture and variation. Within the region are distinctive areas such as the Martinborough wine region, the close-knit rural community of Gladstone, historic Featherston, the bustling boutique town of Greytown and the rural service centres of Carterton and Masterton, together with picturesque and quirky coastal settlements such as Lake Ferry, Ngawi and Castlepoint. Wairarapa is a region of contrasts all within an easily accessible geographic area.

The key point of difference is the "lifestyle" character of the Wairarapa experience – an eco-friendly, regenerative destination with strong and genuine connections to iwi is the aspiration of the people who live here. It is compact, accessible and with a range of good quality experiences (boutique retail, vineyards, walking and cycling, wild coastline).

The lifeblood of the visitor sector in Wairarapa are Wellingtonians and, more broadly, domestic visitors. It is a great place to spend time. It is a lifestyle destination, is known for its events with several hero destinations, Martinborough, Cape Palliser and Castlepoint, so appealing people would choose to visit Wairarapa, for a day or weekend, just to experience them. It is the repeat, year-round business from Wellington that is the foundation market on which to build. International traffic is small but increasing and is expected to grow significantly once COVID restrictions are lifted.



Community Aspirations

Capturing the aspirations of a community is a collaborative process that gives the people who work, live, play and visit within a destination the opportunity to have their say about what they would like their future to look like. This plan, and the collaborative process used to gain data and information, takes into account the perspectives of iwi, key stakeholders, industry, visitors to the destination, and the broader community into consideration.



SOCIAL WELLBEING

- Increased employment
- Bring whanau home
- A multigenerational approach
- Enable employment
- Positive social licence maintained
- Family friendly experiences.



CULTURAL WELLBEING

- Māori stories to connect People and place
- Rangatahi knowledge
- Early European history and heritage
- Environmental heritage.



ENVIRONMENTAL WELLBEING

- Environmental regeneration programmes
- Water quality
- Air quality
- Revitalisation of Wairarapa moana.



ECONOMIC WELLBEING

- Maximise economic benefit from Tourism
- Cross sector collaboration
- Future proof transport
- People invested in their communities
- Sector Investment encouraged and supported.

SOCIAL WELLBEING

Improving the social wellbeing of communities enables people and whanau to live their best lives, the ones they aspire to, including both the material aspects associated with living and the quality of life itself. Connection to one another is a key driver of wellbeing and was a common theme during the development of this plan.

Increased Employment: Increased employment opportunities with living wage as a minimum, and defined pathways to career development was a strong aspiration shared by many who were consulted. There are a diverse range of industries and sectors within the Wairarapa, and there was a general feeling that as these sectors grow and strengthen, strong employment opportunities will grow with them. Iwi identified this as an enabler to achieve their largest aspiration of providing opportunities that will bring people home.

Bring Whanau Home: A strong aspiration from mana whenua in the region mirrored that of many other iwi around Aotearoa, to create opportunities that would bring whanau home. People leave the region for education, employment or life opportunities, and iwi view tourism and the potential for increased employment opportunities as a chance for whanau to return home. Many older iwi members would like to see Māori communities and marae return to the thriving environments they once were.

A Multigenerational Approach: Focus should be on what needs to be done now, to ensure strength into the future, concentrating on projects that would provide benefits across future generations. This would involve working to ensure that opportunities that are explored are sustainable, and that regenerative programmes implemented would offer strong benefits for our children, and our children's children.

Enable Employment: In the future, there is a shared desire to ensure that there would be pathways that would enable employment within the region. This would involve working with employers to ensure that development and training pathways were implemented for staff, and that there were adequate education and training pathways available to ensure appropriate training of staff.

Positive Social Licence Maintained: Positive social licence for tourism is part of the fabric of the region, and this needs to be encouraged and maintained. There is also a need to ensure acceptance across the community that the region can accommodate additional visitors provided their interests and activities aligned with the current social, cultural and economic aspirations of the region.

Family Friendly Experiences: It is widely accepted that there are a number of activities and experiences within the region that would appeal to couples and adults visiting the region, but that there is a lack of activities and experiences for young families. Development of experiences that would appeal to travelling families would also provide benefit to locals throughout the region at the same time

CULTURAL WELLBEING

The connection and strength that communities enjoy through participating in recreation, creative and cultural activities help to increase the cultural wellbeing of those that live there. This encourages the freedom to retain, interpret and express art, history, heritage and traditions that build connections throughout the region. These expressions can also be compelling reasons for visitors to come to the Wairarapa and stay longer in order to engage with them.

Māori Stories to Connect People and Place: Māori are storytellers and hold the knowledge to bring the history of the region to life. These stories could connect natural assets of significance throughout the region and provide a different journey pathway through the region. There is a strong shared aspiration throughout the community to see more experiences throughout the region that allow locals and visitors to hear the stories and engage with the storytellers.

Rangatahi Knowledge: There was a shared aspiration among iwi for Rangatahi to have access to learning the stories from those who hold them. This was not just so that there are employment opportunities within potential tourism entities into the future, but also to ensure these stories are not lost. The handing down of these stories and traditions are vital to ensure that future generations will know who they are and where they come from.

Early European History and Heritage: The southern Wairarapa was one of the earliest parts of the North Island settled in the 1840s. The villages each have histories and stories to tell of how early European settlers thrived within the region. Visitors would find these stories compelling, and they would help to cement the unique aspects of the villages.

Environmental Heritage: The places, buildings and precincts throughout the region add to the overall unique nature of Wairarapa. There are buildings of significant heritage and stunning Victorian cottages throughout the region, and work is being done to protect the heritage precincts that have been identified.

ENVIRONMENTAL WELLBEING

The natural environments that we enjoy and engage with have a positive influence on the wellbeing of communities. It is widely accepted that natural environments and access to them are major motivators for visitors to choose one destination over another. For the Wairarapa, it was widely accepted that the natural environments, and the cultural interpretation that bring them to life can deliver significant economic benefits, and therefore there was a shared expectation that throughout the development of the region as a visitor destination, the environment would be supported and protected.

Environmental Regeneration Programmes: A strong interest exists throughout the community in ensuring that tourism and visitors contributed to the environmental quality of the region and ideally, contributed to enhancement and restoration of aspect of the region. Environmental regeneration initiatives enable the opportunity for visitors to either contribute to the programme financially or provide physical assistance as part of the visitor's experience.

Water Quality: The Wairarapa has many inland water ways and coastlines. These environments are important to the district for many reasons, and there is a shared aspiration throughout the community to ensure that the quality and supply of potable water remains high and sustainable. It is also important that there be access to sufficient water supply to support cultivation, propagating and producing within the region. There is also a need to maintain water quality to ensure the continuing ability to source indigenous food from inland waterways.

Air Quality: Clear skies and clean air was shared as an aspiration by many during consultation. Working toward becoming a Dark Skies reserve it would also be necessary to limit the light pollution that would have adverse effects on stargazing in the region.

Revitalisation of Wairarapa Moana: These wetlands support a range of native plants and animals of national and international importance. It has been a taonga for hundreds of years and it is widely accepted that it is a place of significant spiritual and cultural value for Māori. The waters were once teeming with life but are now a fragile ecosystem that has suffered. The community would like to see these wetlands returned to the abundant waters they once were, and it is accepted by many that these wetlands could offer experiences to visitors, but also a site for regeneration initiatives for the region.

ECONOMIC WELLBEING

Tourism is an economic enabler for communities, and the Wairarapa offers huge potential for deriving economic benefit for the community from the visitor-economy. There is strong desire from the community to ensure that the tourism economy is in balance with the other economic components of the region.

Maximise Economic Benefit from Tourism: Increasing the supply of quality paid experiences within the region, utilising existing industries and infrastructure, and encouraging cooperative and collaborative relationships to support itinerary development and packaging would give visitors a reason to stay longer and spend more while they are there.

Cross Sector Collaboration: Cross sector collaboration would provide the opportunity to grow multiple industries and sectors at the same time. Investigating the strength and potential for agritourism experiences that combine primary industry, experience and services like transport or food and beverage would be a perfect example of this.

Future Proof Transport: A strong desire to future proof the region from a transport perspective, with increased public transport options to the region and within the region (rail and improved facilities for electric vehicles were options to explore). Roads and rail networks into and out of the region are integral not just for the movement of visitors or commuters, but also the movement of goods. If a natural disaster caused significant damage to these networks, there are not a lot of other options that would provide timely journeys through to the main transport routes and could cause costly delays for producers.

People Invested in their Communities: There are many within the community who are heavily invested in their communities and make an economic contribution through their work and passions. This can be seen through the hands-on cottage industries that have shop frontage, or goods for sale in various places throughout the region. There are also farm to plate producers that are currently operating, but there is also huge potential for this sector to grow.

Sector Investment Encouraged and Supported: There is a recognised lack of some subsidiary support services and connections throughout the region. This includes accommodation outside of main hubs, and transport connections to other villages or products and experiences throughout the region. There is opportunity to attract investment in the right places to alleviate these concerns, as well as increasing the level of economic benefit into the sector and community.



Positioning the region

The appropriate and articulate positioning of the Wairarapa as a tourism destination plays a vital role in ensuring that the region is compelling and invites visitation. Strong positioning also helps to distinguish the unique aspects of the destination from other similar destinations and provides a point of difference.

VISITOR DEMANDS AND PERCEPTIONS

As part of the research conducted for the development of this destination management plan, Colmar Brunton¹ completed work to understand what the current perceptions are of the Wairarapa as a destination, and what aspects of the destination help to increase the appeal of the region for potential target markets. The research identified a range of attributes that appealed to a range of visitors. These related to wineries, cute villages, native birdlife, easy bush walks, lighthouses, great food, museums, and wonderful people. Appeal in the destination increased dramatically for domestic visitors once they were made aware of what there is to do within the region. This points to an awareness issue for the destination, but also strong opportunities to develop experiences that help visitors engage with the destination in real and authentic ways.

Based on this recent consumer research, Wairarapa's key experiences were identified as: Martinborough, Castlepoint, Cape Palliser, and its wine and food festivals. These experiences are particularly appealing to the 'Treat Myself'; 'Wine, Food, & Scenery'; and 'Relaxation & Wellbeing' segments² of the domestic New Zealand Market.



¹ Colmar Brunton Domestic Traveller Research and Big Data Analysis 2020

² Tourism New Zealand Domestic Market Segments - <https://www.dgit.nz/domestic-traveller-segments/>

HERO EXPERIENCES

The hero experiences are the essence of the destination that have the ability to provide world-class experiences that focus on what make the destination unique. They are the experiences that will derive the best outcome and benefit for the industry and the community and provide memorable moments for new and existing target markets engaging with these experiences.

The key experiences identified within the research are not paid experiences, but rather hero or iconic natural assets within the region, combined with the appeal of the region as a wine and food destination. And although there are paid events that visitors might engage with to experience the region's wine and food, these will not assist Wairarapa to achieve their aspiration of being a year-round destination. Taking this research and overlaying the aspirations identified by the community, the opportunities identified and understanding what the future travel trends might look like, the hero experiences for the Wairarapa can be articulated as: Big skies, accessible nature, food and wine, and village charm.

Big clear skies lend themselves to experiences during the day such as gliding and scenic flights and then at night, the aspiration for the district to become a dark skies reserve provide multiple opportunities for experience development and growth.

There are a number of natural assets throughout the region that are easily accessed and, as such, are providing a compelling reason to visit the destination. With the increased appeal of walking and cycling trails throughout Aotearoa, and the focus of the region on projects like 5 Trails and the Remutaka Cycle Trail, one of New Zealand's 22 great rides, means the region will have increasing appeal. Trails that allow people to engage with the villages dotted throughout the region will also help to ensure the community benefits from these visitors are widespread.

Wairarapa has been a renowned food and wine destination for many years, and with the addition of events that allow visitors to engage with several vineyards and food producers, this reputation is likely to grow. Food and Wine events are already a large motivator for visitors to visit at various times throughout the year, experiences that are available year-round provide the opportunity for engagement at any time.

³ Light Pollution Science and Technology Institute - <http://www.inquinamentoluminoso.it/istil/>

SUPPORTING THEMES

Supporting themes that sit beneath each of the hero experiences provide experience potential and opportunities for development that will help to achieve some of the aspirations articulated by the community. Expanding on these themes allows the region to respond to the demands of our domestic and international visitors as well as gain competitive advantage over other destinations and allows the region to focus efforts and create partnerships that lead to sustainable tourism development.

Dark Skies:

TARGET SEGMENTS: Explore Nature, Knowledge Seeking

The region is currently well on its way to becoming New Zealand's second dark skies reserve. This will come with a commitment from local government to manage and maintain light pollution within the region. According to research³, 80% of the Earth's land mass suffers from some level of light pollution which badly affects the ability to see many of our stars. With the designation of a dark sky reserve, visitors will know and accept that what they have the chance to see in the Wairarapa will far surpass what they have been able to see in their hometowns. Adding in a cultural element will help to cement the unique Māori view of our stars and what they have meant as a navigational aid.

Primary Industries:

TARGET SEGMENTS: Wine, Food and Scenery, Family and Friends

The Wairarapa is home to a mix of primary industries with sheep and beef farming being the main land use within the region. There are a number of dairy farms in areas with a higher rainfall and also seed and arable operations. New and existing markets would welcome the opportunity to understand these industries more, either through an experience on the land that brings these industries to life, or through cottage industry businesses that allow them to enjoy and sample the products that are made. These producers are very passionate about what they do and bringing this enthusiasm into a visitor experience would be broadly beneficial for the region.

Food and Wine Tourism:

TARGET SEGMENTS: Wine, Food and Scenery, Sports and Events,

Viticulture within the region has expanded rapidly since the late 1990s especially around the Martinborough area. Wairarapa has a strong food and wine product offering, which has played a major role in positioning Southern Wairarapa. There is a range of events that have been developed for visitors to engage with the food and wine region, but there is an opportunity to develop partnerships with other tourism sectors beyond cafes and eateries to develop cross sector collaborations that could lead to strong itineraries and packaging opportunities.

Cycling Trails and Tours:

TARGET SEGMENTS: Explore Nature, Sports and Events

The Wairarapa has many quiet country roads as well as a range of town parks and bike trails that would appeal to cyclists of all ages and experience. Cycling through a region is becoming more and more sought after by visitors who want to take their time to experience everything a destination has to offer in their own time and in their own way. As a region, Wairarapa has been focused on the development of trails that allow visitors to do just that.

In 2017 the Wellington Regional Trails Framework was endorsed by the partners who initiated it and contained in the framework is a key recommendation to develop the 'Wairarapa Five Towns Trail Network' as a signature trail experience. The aspiration for this Cycle Trail is for the network to be recognised as a must do experience within the Wairarapa and seen as one of the best opportunities for visitors to connect with the region's people and place. To supplement the current offerings, it would also be advantageous for the region to lobby and support the inclusion of a Great Walk through the Tararua ranges.

Māori Tourism:

TARGET SEGMENTS: Knowledge Seeking

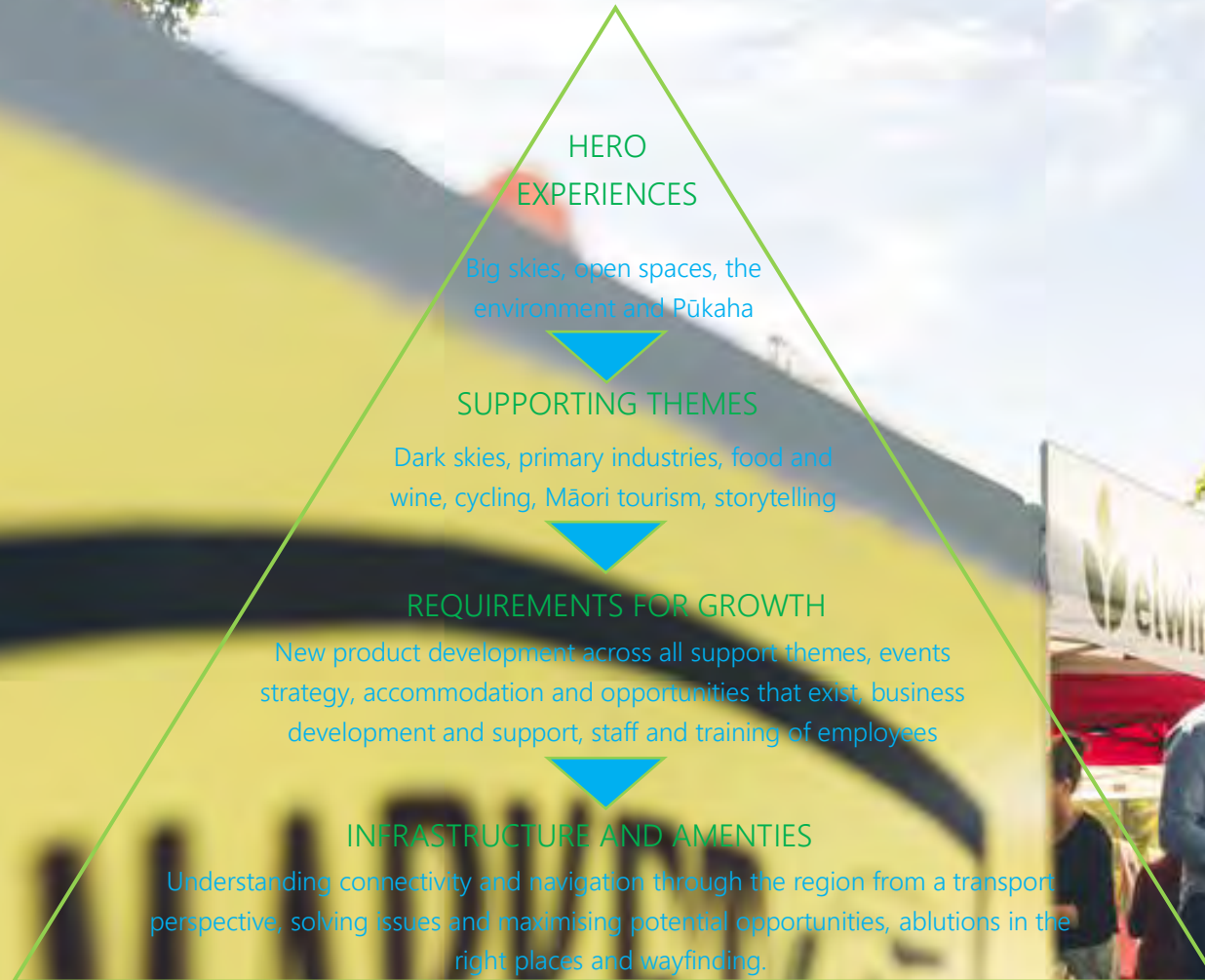
Both Ngāti Rangitāne and Ngāti Kahungunu have tourism aspirations that complement each other and provide additional opportunity for the region to develop strength as a destination for visitors. Unique Maori tourism experiences that tell the story from Kupe, to Papawai, Maori celestial navigation, trading and Maori governance all have potential for tourism experience development. Partnership opportunities combining with locally sourced food would also be beneficial. Tourism is an economic enabler for Māori communities and can assist in allowing them to grow employment opportunities that will support their aspiration to see more of their whanau returning to the Wairarapa.

Storytelling:

TARGET SEGMENTS: Knowledge Seeking, Explore Nature

An aspiration exists within the community to tell a more comprehensive story of the region, especially incorporating iwi and pre-European perspectives and histories. There is an opportunity to develop a cohesive visitor experience, linked by stories to connect people to the place (ecology, geology, Te Ao Maori, Colonial, food and wine, hunting and fishing). These can be conveyed through guided activities or through excellent interpretation signage that is situated in an accessible way.

With the development of other supporting themes within the region, an increased focus on storytelling allows for these themes to be woven together in order to create compelling and unique experiences within the region. A strong example of this would be to tell the regions food story, then visiting a producer to capture their story and see what they produce and enjoy the landscapes within they work, and then sample the produce either there on site, or at an alternative location either in a local eatery or out in nature.



MARKETING PILLARS

To market Wairarapa effectively, campaigns and strategies developed must create and manage a compelling and focused market position for the multiple attributes of people and place. The region itself is geographically large, and has multiple experiential access points that could make it difficult to market the region well, but work has been completed that identifies the key marketing pillars that will help to refine marketing opportunities and build awareness of the Wairarapa to new and existing target market segments.



VILLAGE CHARM



WILD CONTRASTS



ALWAYS EXPLORING



PASSIONATE PRODUCERS

RATIONAL

Charm sells, and the peaceful, tranquil charm of the villages throughout the region provide a compelling reason for people to visit. The environmental heritage of each village tells a different story of a different time. Combine this with the 5 Towns Trail opportunity and this pillar will have broad appeal, especially for Wellingtonians looking to unplug from their everyday, and seek relaxing change for a weekend that helps with physical and mental wellbeing.

The juxtaposition between the clear open skies above, the wide-open spaces beneath them and jagged hills and ranges throughout the region create strong contrasts that people will want to engage with. A strong aspiration for the community is for Wairarapa to be seen as a year-round destination. The wild contrasts of the natural assets throughout the seasons will provide stunning imagery and compelling reasons for people to visit.

Encouraging visitors to engage with the plentiful natural assets throughout Wairarapa and engage with the local people to hear the stories that bring the landscapes to life will drive appeal and awareness of the destination. Visitors will seek to hear the stories and engage with local people through the addition of experiences, wayfinding assets and interpretation panels that can encourage this exploration.

The Wairarapa region is home to a range of primary industries that have passionate producers who are willing to share their stories and their products with the world. The ability to build a strong agri-tourism sector and encourage cottage industries that support these producers would be a very compelling marketing proposition for the region.

TOPE OF VOICE

Our towns are fun to explore, and full of hidden gems – boutiques, cellar doors, markets and pretty parks. Close together, but utterly unique, they're bursting with character and small enough to explore on foot or by bike.

Shake off the city and refresh your senses. Wairarapa is a wee bit wild – from the rugged coast to the bush-clad Tararua Ranges. Wairarapa revels in its four seasons: autumn colour, snowy hills, spring flowers and big blue summer skies. The outdoor experiences can be epic or bitesized.

Wairarapa has always been a magnet for explorers – from early Māori and European settlers to modern mavericks and makers. This is a place to forge new paths and follow your dreams.

Wairarapa is full of gourmet delights and fanatical foodies. Hands-on growers, cottage industries, makers and bakers are masters of their craft. Whether they are family farmers or gutsy newcomers putting twists on traditions, the watchword's quality – not quantity.

IDEAL VISITOR

Post COVID research into the domestic market has found that 72% of New Zealanders intend to take a domestic holiday in the next 12 months, and that there is an increasing desire to take shorter weekend or short stay breaks throughout the year. Scenario modelling from Tourism New Zealand shows that this domestic tourism demand will continue to be more than 98% of pre-COVID levels for the next two years, rising to over 110% in 2023. However, due to the changing nature of international borders and spikes in COVID levels in key markets around the world, and the slow speed of vaccination globally, a recovery to 78% of pre-COVID demand is not forecast until the end of 2023.⁴

Current visitor markets to Wairarapa are driven by Wellingtonians visiting friends and relatives in the Wairarapa, or they own a holiday house in the area. They are trendy/ tech savvy, coming for family activities, events, nature-based activities (tramping and visits to the coast), and boutique products/experiences (e.g. cheese, wine, shopping). These visitors generate a lot of positive word of mouth referral.

Other visitor segments include:

- Weekends away by groups of females from Wellington, with activities based on spa treatments, wineries, food and beverage, shopping, and potentially a trip to the coast
- Weddings, hen and stag weekends, plus other events. There were at least 32 organised weddings by one operator last year, with just under half being international
- Families from Wellington, especially visiting and staying in Masterton
- Small conferences - including directors of companies visiting with spouses
- General leisure visitors from Auckland (other New Zealand) and Australia for a short break/ weekend away or a day trip from Wellington
- Touring groups - only a few tour operators visiting on a regular basis.

Internationally, approximately 38,000 visitors from Australia flew direct into Wellington for the year ending June 2017. Seventeen percent of Australian overnight visits and eight percent of Australian visitor spend was in Wellington region. In terms of activities participated in, seven percent of Australian visitors cycled, 73 percent walked/hiked, and 23 percent participated in a food and wine-based activity whilst in New Zealand. Their preferred method of travel is self-drive, and they have a high repeat visit rate.

For the Wairarapa, the ideal visitor is one that is seeking to unplug and engage with nature, to meet locals who are passionate what they do and where they live and explore the region in their own way and in their own time. Wellington is the largest domestic market for the Wairarapa and plays a significant role in contributing to tourism in the Wairarapa.

⁴ Tourism New Zealand Scenario Models (Dec 2020)

Experience Opportunities

Through the consultation that was undertaken for the development of this plan, a range of potential experience opportunities were identified. The process outlined the specific tourism aspirations attendees had, but also articulated how they might help to support the unique positioning of the destination.



VILLAGE CHARM

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ALWAYS EXPLORING



PASSIONATE PRODUCERS



WILD CONTRASTS



Requirements for growth

To maximise the benefit and potential of the visitor economy for the Wairarapa, there is a range of requirements for growth that should be the focus of the destination. These requirements have been determined through consultation and research, and they are designed to assist the overall development and growth of the visitor economy for the region.

EXPERIENCE DEVELOPMENT

Although there are currently a range of experiences available within the region, there are gaps around the support themes that play into the hero experiences that would drive appeal and awareness of the region. These quality paid experiences should support and strengthen the destination positioning themes identified within this plan, and target identified market segments these activities would appeal most too. A focus on the development of experiences for the region would see an increase in visitor spend throughout the region and generate awareness through focused marketing efforts.

Included within this development should be a focus on the development of packages and itineraries that add depth to the regional offering by integrating cultural, historical and environmental storytelling unique to Wairarapa (e.g. Māori, early settler agriculture, WWI&II, astronomy), weaving pathways through Wairarapa for visitors to follow. These could be presented to visitors through itinerary development, signage throughout the region or a mobile app. With the number of natural and cultural landmarks throughout the region, there is a strong opportunity to provide interpretation through guided tours, and the potential to develop hero experiences within the dark skies reserve and for events such as Matariki. Packaging through the off and shoulder seasons would help address the seasonality issues raised.

MUTUALLY BENEFICIAL PARTNERSHIPS

Cross-sector collaboration through the region will help to build resiliency within the tourism sector and support efforts to lift the social, cultural, environmental and economic wellbeing of the community. Developing partnerships with the agri and horticultural sectors can help to provide better links between the sectors and make local produce more accessible (paddock to plate) for visitors. Local producers and primary industries are an appealing proposition for visitors, especially for a region that is internationally renowned for the products it produces. Increasing the number of cottage industries for locals, will also help to build economic resilience for the community, and improve the wellbeing of those who embark on that entrepreneurial journey.

As destinations start to grow and develop, incubator set ups, and capability programmes are often started, and it would be of benefit to the industry, new and existing, for tourism to be involved. Building partnerships with business capability programmes or providers will help to develop strong and sustainable businesses within the region and encourage the development of quality tourism experiences.

There is a national perception that tourism as a career pathway is not one that will provide high incomes or opportunities for youth. For this to change, work needs to be done with employers to understand the need for appropriate and competitive remuneration and strong career development opportunities, combined with educating potential employees on the benefits of working in the tourism industry and what a career in this sector might lead to.

IWI DEVELOPMENT

Both Ngāti Rangitāne and Ngāti Kahungunu have identified that they have tourism aspirations, and through consultation have identified a range of opportunities that could be developed to derive economic, social, and cultural benefit into their communities. Working with iwi to create implementation plans that will allow them to put these opportunities into action will provide unique experiences and employment opportunities for the region that will work toward achieving the aspirations identified within this plan.

Development of Māori Tourism experiences that connect visitors to the natural assets with a strong cultural story telling element offers huge potential for iwi to play a significant role in tourism throughout the region. These experiences might be marae based and provide unique experiential access points for visitors to engage with local iwi and hear the stories told by those who hold the right to tell them

Māori stories can provide an important element for the region to market themselves uniquely and create a sense of identity that resonates with iwi. To get this right, it is integral to ensure that iwi have completed a process to articulate what stories they are willing to share publicly, and those that are for iwi only. This will also help to identify experience opportunities that would benefit iwi, hapū or whanau willing to start a business of their own.

EVENTS STRATEGY DEVELOPMENT

The right events in a region can increase awareness amongst segments that identified they are interested in Wairarapa once they knew what was on offer – e.g. 'Relaxation and Wellbeing', and 'Sports and Events', potentially coupled with an iconic outdoor attraction such as Castlepoint, and Matariki focused events to develop and promote the star gazing/dark skies product. Decisions regarding event development, and the investment in new events, should be assisted with a fully developed events strategy, this puts focus on the hero experiences and themes that support the unique positioning of the destination.

Wairarapa has a range of outdoor locations and facilities that lend themselves to outdoor events and should be leveraged to drive event development and opportunities particular during the months of the year where visitor numbers drop away.

The region should also investigate holding several smaller but linked events based on the popular wine and food festivals to help spread capacity over a longer period (for example over a month) with each town hosting a sub-event profiling their uniqueness, and potentially opening up local agriculture/ horticulture farms, and artisan producers for the festival. Stronger integration with Wellington On A Plate would also be beneficial.

ACCOMMODATION

Accommodation is important to enable visitors to stay in a region, drives satisfaction with their stay, and can be a key part of the experience itself (especially destination and boutique style accommodation). At a national level, 3-4.5 star rated properties tend to achieve the highest occupancy.⁵

Through consultation, it was recognised that a 4 star plus larger capacity accommodation in South Wairarapa should be investigated, and investment sought. This would have multiple benefits for the region including more beds on offer, increased employment, and the development of support services like laundry and cleaning services.

Accommodation and especially hotel accommodation is currently a barrier to both conferencing and general visitation. At present the event centre at Carterton is not supported by close accommodation for delegates and users of the venue. Overall, there is a lack of this level of accommodation across the region. Increased opportunities for lodge or farm stay style accommodation that catered to high-net-worth visitors were also considered to be limited.

There is also a recognised lack of affordable worker accommodation that affects multiple sectors throughout the region.

ENGAGEMENT WITH COUNCILS

A lack of a regional vision for tourism and alignment amongst the three councils was determined through consultation. Although this is not a unique issue, it is compounded by the fact that the region has three councils all with different expectations, aspirations and requirements of the tourism sector.

A higher level of engagement and consultation by councils with the tourism industry and operators on a long-term plan that ensures sustainable growth of the visitor economy to support the community should be sought. It was acknowledged by many that these are partnerships that should be built and maintained in order for the benefits of this destination management plan be maximised for the industry and community.

⁵ Tourism Industry Aotearoa data as cited in MBIE Infrastructure insight series 2016

FUTURE PROOFING TRANSPORT

Quality infrastructure is required for the industry to grow, develop and strengthen to meet the future demand of visitors. Councils, stakeholders and industry should work together to determine what the long-term infrastructure and peak demand requirements might be to ensure sustainable growth in the future. Transport was a common concern raised throughout the consultation, both to get visitors to the region and to enable them to access all areas of the Wairarapa, but also for commuter and product distribution routes into and out of the area.

Public infrastructure issues relate to a combination of population growth and increases in visitation to the region. Water supply has been identified as a key issue for Martinborough and although less critical, water is an emerging infrastructure issue for the wider region. Overallocated water sources and significant capital requirements to balance supply with demand were seen as challenging for low ratepayer areas. Future demand for EV chargers and electricity across the region also need to be considered.

Development of Hood Aerodrome for transport in and out of the region could assist with resiliency, but also as a future centre of excellence for aviation with the likelihood of small commuter type flights with alternative fuel sources. The opportunity for a tourism museum type venture and home of Wings Over Wairarapa also exists.

Connectivity did not present as a key tourism issue in recent engagement; however it is likely respondents did not think of it as an accessibility challenge unless prompted. Current plans for broadband availability do not address the 'doughnut' of locations in Wairarapa, mobile broadband is at capacity, and the Crown Infrastructure Partners Ultra-Fast Broadband Schedule does not complete until 2022 (as at June 2019 the overall Wellington Region build was 6 percent). There is fair coverage concentrated around the main centres, but limitations around southern Wairarapa and the Tararua ranges and black spots across several hero destinations, such as Cape Palliser. Wairarapa has an opportunity with a satellite provider to make more connections available immediately.

Risks and Mitigations

RISK DESCRIPTION		POTENTIAL CONSEQUENCES	INHERENT RISK	MITIGATING MEASURES	RESIDUAL RISK
1.	Sustainability of funding	<ul style="list-style-type: none"> – Lack of funding to continue managing the destination effectively. – Limited opportunity to increase supply and subsequent spend into the region. 	MEDIUM	<ul style="list-style-type: none"> – Local Government and tourism authorities could apply for additional funding through the announced Tourism Infrastructure Fund. There is also additional funding available through STAPP. 	LOW
2.	Lack of confirmed funding for activation	<ul style="list-style-type: none"> – There are a number of actions within this plan that are integral to the growth of the visitor economy and eventual success of the sector. – Funding for activation should be sought from appropriate sources to activate effectively. 	HIGH	<ul style="list-style-type: none"> – Funding streams are available but should be identified and placed against each workstream at the beginning of activation. Where there is no apparent funding investors might be sought to fill the gap. 	MEDIUM
3.	Climate Change	<ul style="list-style-type: none"> – Eventual sea level change would have devastating effects on the local beaches and roading to sites of significance for the region. – Water quality and access might become more of an issue. – Damage to industries such as viticulture and agriculture would have detrimental effects for the tourism sector. 	HIGH	<ul style="list-style-type: none"> – Advocacy on behalf of the industry to make things achievable and make sense. – People who have the ability to make the changes like council are making the right decisions and bylaws that can be achieved. 	MEDIUM

RISK DESCRIPTION		POTENTIAL CONSEQUENCES	INHERENT RISK	MITIGATING MEASURES	RESIDUAL RISK
4.	Social Licence of Tourism	<ul style="list-style-type: none"> With more tourists and potential pressure on existing services in the region, the social licence of tourism within then community could be affected. 	MEDIUM	<ul style="list-style-type: none"> Ensure that residents are taken on the destination management journey to understand what is happening in this space and the role they can play. Ensure there are strong programmes in place for tourism to give back to the community. 	LOW
5.	Development of Māori Tourism product and stories used	<ul style="list-style-type: none"> Any iwi stories used to market and promote the region must be determined and supplied by iwi. Tourism product development that includes Māori content should be developed in partnership with iwi. 	MEDIUM	<ul style="list-style-type: none"> Work with Māori and local iwi to understand what can be shared and what can't. Ensure that new and existing tourism operators are aware that some stories should only be told by iwi. 	LOW
6.	Unconfirmed council support	<ul style="list-style-type: none"> With three councils there is a risk that support will be unconfirmed or discontinued from one or more local government authority. There is a risk that tourism does not feature in their Long Term or Annual Plans and this will make achieving the goals outlined within this plan almost impossible. 	HIGH	<ul style="list-style-type: none"> Councils should be informed of the benefits and overall community acceptance and commitment to the industry and the growth of the visitor economy. All industry stakeholders should be working to ensure these points are acknowledged by council staff and elected officials. 	LOW
7.	Disconnect between stakeholders	<ul style="list-style-type: none"> Disconnected stakeholders will result in projects and potentially the spending of money that are at cross purposes. This would have a negative impact on the social licence of the sector within the community and could affect the way operators work individually and together. 	MEDIUM	<ul style="list-style-type: none"> Destination Wairarapa, and all decision makers and influencers within the sector need to ensure that all stakeholders are taken on the same journey, and that there is open and transparent decision making so that there is an increased level of knowledge and understanding within the sector. 	LOW

Strategic Priorities

Vision

Wairarapa, a well-established, year-round destination where visitors are encouraged to discover the region's hidden gems that leave them wanting more.

Goal

Grow the value of the visitor economy for the Wairarapa that is compatible with the lifestyle, environment and culture of the region.

Strategic Priorities

- 1 **Effective Navigation**
Enabling Destination Management
- 2 **Chart the Course**
Leading Environmental Regeneration
- 3 **Enhance the Beacon**
Empowering Destination Development
- 4 **Light the way**
Unlocking Destination Marketing



STRATEGIC IMPERATIVE 1

EFFECTIVE NAVIGATION - Enabling Destination Management

In order for the visitor economy to grow and the desired aspirations be achieved, strong leadership and the right roles, resources and representation need to be present. The leaders within the sector will hold the values compass for the industry and will ensure that the actions outlined are achieved with the aim of providing positive impact and benefit back into the community. As a region, Wairarapa must determine what success looks like into the future and how they can collectively achieve that success.

The visitor industry has many facets, each of them having a role to play in the delivery of the visitor experience, but also in helping each community achieve the aspirations that they have. To do this, collaborative partnerships, strong leadership with adequate focus and funding is required. The success of this destination management plan will hinge on having a shared vision, integrated planning initiatives, alignment to broader tourism strategies, and support for local industry and businesses.

WHY IS THIS AN IMPERATIVE? HOW DOES IT ACHIEVE THE VISION?

- Strong leadership and structures for destination management in a region are integral to a successful and sustainable destination.
- Ensuring that there are adequate links and connections throughout and into the region will assist with transitioning visitors throughout the region and maximising the benefits communities will derive from the visitor-economy.
- Details and specific data insights for the region that will assist with decision making and ensure that key actions within this plan are achieving the desired results



KEY ACTIONS	RATIONALE	PARTNERS	SUCCESS METRIC
<p>1.1 Determine best working structure for delivery of the destination plan priorities</p>	<p>To maximise the opportunities and benefits outlined within this plan, and to work some way towards achieving community aspirations, it is imperative that there is a strong working governance structure to implement these key actions. This group should consist of the stakeholders who have contributed to this plan, and that it is set up and managed in a way that will allow information and communication throughout the agencies tasked with the delivery of the actions. This group will need to have representation from funders, iwi, industry, and members may move onto and off this board as the region moves through the priorities and actions the key recommendations made. This board should be able to assist with sourcing and accessing funding streams that can assist.</p>	<p>Wairarapa Councils Destination Wairarapa Iwi Stakeholders Industry</p>	<p>There is a strong governance board that sits across the Destination Management Plan, that will expand and contract as priorities change. This board will help to source funding over and above business as usual and ensure that working groups and partnerships are accountable for achieving specific goals</p>
<p>1.2 Enable effective leadership of the destination</p>	<p>A more coordinated and agreed regional vision for tourism is vital to attracting additional investment and supporting increased marketing of the region. There are a number of entities who play a role in the management and leadership of Wairarapa as a visitor destination and three district councils within the region. There is a need to ensure there is clarity in roles and defined responsibilities to ensure the region is managed effectively into the future. There is a need for strong Governance on the board that advises Destination Wairarapa, it would be best to ensure that there is good cross sector representation on that board.</p>	<p>Wairarapa Councils GWRC Destination Wairarapa WellingtonNZ Iwi</p>	<p>Wairarapa as a destination is managed effectively with entities playing specific roles that will drive the visitor-economy and deliver strong positive benefits back to the communities.</p> <p>There is a strong industry membership association that enables industry input into strategic matters and has a voice at the governance table for the Destination Management Plan, and Destination Wairarapa.</p>
<p>1.3 Adequately resource destination management in the region</p>	<p>A challenge for the future will be to ensure that destination management within the destination is resourced. This plan will outline the best approach for maximising the visitor economy dollar into the region. This will build resiliency into the industry and broader community, but there will be aspects of this plan that will require funding and allocation of additional resource to ensure that the community aspirations outlined are achieved, and the potential for growth in the sector is optimised.</p>	<p>Wairarapa Councils GWRC Destination Wairarapa WellingtonNZ Iwi Central Government</p>	<p>The Destination Wairarapa Board can work with key stakeholders to prioritise the imperatives within this plan, and the actions that sit beneath each one. They are able to work with local and central government agencies, as well as the local industry and cross-sector collaboration partners to identify funding streams to activate the Destination Management Plan for Wairarapa.</p>

KEY ACTIONS	RATIONALE	PARTNERS	SUCCESS METRIC
<p>1.4 Improve and future proof connectivity through the region</p>	<p>A strong desire to future proof the region from a transport perspective came through consultation. With increased public transport options to the region and within the region being an important factor. This is not only for commuters and visitors to access the region but also for producers to be able to move their product cost effectively. There is also a lack of public transport options for people looking to move throughout the region, and a lack of scheduled transport links from Wellington into the Wairarapa. As the largest domestic market for the region, there is a strong desire to see this improved. From a future perspective, identifying options that will work into the future would be advantageous, this might include looking at EV Chargers or larger scale projects like electric planes.</p>	<p>NZTA Councils KiwiRail Tranzmetro GWRC</p>	<p>There are strong scheduled transport links into and out of the region, with a range of options available for visitors moving through the region. These channels are supported and alternative routes have been identified as part of a stronger risk and mitigation programme. A project that looks into the potential benefits of Electric Vehicles, planes and the associated support infrastructure has been undertaken and the region has a plan to move forward.</p>
<p>1.5 Strengthen data insights</p>	<p>Good data insights that are specially calibrated to the Wairarapa region is integral for measuring success, and to help inform decision making. This will include subscribing to particular data insight channels that already exist, but to also understand what information and insights the region might need, and undertaking specific research programmes to ensure plans are appropriate, and the outcomes will match the expectations of the industry and community,</p>	<p>Destination Wairarapa WellingtonNZ Councils</p>	<p>The Wairarapa has a suite of data sources to pull from that will enable them to make appropriate decisions, to benchmark current state, and ascertain movement in the right direction into the future.</p>
<p>1.6 Development of career and education pathways to enable industry growth</p>	<p>A need to overcome challenges associated with shortages of trained and skilled staff and suitable accommodation for these staff in proximity to the demand was identified. This also presents the region with an opportunity to potentially work with existing education providers and training institutions to meet the needs of a changing workforce, or potentially attract a new provider into the region to assist with this deficit. The lack of skilled workforce is a national issue and highlights the need for forward thinking and future proofing for sector development and growth. Working with the workforce and skills group to identify and mitigate employment issues within the region as they arise, and before they become too big a problem to solve.</p>	<p>WellingtonNZ Education providers</p>	<p>Employers can attract skilled and experienced labour for roles, and staff have a confirmed development pathway forward. The region has education providers that provide career pathway options forward to at will meet the needs of the visitor sector into the future.</p>

STRATEGIC IMPERATIVE 2

ENHANCE THE BEACON – Empowering Destination Development

The experiences within any region act like a beacon to potential visitors looking for destinations that would resonate with who they are and how they travel. For Wairarapa there are many opportunities for visitors to engage with the villages and natural assets within the region. There is a lack of quality paid experiences that allow visitors to engage with these natural assets in an authentic and real way. For the aspirations articulated by the community to be achieved, work needs to be done to develop commercial experiences that connect visitors with the people and place of the Wairarapa.

There is a strong desire from the community to see experiences that tell a more comprehensive story of the region that incorporate iwi and pre-European perspectives and histories.

Utilising the natural and built resources of the region to expand the range of experiences for visitors, both over the seasons as well as across the whole region. Examples include the 5 towns trail network and adding to the food and wine options.

WHY IS THIS AN IMPERATIVE? HOW DOES IT ACHIEVE THE VISION?

- Providing more compelling reasons to visit the Wairarapa and stay longer will help to grow the visitor economy within the region, and as a result maximise the benefits to the broader community.
- The potential for engaging experiences that allow visitors to connect with the people and place of the region are huge
- Tourism is an economic enabler for communities and experiences could provide sustainable economic pathways forward for communities, iwi and locals.



KEY ACTIONS	RATIONALE	PARTNERS	SUCCESS METRIC
2.1 Develop experiences that support the positioning of the region	Future opportunities around expanding and deepening the experiences within the region utilising the natural and cultural resources that already exist were identified. These experiences should match the positioning of the region, the hero experiences and supporting themes that best suit for visitors to Wairarapa. Partnerships with benefits cross sector can lead to compelling destination packages and opportunities to develop itineraries that assist the journey through the destination. Exploration of opportunities that speak to the unique nature of the destination, including the dark skies reserve and agri-tourism potential, should be explored to ensure the development of quality.	Destination Wairarapa WellingtonNZ Iwi	Wairarapa is home to a range of opportunities that welcome a broad range of visitors to the region. The experiences are a unique blend of day and evening experiences that maximise the unique attributes of the destination and the positive impacts to the community across all wellbeing pillars.
2.2 Work with iwi to determine tourism aspirations and provide support in the development of experiences	Iwi throughout the Wairarapa have a unique story to tell. They are the holders of that knowledge and there was an overwhelming feeling within the community that opportunities to engage with the local mana whenua should be a focus for the destination moving forward. Connecting the natural assets of the region with the cultural assets that have tourism aspirations will help to build strong experiences for visitors. It should also be noted that many of the other sectors that iwi are developing as economic enablers for their communities lend themselves to strong cross-sector collaborations combining core business with a tourism revenue stream.	Destination Wairarapa Iwi	Iwi are true partners in the development and management of the region as a destination. Their experiences enhance the overall positioning of the region and work toward delivering the aspirations they have for Māori communities.
2.3 Develop a strategic approach for events that will invite investment and assist in positioning the region	Events are an enabler for the region, and many current events provide a lot of benefit back into the industry, other strong economic sectors, and for the general community. The development of an events strategy that helps to inform decisions around what criteria future event opportunities or reviews for funding would be beneficial. This strategy should be aligned to the brand positioning and pillars identified to ensure events support the overall brand strength of the region. Once there is a strategy to govern the selection of events in the region, there will need to be resourcing and budget to deliver them.	Destination Wairarapa Event organisers WellingtonNZ	Events are an important enabler for the destination and are a calendar of events that allow attendees to engage with the region in a way that resonates most with them. Events are managed and coordinated effectively to ensure they deliver across multiple priorities and achieve high quality results.

KEY ACTIONS	RATIONALE	PARTNERS	SUCCESS METRIC
<p>2.4 Develop the capability of new and existing operators in the region</p>	<p>Visitors will continually look for quality experiences that take their needs safety, and expectations in account as part of delivering a compelling experience within the region. Post COVID, this will become even more important for visitors, and operators will be expected to be able to acknowledge and show that they are quality tourism experiences. Assessment and accreditation through a third part quality assurance programme will be one way of illustrating this commitment and should be supported by the destination.</p>	<p>Destination Wairarapa WellingtonNZ</p>	<p>There are a high number of operators who are Qualmark accredited and work closely with the RTO and TNZ to help promote the Wairarapa as a destination to both domestic and international markets.</p>
<p>2.5 Identify the support services and industry enablers that need to be developed to empower visitor economy growth</p>	<p>The tourism industry can only grow from strength to strength if there are adequate support services available within the region. This includes accommodation, restaurants, access to public transport in order to effectively navigate the region, and get to the experiences on offer. It was identified through consultation that there is an issue with the level and number of accommodations throughout the region. Some experiential hubs are adequately supported and others are not. Understanding where support might be required and providing support to attract investment would provide broader benefits for the community and industry.</p>	<p>Destination Wairarapa Councils Industry</p>	<p>Gaps in the support and services required within the tourism sector are identified and plans are in place to ensure these are minimised or mitigated. Accommodation and access to it is no longer a barrier, and occupancy is spread throughout the week.</p>

STRATEGIC IMPERATIVE 3

CHART THE COURSE – Leading Environmental Regeneration

Perhaps one of the strongest shared aspirations within the community was the desire to ensure that development and growth within the region did not come at the expense of the environment itself. While councils within the region are working on strategic imperatives to assist with this, the industry and visitors to the region have a role to play. Tourism brands with purpose help to connect visitors with environmental regeneration programmes that provide positive benefits into the community. As an industry and a destination there is an opportunity to lead environmental regeneration for the community.

A strong interest in ensuring that tourism and visitors contributed to the environmental quality of the region and ideally, contributed to enhancement and restoration of aspect of the region.

For a region whose heroes include the big skies and abundance of natural assets it is vital to ensure that these assets are protected for future generations, and where possible, initiatives are employed to ensure these significant places are regenerated.

WHY IS THIS AN IMPERATIVE? HOW DOES IT ACHIEVE THE VISION?

- Visitors want to know that they are giving something back to the communities and environments they are engaging with
- Environmental regeneration projects that are linked with a tourism operator ensures that the visitor economy and industry are impacting positively on the environment
- A large component of the social licence of tourism as a positive industry for the community, is the desire to see visitors working to ensure our environments are protected.



KEY ACTIONS	RATIONALE	PARTNERS	SUCCESS METRIC
3.1 Develop regenerative tourism initiatives for locals and visitors	There was a strong identified desire from those consulted that the tourism industry contribute to ensuring the local natural environments are enhanced and protected for future generations. The development of a range of regeneration initiatives would provide operators and visitors the opportunity to contribute to initiatives that resonate most with them. Initiatives that contribute to broader issues that impact socially and culturally on the region would be advantageous, in particular water quality and the return of waterways to a healthy state to support indigenous food gathering.	Sustainable Wairarapa Iwi GWRC Councils Pukaka to Kawakawa Industry	There are a range of initiatives available for locals and visitors to engage in. These initiatives work to help address some of the environmental, social and cultural issues identified within the region.
3.2 Align operators purpose brands to initiatives to achieve environmental aspirations	Operators who have build a sense of purpose into the fabric of their business will continue to provide compelling reasons for visitors to visit the Wairarapa and to spend more time in the region. This will involve working with new and existing operators to understand and embrace that purpose within their experiences. This might be as simple as a financial contribution at time of booking, that goes towards the planting of native trees in the area, or as complex as integrating a regenerative initiative into the experience itself – getting visitors on tour with the operator to plant their own native tree as a legacy for them and their journey into the region.	Industry Destination Wairarapa Iwi	Tourism operators have experiences that incorporate a level of purpose into their brand. They offer visitors the opportunity to support or engage with environmental reservation initiatives for the region and learn to live and travel sustainably.
3.3 Explore future infrastructure needs to support environmental aspirations	As a country, we are continually striving to do more for our natural environments and to find innovative ways to do this. Exploring infrastructure needs now that might be needed in the future to support this innovation should be undertaken. This might include understanding what EV advancements the community and travelling segments might be looking for and how this might look for the region in terms of fast charge EV stations. Electric plans at Hood Aerodrome was also floated as a potential future opportunity and if this was to be achieved, what might need to be considered moving forward.	Councils Destination Wairarapa GWRC	As a region, Wairarapa are aware of the opportunities that exist for cleaner options for travel and have explored how to maximise those opportunities and identified the work that needs to be done in order to activate those opportunities.

STRATEGIC IMPERATIVE 4

LIGHT THE WAY – Unlocking Destination Marketing

Through the research and data analysed during the development of this Destination Management Plan, it became clear that there is a lack of awareness with regards to all that the Wairarapa has to offer. As the destination develops experiences that connect the natural and cultural assets within the region, there will be a need to market these experiences and build the awareness of the destination.

Through the demand research undertaken as part of the preparation for this destination management plan, regions closer to the Wairarapa geographically had higher awareness, and the region resonated for those looking to treat themselves, and looking for relaxation and wellbeing opportunities. These should be a part of the awareness and marketing campaigns for the region moving forward, but work should be done to further enhance the regions here's and supporting themes that speak to the regions unique positioning

WHY IS THIS AN IMPERATIVE? HOW DOES IT ACHIEVE THE VISION?

- By increasing the awareness of the Wairarapa as a destination with experiences that connect natural assets, cultural aspirations and strong environmental regeneration leadership, the region becomes for compelling to broader market segments
- As more market segments become aware of the destination and what it offers beyond what it is known for now, more visitors will choose the Wairarapa as a holiday destination, and assisting in region in achieving the vision, goals and aspirations of the community.



KEY ACTIONS	RATIONALE	PARTNERS	SUCCESS METRIC
4.1 Finalise brand story	The Wairarapa brand story will give potential visitors the motivation to choose the region as a holiday destination. Having the right story, using the right language and placing this in the right places will have positive impacts on the visitor economy and help to drive positive benefits into the community. A toolkit should be developed to assist community members and industry to use the brand story appropriate and ensure all marketing is aligned to the brand story	Destination Wairarapa Industry Iwi	Wairarapa has a well-developed, and socialised brand story that stakeholders and industry know well, and are utilising appropriately. The toolkit is readily available with resources that assist industry to build the awareness of the Wairarapa as a visitor destination
4.2 Build awareness of Wairarapa using the brand story and positioning	The brand story and positioning identified for the Wairarapa is compelling and unique. There is already awareness of the region locally, and with regions located geographically close to the region, and with the strengths of other sectors like food and wine within the region, more and more people are being aware of what the Wairarapa has to offer visitors. With a defined brand story, that has been tested and robust enough to carry the message to new and existing markets, the awareness of Wairarapa beyond the wine, relaxation and village vibrancy that it is currently renowned for will be lifted.	Destination Wairarapa WellingtonNZ	The brand story is used across various media to build awareness of the region as a destination. It appeals to existing and new markets and presents the paid experiences on offer that a visitor can engage with to truly interact with the people and place of the region.
4.3 Incorporate storytelling within marketing campaigns	Aotearoa New Zealand is the home of storytellers, and the Wairarapa has many stories and individual storytellers that could breathe life into the natural assets and individual villages throughout the region. Having the ability to share more stories and have more experiences to engage with elements of each story was a strong aspiration shared by the community. These experiences and the storytellers who deliver them will be compelling assets to draw from in a marketing context. Real people telling real stories that helped shaped the environment and landscapes of the region can create strong marketing campaigns that will appeal to new and existing markets.	Destination Wairarapa WellingtonNZ	Campaigns include local personalities and story tellers that bring the essence of the destination too life. These personalities might be industry or passionate producers or simple engaging locals with a story to tell.
4.4 Resource appropriate and effective destination marketing	To increase awareness of Wairarapa as a visitor destination with compelling experiences that invite exploration, marketing campaigns, PR campaigns and social media content need to be developed and deployed at the right time. To do this properly, a reasonable level of funding will be required in order to deploy these initiatives and see visitors coming back into the region.	Destination Wairarapa WellingtonNZ	The destination is marketed effectively throughout the county and the world with specific emphasis on existing markets and segments who the experiences and quintessential Wairarapa experience will resonate with

Priority Projects

As we transition through the global disruptor of COVID and move into a new world, travel and tourism around the globe will change. In the short term, to ensure that the destination is able to respond to the bounce that will occur once borders are open and Wairarapa as a destination is equipped for growth, four priorities have been identified that should be of immediate focus.



APPENDICES

- A. Land Managers and Regulatory Agencies
- B. Strategic Context
- C. Current Visitor Industry
- D. Wairarapa Visitor Sector
- E. Access into the throughout the region
- F. Tourism New Zealand Domestic Market Segments
- G. Colmar Brunton Research



APPENDIX A. LAND MANAGERS AND REGULATORY AGENCIES

DESTINATION WAIRARAPA

Destination Wairarapa is the Wairarapa region's (comprising of South Wairarapa District Council, Carterton District Council, and Masterton District Council) Regional Tourism Office.

Destination Wairarapa has a responsibility to major funders, regional stakeholders and the wider community to deliver sustainable, positive economic, social, cultural and environmental outcomes from tourism related activities.

Destination Wairarapa is an Incorporated Society made up of members from the region's tourism industry. Destination Wairarapa is governed by a Board of 6. Three board members are elected by the membership and three board members are co-opted onto the Board by each District Council.

South Wairarapa District Council

The South Wairarapa district is situated at the southernmost corner of the North Island and has an area of approximately 248,455 hectares (2,484 square kilometres). In the south the district boundary follows the coastline from the western end of Palliser Bay in Cook Strait to Honeycomb Rock, east of Martinborough. The western boundary follows the main divide of the Remutaka and Tararua ranges to Mount Hector, from which the boundary runs southeast across the Wairarapa Plains to the coast.

The district includes the towns of Featherston, Greytown and Martinborough which are the main population centres

Council membership is comprised of the Mayor and 8 councillors. The Chair of the Māori Standing Committee may attend and participate in debate but does not have voting rights. The district's resident population in 2021 stands at 11,512. The Council's vision for the district is "the best of country living with the community at the heart of everything we do"

Carterton Council

The Carterton District stretches from the Tararuas in the west to Flat Point in the east. It is flanked on either side by Masterton in the north, and South Wairarapa in the south. The district's resident population in 2021 stands at 9,987.

Carterton District Council comprises a Mayor and eight elected members, all of whom are elected from the District as a whole. The Council acknowledges Hurunui o Rangi Marae as mana whenua in our District and recognises the value of Hurunui o Rangi in the social and cultural fabric of our community. A formal memorandum of understanding exists with Hurunui o Rangi Marae and this is currently being reviewed.

The Council's vision for the district is "a welcoming and vibrant community where we all enjoy living".

Masterton District Council

The Masterton district comprises of 229,500ha of land located between the Tararua Range to the west and the Pacific Ocean to the east. The main urban area is Masterton located on the Wairarapa valley between the Ruamāhanga, Waipoua and Waingawa Rivers.

MDC is represented by a Mayor and 10 Councillors, who are elected from the district at large. In addition, MDC has two Iwi representatives. The Iwi representatives attend Council meetings but do not have voting rights.

There are 18,725 resident electors in the district. The Council's vision for the district is "providing the best of rural provincial living".

WellingtonNZ

WellingtonNZ is the Greater Wellington region's Economic Development Agency (EDA) and Regional Tourism Organisation (RTO) for Wellington City. They receive funding from both the Wellington City and Greater Wellington Regional Council. The organisation supports businesses to build capability, runs civic venues and invests in events to host for the city of Wellington and is also responsible for destination development and marketing. They should work closely with mana whenua through purposeful iwi engagement, and Destination Wairarapa to ensure that the region is marketed in the right way, through the right channels, and operators within the district are appropriately supported.

Mana Whenua – Rangitāne Tū Mai Rā Trust

The Rangitāne Tū Mai Rā Trust is the post-settlement governance entity, or PSGE, for Rangitāne o Wairarapa and Rangitāne o Tamaki nui-ā-Rua. The Trust was ratified by the iwi in late 2013 and established in March 2014. It was established prior to the comprehensive iwi settlement and currently holds assets obtained during the negotiations.

The Trust has received all the Treaty Settlement assets from the Crown and is responsible for the overall management of those assets. It may do so with the assistance of subsidiaries established by the Trust or related entities through contractual arrangements.

Mana Whenua – Ngāti Kahungunu ki Wairarapa Tāmaki Nui-a-Rua

The purpose of Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua Settlement Trust is to represent all iwi members in negotiating the settlement of our Treaty of Waitangi grievances with the Crown.

The initial Trust was established in December 2010 following extensive consultation with iwi, hapū and marae. The trustees were elected by Ngā Hapū Karanga.

They have now transitioned to a Settlement Trust as they work towards completing this important kaupapa for all those who whakapapa to Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua.

Greater Wellington Regional Council

The Greater Wellington Regional Council is a regional council with eight territorial councils within their boundaries. The responsibilities for this regional council include the management of natural resources for the benefit of the whole region (including the large recreational areas Queen Elizabeth Park, Akatarawa Forest Park and parts of the Waikanae and Ōtaki Rivers), essential community services such as road maintenance, land-use and subdivisions, community health and community services. Various Acts of

Parliament such as the Local Government Act 2002 and the Resource Management Act 1991 provide the council with a framework for their activities.

Department of Conservation

The Department of Conservation plays an important role within the Wairarapa. The region is home to a number of conservation and nature areas that are administered by the Department of Conservation. This includes a number of tracks, DoC Huts that service trampers in the area, Pūkaha National Wildlife Centre and the ecologically diverse area of Wairarapa Moana. There are a number of businesses within the region who hold current concessions to access these areas.



APPENDIX B: STRATEGIC CONTEXT

National Tourism Strategic Context

TOURISM 2025 AND BEYOND

Provides a clear pathway towards a sustainable tourism industry for Aotearoa, New Zealand. It has been created by industry for industry and places the value firmly on communities, individuals, the environment, the economy and visitors. The vision for the framework is “Growing a sustainable tourism industry that benefits New Zealanders.”

The Framework has four key goals:

- Make sure our visitors are having great experiences
- Make sure our communities are happy with and benefitting from tourism
- Make sure our environment benefits from tourism
- Bring economic success.

NEW ZEALAND/ AOTEAROA GOVERNMENT TOURISM STRATEGY

The Government wants tourism growth to be productive, sustainable and inclusive. The goals of the New Zealand-Aotearoa Government Tourism Strategy are:

- Tourism supports thriving and sustainable regions
- Tourism sector productivity improves
- New Zealand-Aotearoa delivers exceptional visitor experiences
- Tourism protects, restores and champions New Zealand-Aotearoa’s natural environment, culture and historic heritage
- New Zealanders’ lives are improved by tourism.

In May 2019 Government and Tourism Industry Aotearoa have agreed to five key priorities for immediate action in the coming year. These are:

- Sustainable growth
- Improved data and insight
- Building the tourism workforce
- Destination management and planning
- Carbon and climate change.

While there has been no revision of theme, these immediate priorities provide clear guidance for regions on the current important issues to deliver on the national tourism strategic goals.

NEW ZEALAND TOURISM SUSTAINABILITY COMMITMENT

As part of implementing the tourism strategies, Tourism Industry Aotearoa has developed the Tourism Sustainability Commitment to enable tourism operators to voluntarily work towards achieving the four pillars of sustainability.

The Tourism Sustainability Commitment has been developed by industry for industry to progress the vision of New Zealand leading the world in sustainable tourism. It comprises 12 commitments across the four pillars of environment, community, visitor, and economy that individual businesses sign up to. Over 1400 tourism businesses have already committed to this programme which is becoming an industry standard. Commitment requires:

- Having a sustainability plan with goals for all 12 Commitments
- Making measurable progress towards the goals
- Embedding sustainability into business systems, processes, and plans
- Providing an annual update on progress
- Telling communities and visitors about our sustainability efforts.

As a result, this programme enables the tourism industry and individual operators to demonstrate their performance to potential visitors as well as the community within which the industry operates.

District Plans and Relevant Tourism Strategies

MASTERTON DISTRICT COUNCIL, CARTERTON DISTRICT COUNCIL AND SOUTH WAIRARAPA DISTRICT COUNCIL

Long-term and Annual Plans

The long-term plan sets the direction for the council and governance of the district and provides financial and infrastructure strategies to determine budget over a long period of time. The Annual Plans outline the short-term specifics that are needed in order to achieve the long plan, and identifies the activities, and resource required to deliver the plans and where those resources might come from.

Wairarapa Combined District Plan

The three Wairarapa District Councils (Masterton, Carterton and South Wairarapa) have prepared a Combined District Plan, under the Resource Management Act 1991. It was the first Combined District Plan in New Zealand and the first 2nd generation plan to become fully operative.

The Wairarapa Combined District Plan has been developed to address the significant resource management issues identified in the Wairarapa. It is based on clear policy direction, which provides a robust framework for the range of regulatory and non-regulatory methods it employs to manage the effects of the use, development and subdivision of the natural and physical resources of the Wairarapa.

Wairarapa Economic Development Strategy

The Wairarapa Economic Development Strategy [WEDS] was developed to maintain momentum in the region's economy and plan for a future which allows for growth. OThe region's three mayors are all on the WEDS Governance Group, with an independent chair, which aims to establish, extend, improve and upscale small businesses and the primary sector in the key focus areas, including added-value food and beverage, visitor and tourism and the knowledge economy.

Each mayor is responsible for one of those three key sectors in this region-wide approach. Greater Wellington Regional Council chair, along with business and Iwi leaders also help make up the Governance Group.

In 2019, WEDS supported a number of significant applications to the Provincial Growth Fund which will benefit the region in many different ways.

Future Tourism Strategies

WELLINGTON REGIONAL DESTINATION MANAGEMENT PLAN

A destination management plan for the Greater Wellington Region will be developed that will point to the aspirations for the region, the opportunities and challenges that exist on the journey to achieving these aspirations. The destination management plan for the Wairarapa will be a key part in informing this region-wide plan which will identify the common themes and recommendation actions that should be taken in order to manage the broader destination effectively.

APPENDIX C: CURRENT VISITOR INDUSTRY

Visitor Accommodation



347 properties with the capacity to accommodate approximately **3,449** people (excluding holiday park camp sites and freedom camping areas)



Café's restaurants and Bars

111 listed on tripadvisor, **67** mid to high quality none at Castlepoint.

Plenty with **4+** star ratings.

40 in Masterton district (1 in Riversdale - very basic, 3 in Castlepoint),
14 in Carterton,
28 in Martinborough and surrounds,
11 in Featherston and surrounds (3 in rural Sth Wair)

13 Qualmark accreditation **12** Qualmark Sustainable Business Award

Conference Facilities



14 conference and event facilities with capacity up to **500** theatre style but mostly small, some with and some without accommodation

Events and Stadium facilities

1 plus a number of rural halls

16 Recreation and Sports facilities

Urban Public Spaces and public parks

16
Council parks and reserves



Tourism Attractions and activities

Approx. **39** events that include visitors.

- 19** Cultural/historical
- 41** Active
- 2** Wildlife
- 4+** Natural
- 39+** Wine and Food
- 6+** Boutique shopping
- 5+** Night
- 3** Urban parks
- 2** Flightseeing
- 4** Fishing (fresh and salt)
- 2+** Others

APPENDIX D. WAIRARAPA VISITOR SECTOR

Current visitor spend

The Ministry of Business, Innovation and Employment's (MBIE) tourism electronic card transaction spend (TECTS) for the year to January 2021 saw Wairarapa as one of only five regions in New Zealand with a positive result for the 12 months, up 3% to \$113m (Trust Tairāwhiti, up 4% to \$118m, Visit Whanganui, up 3% to \$75m, Northland, up 2% to \$583m and Destination Coromandel, up 1% to \$286m). This was up from previous years despite COVID 19 lockdowns and border closures (\$109m in 2020, \$105m in 2019), with the majority of spend made by domestic visitors (\$105m).

Areas like Wairarapa scored lower on accommodation spending despite doing better for overall spending. This may be due to day trippers from Wellington, the number of visitors staying with friends and family, or in their own/friend's baches.

The majority of visitor spend in Wairarapa primarily falls into the broad categories of retail and food and beverage.

The largest proportion of visitor spend was in Masterton District (\$57m), followed by South Wairarapa (\$46m), and then Carterton (\$9m).

Visitors and visitor nights

Total arrivals at commercial accommodation in Wairarapa for the year to September 2019 was approximately 139,552 arrivals ((this does not capture visitors staying with friends and family, in peer to peer or bach accommodation – visitor numbers could therefore be double this figure as shown in other regions who, like Wairarapa, have a high number of private/peer to peer accommodation).

Total guest nights for this period was 268,988 (37,295 international, 231,693 domestic guest nights).

Visitor spend (up 3% to Wairarapa over the previous year) and surveys commissioned by Tourism New Zealand during the COVID period indicate that visitor numbers to Wairarapa have gone up post COVID lock downs, suggesting that this figure is conservative.

TOTAL CURRENT YEAR END ARRIVALS and NIGHTS GUESSTIMATE: 139,552 (CAM) x 3% (4,186 based on spend 3% increase) = 143,739 x 2 to include private accommodation = 287,477 visitors per annum, x 1.9 LOS (ADP and CAM) = 546,206 nights (NB LOS likely higher with holiday home owners included)

As a cross check: Feb-May 2019 (CAM) of 49,537 plus June 2020 to Jan 21 (ADP) running total of 96,849 guest arrivals (ADP), = 146,386 x 2 to include private accommodation = 292,772 x LOS 1.9 (ADP and CAM), nights = 556,267 nights (NB LOS likely higher with holiday home owners included)

Range of 143 – 147,000 total estimated visitors and 546 – 556,000 total estimated visitor nights per annum in Wairarapa.

Length of Stay

Wairarapa currently has a total of 347 accommodation properties with the capacity to accommodate approximately 3,449 people (excluding holiday park camp sites and freedom camping areas).⁶ In addition, there are 15 camping/ holiday parks (private and DOC) providing approximately 871 camp sites/cabins, and 11 designated freedom camping sites.

Overall occupancy for Wairarapa commercial accommodation properties (incl camps and holiday parks) is 41% (running average of 8 months to Jan 21, excl Feb-May, ADP) with a high of 63% in Jan 21 – higher than the national average of 52%. The length of stay for Wairarapa is 1.9 nights (in commercial accommodation).

⁶ Destination Wairarapa I-SITE audit

VISITOR ECONOMY SNAPSHOT

Total arrivals at commercial accommodation in Wairarapa for the year to September 2019⁷ was approximately 139,552 arrivals. Due to the fact that visitors staying with friends and family and those who opt to stay in peer-to-peer accommodations are not captured, this number will be quite a lot higher as Wairarapa has a high number of private and per-to-peer accommodation options. Total guest nights for this period was 268,988 (37,295 international, 231,693 domestic guest nights).

Visitor spend (up 3% to Wairarapa over the previous year) and surveys commissioned by Tourism New Zealand during the COVID period indicate that visitor numbers to Wairarapa have gone up post COVID lock downs, suggesting that this figure is conservative.

⁷ Statistics New Zealand Commercial Accommodation Monitor. This has been superseded by the Accommodation Data Programme that currently only has eight months of data available (ie no annual figures available yet).

APPENDIX E. ACCESS INTO AND AROUND THE REGION

Access into and out of the region is predominantly via road or train, although there are some bus routes that can also be used to access the destination



One of the major factors holding back tourism in the Wairarapa include reliability of road transport connections to Wellington (meaning, for example, that it is too risky for cruise ships markedly over recent years), the rail link is still unreliable, with infrequent off-peak services. Encouragingly, Wairarapa has electric chargers located across the region in every district and in each of the five towns, with many in tourist hotspots and hero destinations. The number and capacity of EV charging stations will need to increase as a result of the uptake of EVs from residents and additional demand from visitors.



The public transport connections for leisure visitors from Wellington are limited, especially at weekends. Improved rail connectivity and more frequent off-peak services, combined with public transport connections between the five towns, are essential to reduce dependence on cars and increase gateway options. There is potential to offer an expanded train service with more frequent trips on the weekends, provide rental cars at train stations and bus connections to towns from all trains to connect visitors to places through a shared story, encouraging dispersal and visitation into less-known areas and communities. There is also potential to develop weekend train packages, which become part of the Wairarapa experience.



There are currently only bus services to Palmerston North, and from there you must transfer to another service to access other destinations. There are currently no intra-regional bus services through the region. There are companies that offer tours and charters and assist with transport on event days,



There is no domestic or international airport in Wairarapa with Palmerston North and Wellington airports a two hour drive. The Hood Aerodrome in Masterton is currently for private landings and events only. Recent funding from the Provincial Growth Fund of \$10M for improvements to the airfield and runway will increase the opportunity for commercial operators to consider Masterton and the wider region for scheduled aviation links.

There is also a strong network of cycle trails that can be used to traverse the region



The three Wairarapa councils have co--developed The Five Towns Trail Project - an off-road recreational trail project that aims to connect the five townships in Wairarapa through a series of off-road recreational trails to improves well-being and attracts more visitors to Wairarapa. This project aims to get more people more active more often, by providing safe, affordable, accessible year-round off-road recreation trail provision from Greytown to Carterton, Carterton to Masterton, and across the Gladstone and Carterton urban loops. Extra bike capacity has recently been added to weekend train services however this is also required at peak commuter time, so weekend and day trippers can maximise their time in Wairarapa.

APPENDIX F. TOURISM NEW ZEALAND DOMESTIC MARKET SEGMENTS

Travel Trends

Tourism New Zealand have provided updated domestic market Segments⁸ provides information on the target segments within the domestic market. The 2020 global pandemic has had an impact on future travel trends and travel decisions with visitors seeking:

- more meaningful interactions with locals and their environment
- recreation in the outdoors – eg cycling and camping
- genuine engagement, to learn something and to contribute back
- a regenerative experience
- a feeling of safety and confident that their health is a priority
- smaller, more intimate experiences over large scale operations
- a longer lead time as all options and alternatives are explored
- recommendation of others at the point of decision making
- travel outside of traditional seasons and destinations that are closer to home
- more accessible destinations (versus places with constrained transport options)
- a more purposeful and measured approach to destination choice (eg supportive communities, sustainable/regenerative).

TNZ research – domestic trends

- Shifting away from a value for money mindset more to a value for experience mindset
- Exploring and re-connecting to places already been to but with a new, more in-depth angle
- Discovering new and hidden gems
- Seeking history, culture, community, personal, - deepen and enrich the experiences
- Telling stories around the unique qualities of the region
- Greater alignment between regions - higher value journeys
- Regional positioning vs individual businesses
- Telling the conservation story - not just natural beauty

- Activities that consistently came up to encourage people to experience the region - cycling and walking, food and bev, events.

Potential market size

DGIT 2020 for domestic market (n.b. does not include business travel):

Over one million potential trips per annum, 229,000 day, 810,000 overnight, high skew towards adults only (76%), from Wellington 34%, Auckland 15%, Wairarapa residents themselves 15%, Waikato 6%, Bay of Plenty and Manawatu both 4%.

Key activities interested in (in general, not Wairarapa specific) include eating at local restaurants (31%), short walk in the wilderness (30%), shopping at farmers' or local food markets (25%), vineyard tastings (16%), bathe in hot pools (16%), visit a wildlife sanctuary (15%), urban short walk (15%), brewery or vineyard tour (14%), a half or full day hike (up to 3hours) (14%). Activities most associated with Wairarapa specifically include: Vineyard tastings, Wine trail, Ballooning, Brewery or vineyard tour, Wine and food festival.

Prefer to stay with friends or family (51%), a motel (47%), peer to peer accommodation (25%), holiday parks and camp grounds (30%) or a hotel (24%). Bed and breakfast and serviced apartments, free camping, own bach, luxury lodge, DOC hut or backpackers all under 15%. Willing to pay \$150 - \$240 per night?

Decide on region first, then activities. Decide to go 1-3 months out. Book some in advance but a lot during the trip.

Key messages based on visiting friends and family, discovering new things, relax and escape, connect and share time with friends and family, explore the outdoors and experience rustic laid back, real New Zealand. Trigger to travel include general friends and family get together, specials or cheap accommodation, travel and activity deals, seeing or hearing about an activity.

⁸ <https://www.dgit.nz/domestic-traveller-segments/>

Current Visitor segments and Target markets for Wairarapa

Current visitor markets to Wairarapa are driven by Wellingtonians visiting friends and relatives in the Wairarapa, or they own a holiday house in the area. They are trendy/ tech savvy, coming for family activities, events, nature-based activities (tramping and visits to the coast), and boutique products/experiences (e.g. cheese, wine, shopping). These visitors generate a lot of positive word of mouth referral.

Other visitor segments include:

- Weekends away by groups of females from Wellington, with activities based on spa treatments, wineries, food and beverage, shopping, and potentially a trip to the coast
- Weddings, hen and stag weekends, plus other events. There were at least 32 organised weddings by one operator last year, with just under half being international.
- Families from Wellington, especially visiting and staying in Masterton
- Small conferences - including directors of companies visiting with spouses
- General leisure visitors from Auckland (other New Zealand) and Australia for a short break/ weekend away or a day trip from Wellington
- Touring groups - only a few tour operators visiting on a regular basis

Internationally, approximately 38,000 visitors from Australia flew direct into Wellington for the year ending June 2017. Seventeen percent of Australian overnight visits and eight percent of Australian visitor spend was in Wellington region. In terms of activities participated in, seven percent of Australian visitors cycled, 73 percent walked/hiked, and 23 percent participated in a food and wine-based activity whilst in New Zealand. Their preferred method of travel is self-drive, and they have a high repeat visit rate.

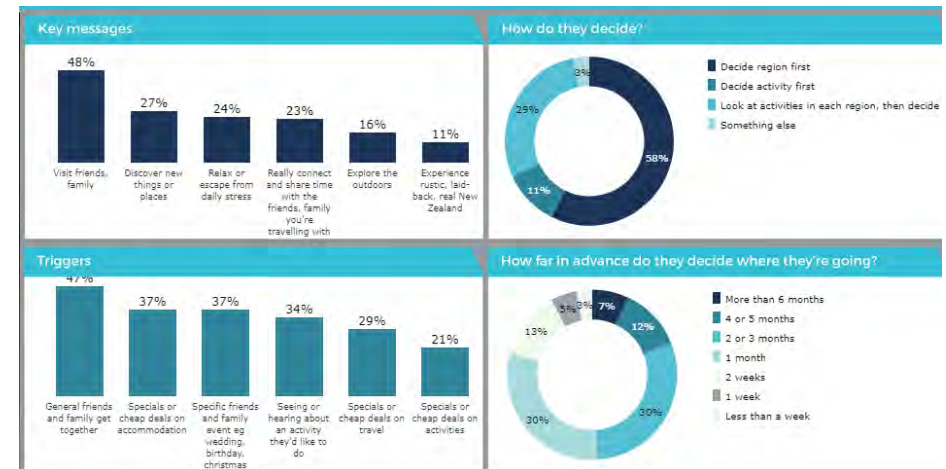


FIGURE 1 TRAVEL PLANNING FOR POTENTIAL DOMESTIC VISITORS TO WAIRARAPA

Wellington

The Colmar Brunton research indicates that the Wairarapa is a key destination for Wellingtonians. It is a region to unplug, relax and treat yourself to the finer things in life. Girls weekends and hens parties are often visitors over in the Wairarapa for a long weekend. The region also appeals more for a weekend or short break, rather than a longer break.

The Wairarapa is seen as a great day trip destination from Wellington, but the road over the Remutaka is often seen as a detractor.

Although the Wairarapa is not seen as a popular destination for our largest domestic market, Auckland, it did appeal to visitors once they were made aware of what there is to do within the region.

Key barriers are the cost of accommodation and travel, and the weather.

We've identified nine segments of domestic leisure travellers based on their travel behaviours and preferences.



Queenstown

	Proportion in Population	Average number of overnight trips intending to take in next 12 months	Average number of day trips intending to take in next 12 months
FAMILY & FRIENDS	20%	5.0	6.1
FAMILY FUN	15%	5.9	8.9
RELAXATION & WELLBEING	15%	3.7	7.2
EXPLORE NATURE	12%	7.7	10.2
TREAT MYSELF	11%	7.5	8.8
WINE, FOOD & SCENERY	10%	6.4	8.4
SHOPPING	9%	6.4	7.7
KNOWLEDGE SEEKING	5%	6.9	8.9
SPORTS & EVENTS	3%	8.0	8.9

Wairarapa is below the national average in associations with supporting themes and experiences – affordable and enjoyable accommodation, shopping, enough things to do, range of places to eat, and evening entertainment in town.

Wairarapa has a relatively low level of appeal at the moment, but has experiences which appeal to some segments – the focus should be building awareness of the offer

18% of people would be interested (likely or very likely) to add a day trip to Wairarapa in to their multi day trip to Wellington – especially for ‘exploring nature’, ‘wine, food and scenery’, knowledge seeking’, and ‘sports and events’ segments.

Satisfaction with recent visits to the Wairarapa is very high, particularly amongst those visiting for reasons other than seeing friends and family, especially high with exploring the outdoors, discovering new things and places, and bonding with travelling companions.

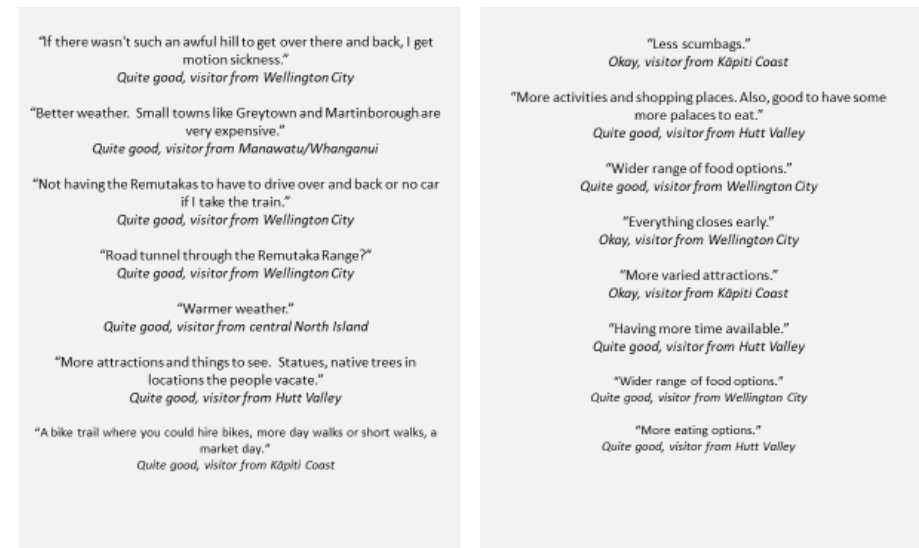
The main reasons people gave for enjoying their Wairarapa break were the wineries, the scenery, the atmosphere, and the amount of experiences on offer.

Figure 4. Reasons for visiting the Wairarapa



What could drive greater appeal? Where are the gaps/improvements?

The most frequently suggested improvements to the Wairarapa experience were to improve access and increase the number of food options.



Source: R3b.
Base: New Zealanders who visited the Wairarapa in the last three years and rated their experience 'quite good', 'okay', or 'not good', n=154.

Wairarapa currently attracts little interest outside of the Wellington region. There is a lot of scope to expand the current level of interest, however – interest increases markedly once potential travellers understand the experiences on offer.

Wairarapa’s experiences are very appealing, however interest in the Wairarapa once people become aware of the experiences doesn’t quite reflect the appeal of the experiences ... this suggests there is a barrier – possibly perceived accessibility.



To:	Your Worship and Elected Members
From:	David Hopman, Chief Executive
Date:	6 April 2022
Subject:	Three Waters Update
FOR INFORMATION	
Recommendation:	
That Council receives	
<ul style="list-style-type: none"> (i) the update on the Government's Three Waters reform programme and (ii) the Government's 7 March 2022 response to feedback and questions Council provided on 30 September 2021. 	

Purpose

The purpose of this report is to provide Council with an update on the government's Three Waters Reform programme and provide elected members with a copy of the Government's response to the feedback and questions Council provided on 30 September 2021.

Background

As has been reported to Council previously, following the campylobacter outbreak in 2016 and the Government's Inquiry into Havelock North Drinking Water, central and local government have been considering the issues and opportunities facing the system for regulating and managing the three waters (drinking water, wastewater, and stormwater).

The focus has been on how to ensure safe drinking water, improve the environmental performance and transparency of wastewater and stormwater networks and deal with funding and affordability challenges, particularly for communities with small rating bases or high-growth areas that have reached their prudential borrowing limits.

The Department of Internal Affairs (DIA), in partnership with the Three Waters Steering Committee commissioned specialist economic, financial, regulatory and technical expertise in 2018 to support the Three Waters Reform Programme and inform policy advice to ministers.

The initial stage (Tranche 1 - MOU, Funding Agreement, Delivery Plan and RFI process) was an opt in, non-binding approach and required Councils to complete a Request For Information process. It did not require councils to commit to future phases of the reform programme, to transfer their assets and/or liabilities, or establish new water entities.

Councils completed the RFI process over Christmas and New Year 2020/21 and the Government used this information, evidence, and modelling to make preliminary decisions on the next stages of reform and concluded that the case for change was made.

In June 2021 a suite of information was released by Government that covered estimated potential investment requirements for New Zealand, scope for efficiency gains from transformation of the three waters service and the potential economic (efficiency) impacts of various aggregation scenarios.

As a result of this modelling, the Government decided to:

- establish four statutory, publicly-owned water services entities that own and operate three waters infrastructure on behalf of local authorities
- establish independent, competency-based boards to govern
- set a clear national policy direction for the three waters sector, including integration with any new spatial / resource management planning processes
- establish an economic regulation regime
- develop an industry transformation strategy.

Masterton District Council has been placed in Water Services Entity C.

The Government set aside a period from 1 August 2021 to 1 October 2021 for local authorities to consider the impact of the reform proposals on them and their communities, and the considerable amount of information put forward, and to provide feedback on the proposed model.

At its 29 September 2021 meeting Council discussed feedback and questions on the model and, in accordance with the resolution passed at that meeting, a letter was sent to the Department of Internal Affairs on 30 September 2021 outlining that feedback and the questions Council had.¹

On 27 October 2021, the Minister of Local Government confirmed that the Government would “create four public owned water entities to ensure every New Zealander has access to affordable, long-lasting drinking, waste and stormwater infrastructure ...” and that legislation would be introduced to progress the establishment of the four water services entities and that the Select Committee process would provide an opportunity to get public feedback on the reforms.²

¹ <https://mstn.govt.nz/wp-content/uploads/2021/09/agenda-extraordinary-council-2021-09-29.pdf> and for the minutes of that meeting <https://mstn.govt.nz/wp-content/uploads/2021/10/AGENDA-Council-2021-10-27-Website.pdf>

² <https://www.beehive.govt.nz/release/government-protect-vital-public-water-services-future-generations>

On 27 October 2021 Ministry of Business Innovation and Employment (MBIE) released a discussion paper outlining the Government preliminary policy positions on the key policy decisions for the economic regulation and consumer protection regulatory regimes in the three waters sector and sought public feedback by 20 December 2021.³ At the 15 December 2021 Council meeting Council endorsed a joint submission on the MBIE paper with the other councils in the Wellington region. MBIE are yet to report back on the outcome of this consultation.

On 10 November the Local Government Minister announced the establishment of a working group made up of Local government and iwi representatives to recommend strengthened governance and accountability arrangements for the Reform Programme.⁴ Masterton Mayor L Patterson was appointed to the group as the rural and provincial representative. The Working Group was to report back in March 2022, and its report was released on 9 March.⁵ The Minister advised that an update on the next steps for the reform programme would be provided once she had had the opportunity to consider the recommendations in the report with her Cabinet colleagues. Following consideration of the Working Group's recommendations and Government decisions, the Water Services Entities Bill is expected to be introduced to the House in mid-2022.

At its 23 February 2022 meeting, Council agreed to become a signatory to a Memorandum of Understanding between a number of councils around New Zealand (the number of member councils is currently at 31) to oppose the Government's reform proposals and convince the Government to reconsider the proposals in favour of other options that better deliver a set of reform proposals that meet the needs of communities, council and Government. The councils who have signed the MOU are identified collectively as Communities 4 Local Democracy. The Group's [website](#) sets out their guiding principles:

- *We accept and support the new drinking water regulator*
- *We accept and support efforts to improve environmental outcomes*
- *We agree that there is a case for investment in parts of New Zealand*
- *We agree that mana whenua should be involved in three waters investment decisions*

BUT we do not agree that to progress these issues:

- *Community property rights should be confiscated without compensation*
- *Direct community input into local decision-making should be removed*

³ <https://www.mbie.govt.nz/dmsdocument/17625-discussion-paper-economic-regulation-and-consumer-protection-for-three-waters-services-in-new-zealand>

⁴ <https://www.beehive.govt.nz/release/working-group-ensure-local-voice-three-waters-reform>

⁵ <https://www.beehive.govt.nz/release/government-consider-three-waters-recommendations-following-working-group-report>; <https://www.dia.govt.nz/three-waters-reform-programme-working-groups#Working-Group-on-Representation>; [https://www.dia.govt.nz/diawebsite.nsf/Files/Three-waters-reform-programme-2022/\\$file/Governance-Working-Group-Report.pdf](https://www.dia.govt.nz/diawebsite.nsf/Files/Three-waters-reform-programme-2022/$file/Governance-Working-Group-Report.pdf)

On 7 March 2022, Council received the attached letter from the Department of Internal Affairs (DIA) containing an update on the Three Waters Reform Programme, including where council feedback has resulted in changes, and detailed responses to the Council's specific questions raised in the letter from Masterton District Council on 30 September 2021 (see Attachment 1).

At the 29 September 2021 Council meeting, Council had noted in the resolution that the Chief Executive would report back further once further information and guidance had been received on what the next steps look like and how these should be managed.

The information received from the DIA on 7 March 2022 has indicated that a lot of critical information is still to be confirmed and the report of the Working Group on Representation, Governance and Accountability of New Water Services Entities is still under consideration by Cabinet, so, as there continues to be no certainty on what the next steps look like for councils, it is not possible to report back on how these should be managed at this point in time.



45 Pipitea Street

Wellington

Phone 0800 25 78 87

dia.govt.nz

7 March 2022

Masterton District Council Chief Executive

davidhopman@mstn.govt.nz

Tēnā koe,

This letter is to thank you for your council's feedback on the Three Waters Reform proposals, update you where feedback has resulted in changes to the Government's proposals, and answer your council's specific questions.

In October 2021, the Department, LGNZ and Taituarā published a detailed summary of the feedback received during the eight-week engagement period. This feedback has been valuable and continues to influence the shape of the three waters reform. The detailed summary is available alongside all council submissions on the Department's website here: [Council feedback submissions](#)

As you will be aware, following the October feedback there have been some significant changes to the reform process and proposals. We can now provide further detail on some of the areas that have been influenced by council feedback.

Refinements to the Representation, Governance and Accountability proposals

The largest area of feedback related to the representation, governance and accountability of the new entities. In response to feedback received through last year's eight-week period, the Government made a number of changes to the original proposal. In summary, these are:

- greater flexibility for each regional representative group to determine its own arrangements through a constitution – this differs from the original proposal, which required a number of matters to be hard-wired in primary legislation providing limited room for flexibility;
- board appointments and removals to be made by a sub-committee of the regional representative group – the original proposal was for these powers to be exercised by an arms-length 'independent selection panel' which has now been removed;
- direct accountability for duties imposed on the board to the regional representative group – members may be removed for failure to carry out these duties;
- the board is required to give effect to the statement of strategic and performance expectations issued by the regional representative group – this is a stronger provision than originally proposed and enables the group to have more direct influence over the entity's strategic direction.

These refinements are set out in an [exposure draft](#) of the proposed legislation that was provided to the Working Group on Representation, Governance and Accountability for further consideration. The exposure draft also sets out the proposed ownership provisions for the new entities and protections against privatisation.

Working Groups established to consider the top three areas of feedback

Alongside the above changes, the Government also established the Working Group on Representation, Governance, Representation and Accountability comprised of representatives from local government and iwi leaders. This Group is assessing these aspects of the proposals, including the new proposals in the exposure draft, and will shortly provide a report to the Minister of Local Government for consideration.

Since its establishment last year, the Working Group has assessed a range of options for reform, including looking back at the alternatives to reform such as alternate funding arrangements.

The Minister of Local Government and Cabinet will consider the Working Group's recommendations with any changes being reflected in the Water Services Entities Bill. The Working Group's report will be available on the Department's website once it is presented to the Minister: [three waters reform programme working groups - dia.govt.nz](https://www.dia.govt.nz/three-waters-reform-programme-working-groups)

Informed by your feedback, the Government has also established two technical working groups to consider the other areas that received the most detailed feedback. A Planning Technical Working Group will consider questions relating to the interface between the Three Waters Reforms, Resource Management and planning system, and the Rural Supplies Technical Working Group is considering the interface with rural schemes.

You can find out more about these working groups, including their Terms of Reference and papers on the above Working Group webpage.

Indicative legislative timing

Legislation remains on track and expected to be introduced in several phases. The first bill is expected to be introduced by mid-2022, following consideration of the recommendations from the Representation, Governance and Accountability Working Group. This bill will contain the ownership, governance and accountability arrangements for the entities, and the primary relationships between entities and territorial authorities, mana whenua and the Crown.

A second bill is expected in late-2022 informed by the findings of the Planning Interface and Rural Supplies technical working groups. This legislation will provide for the detailed operational duties, functions and powers of the entities including for how they will participate in and give effect to plans.

Separate legislation will be required to provide for economic and consumer protection regulation, for which policy advice is being led by the Ministry of Business, Innovation and Employment. More on this process can be found here: <https://www.mbie.govt.nz/have-your-say/economic-regulation-and-consumer-protection-for-three-waters/>

Receiving updates from the Department of Internal Affairs

The Department will continue its ongoing communications and engagement on the Three Waters Reforms. This will include keeping councils and iwi updated on the progress of the legislation and the work of the National Transition Unit.

As councils, we know you have an important role in representing the views of your communities. If you have not been receiving the Department's regular updates on the reforms, please check your subscription here: [Get the latest updates from Three Waters](#). We encourage you to ensure your staff are registered for these updates as well.

Detailed questions from your council

In addition to the consistent areas of feedback, your council asked some more detailed questions. We acknowledge that many councils have been awaiting responses to these questions. The Department received more than 400 questions from councils. The below table provides the Department's response to these specific questions. The Department will continue to refresh the frequently answered questions on our website as further information becomes available. These can be found at <https://www.dia.govt.nz/three-waters-reform-programme-frequently-asked-questions>

Ngā mihi,

Nick Davis

Acting Executive Director, Three Waters Reform Programme



Question	DIA response
<p>Mana whenua: It is unclear how the proposed representative arrangements for Mana Whenua will work in practice across the range of interests and different scale and focus of Iwi and hapu.</p>	<p>The reforms propose a step change in the strategic influence of iwi/Māori. You can read more about these proposed mechanisms to address Treaty of Waitangi Rights and Interest in the attached link https://www.dia.govt.nz/three-waters-reform-programme-iwi-maori-interests . We expect the Working Group on Governance will also make further recommendations in this area.</p> <p>As noted in the body of this letter above, the Government has established the Working Group on Representation, Governance and Accountability as a result of council feedback and questions relating to this aspect of the Three Waters Reforms.</p> <p>You can find out more about this working group and other working groups established as a result of council feedback here: three waters reform programme working groups - dia.govt.nz.</p>
<p>Water assets also provide a range of other functions and benefits for our communities and there remains a lack of clarity about what assets would be transferred as well as the timing, process and costs for this.</p>	<p>To ensure equitable treatment of local authorities and communities, it is important that a robust and transparent due diligence process is undertaken to confirm assets, debt, cash reserves and revenue related to three waters activities for each council. This financial information is required early in the transition process to inform several other workstreams and provide certainty to local authorities and communities. We do not expect this process to rely on RFI information as it has not been verified.</p> <p>The National Transition Unit has engaged an independent consultant, KPMG, to assist it with determining the value of debt, revenue, assets and reserves for each council using a robust and nationally consistent approach. We expect to engage with councils on the form of that methodology in the first half of 2022.</p>

	<p>In relation to 'shared assets', policy work is currently underway as to how assets with mixed or multiple purposes will be treated for the purposes of the transfer. We anticipate further detailed guidance will be released later this year.</p> <p>For stormwater infrastructure, the Stormwater Technical Working Group identified a framework based on the predominant use and criticality for effective functioning of the stormwater system. If the function of the asset, infrastructure, or land has stormwater as a predominate use, and is critical to the function of the stormwater system, then it would transfer to the water services entity. If the predominate use of an asset, infrastructure, or land is not stormwater (such as a park or a road drainage system) then it will not be transferred. However, where an asset, infrastructure, or land is critical to the function of the stormwater system then the proposed water services entity and current owner/operator must establish an agreement to manage the interface between the respective stormwater functions, and other function of that asset, infrastructure, or land.</p>
<p>More clarity is needed on the role of the economic regulator and how it will operate</p>	<p>MBIE undertook consultation on the economic regulation and consumer protection regime in December last year. We anticipate Cabinet to take and communicate decisions informed by this consultation this year. You can find their consultation documents here https://www.mbie.govt.nz/have-your-say/economic-regulation-and-consumer-protection-for-three-waters/</p>
<p>Significant further work is required to understand the impacts on rural water schemes and assets including floodwater management, regulation and when and how water standards can be practically applied to local schemes.</p>	<p>As noted in the body of this letter, the Government has established the Rural Supplies Technical Working Group as a result of council feedback and questions relating to the interface the reforms and rural schemes. It is expected that this group will consider the unique characteristics of rural schemes and advise on the relationships that water services entities might have to them and their communities. It is also expected that the Group will identify issues with the regulation of these schemes and advise on how standards and other regulatory tools might be better applied while still ensuring safe drinking water for rural residents.</p>
<p>Further clarity is required to understand how catchment planning practice will apply to the WSE and the future operating model. This has a bearing on assets which may or may not be included as part of the transfer process.</p>	<p>It is proposed that the Water Service Entities will develop stormwater catchment plans to ensure coordination with wider integrated catchment management planning and land use planning. Undertaking further work on how these plans will be developed with the territorial authorities and regional councils, and other key agencies.</p> <p>Local government would continue to have primary accountability for urban and land use planning. Water services entities will be expected to be active participants in planning processes led by local government, including by participating in the development and implementation</p>

	<p>of plans, and ensuring that the development of plans is informed by a full understanding of the cost associated with water infrastructure needed to support housing and urban development.</p> <p>There is a dedicated team set up across the policy team and the National Transition Unit which is developing the future stormwater system, including developing guidance on integrated catchment management plans and stormwater catchment management plans.</p> <p>The Stormwater Technical Working Group (discussed above) is no longer meeting but a Stormwater Reference Group is being set up, with the same chair (David Warburton), and members from Taumata Arowai and local authority staff from each of the four entities.</p> <p>Additionally, two technical working groups are being set up, one from territorial authority stormwater technical staff (including from the roading and parks teams) and one made up of regional council and unitary authority staff working in stormwater and flood management. These groups will work through the detail of transferring stormwater responsibilities to water services entities and what is retained by local government and how they work together to plan and manage the stormwater system.</p>
<p>We understand the need for significant additional investment into three waters in the future. What alternative funding or borrowing models has the Government considered (and discounted) or is willing to enable for local government should the reforms not proceed or for councils that choose to opt out of the reforms process?</p>	<p>The Government considered a range of alternatives to reform. You can read a high level overview of these considerations here https://www.dia.govt.nz/diawebsite.nsf/Files/three-waters-reform-programme-2021/\$file/alternatives-to-reform-fact-sheet-three-waters-reform-programme.pdf or the detailed Regulatory Impact Analysis here: https://www.dia.govt.nz/diawebsite.nsf/Files/Three-waters-reform-programme-2022/\$file/regulatory-impact-assessment-decision-on-the-reform-of-three-waters-service-delivery-arrangements.pdf</p>
<p>The process and opportunities for input into the future investment planning and prioritisation appears unclear. To what degree can this risk be mitigated in a reforms model through the adoption of existing council LTPs?</p> <p>More clarity is needed on how critical local strategies, such as the Wairarapa Water resilience strategy, will be included in the Entities service delivery programme.</p>	<p>Planned capital projects that are scheduled to commence during the transition period will continue as planned and then once completed the water services infrastructure will be vested in the water services entity, much like the current process for developments and vesting to territorial authorities. If the asset is multi-use, i.e., the function serves both water services and recreation activities then an interface agreement will be developed between the territorial authority and the water services entity to confirm the responsibilities for the ownership, operations, and management of the asset/function. Projects that are planned from 1 July 2024 will be identified and prioritised through the development of entity asset management plans. The entity asset management plans will be developed in consultation with local authorities and key stakeholders. The plans will also be consulted with the community at a similar time that local authorities engage</p>

	<p>with their community on the 2024 – 2034 Long-Term Plans.</p>
<p>More clarity is required for how councils and communities would have input and influence into the planning processes and investment prioritisation of the WSE to ensure that this aligns with local needs and outcomes. It is also not clear how the WSE can be responsive to changes in local investment priorities or outcomes.</p>	<p>Communities will have many mechanisms to be involved in the central decision making of the water services entities. The entities will be required to consult on their asset management plans and their funding and pricing plans, to make those final plans public and to publish a report outlining how community and consumer feedback was taken into account.</p> <p>In addition, each entity will be required to create at least one consumer forum, which will assist with effective consumer engagement and help to reflect those views into the entity decision making. The Working Group on Representation, Governance and Accountability is also considering the question of how community voice and influence is provided for within the governance and accountability arrangements. This may lead to further proposals to strengthen the current proposed model.</p> <p>For further detail on the current proposals, please see the exposure draft of the Water Services Entities Bill. In schedule 3, sections 6, 7, 8, 9, 10, 11 and 176 draft cover the engagement requirements for the asset management plan, sections 12, 13, 14, 15, 16, 17 and 176 cover the engagement requirements for the funding and financing plan, and sections 18, 19, 20, 21, 22, 23 and 176 cover the engagement requirements for the infrastructure strategy. The link to the exposure draft is here: https://www.dia.govt.nz/diawebsite.nsf/Files/Three-Waters-Reform-2021/\$file/Water-Services-Entities-Bill-v15.0.pdf . On planning, entities will be required to both support council led urban and land use planning processes and to give effect to plans through their asset management planning and investment prioritisation.</p> <p>A Planning Technical Advisory Group is being established to support DIA and MfE in their development of detailed policy to inform the roles that entities will be required to play in council led planning processes.</p>
<p>Questions have been raised on why the work programme that was underway in the early 2000s, which included upskilling people and a capital assistance programme for Councils, was put on hold and hasn't been picked up again.</p>	<p>The review that followed the Havelock North drinking water contamination event identified concerns for a lack of overall system stewardship and oversight of the three water system. The Government reforms have focused on those concerns. Better system stewardship, increased central regulatory oversight combined with the establishment of four well governed entities of scale are all key elements to ensure that the system will provide better resourced support to the building of sector capabilities including staff training and professional development. This has already begun with work by Connexis supported by organisations such as WaterNZ to develop a new workforce development strategy for the sector.</p>

<p>Governance: The governance structure of the proposed WSE is at odds with enabling local representation from the range of disparate communities across Entity C. It is considered overly complex and unworkable across 22 local authorities and multiple Iwi / Māori. There appear to be too many layers and insufficient opportunity for local input, effective representation and ensuring accountability back to the communities it serves. Further consideration is also required to effectively balance elected representation with a partnership approach with Mana Whenua.</p>	<p>As noted above, the Government has established the Working Group on Representation, Governance and Accountability as a result of council feedback and questions relating to this aspect of the Three Waters Reforms. You can find out more about this working group and other working groups established as a result of council feedback here: three waters reform programme working groups - dia.govt.nz</p> <p>In response to feedback received through this eight-week period, the Government has already made a number of changes to the proposed oversight and governance structure for the new water services entities. These are set out in an exposure draft of proposed legislation and include greater flexibility for each regional representative group to determine its own arrangements through a constitution. This exposure draft has been provided to the Working Group for consideration and is available at the above link.</p> <p>The exposure draft makes it clear that Regional Representative Groups may choose to include representatives from every council in their service delivery area. In addition, the changes allow for board appointments and removals to be made by a committee of the regional representative group rather than by an arms-length 'independent selection panel. We have also clarified that Water Services Entities Boards are directly accountable to the regional representative group.</p>
<p>There is a lack of clarity on the financial impacts of the reforms. This has a significant bearing on the confidence our communities have in the reforms process, level of benefits and broader impacts on council from the reforms.</p>	<p>The new entities primary objective will be to provide affordable water services to communities. A major driver of the reforms is the efficiency gains and greater borrowing capacity of the proposed water services entities over local government.</p> <p>These improvements in the capacity of the service providers will make it more affordable for them to meet quality standards and future challenges such as resilience to climate change, drought, and growth. This is supported by the research released last year, available here: https://www.dia.govt.nz/three-waters-reform-programme-national-evidence-base</p>
<p>We are concerned that there are not robust processes and opportunities for consumers or communities to raise issues with the WSE in relation to performance issues.</p>	<p>As above, communities will have many mechanisms to be involved in the central decision making of the water services entities. The entities will be required to consult on their asset management plans and their funding and pricing plans, to make those final plans public and to publish a report outlining how community and consumer feedback was taken into account. In addition, each entity will be required to create at least one consumer forum, which will assist with effective consumer engagement and help to reflect those views into the entity decision making. For customer concerns about service and issues, the water services entities will have ways to get in contact with the relevant office (for example a phone line, or online portal).</p>

	<p>That will operate similar to how local authorities or other utility providers operate currently.</p> <p>The Ministry for Business, Innovation and Employment are also working on proposals for a consumer protection framework, which will include a disputes resolution scheme. Decisions on this are expected over the coming months.</p> <p>A Regional Representatives Group's will oversee entities and will signal community priorities through statements of strategic performance expectations. The Working Group on Governance, Representation and Accountability is considering the arrangements and will make recommendations to government on how to further improve representation and accountability.</p>
<p>The cumulative impacts and alignment across three waters reforms, Resource Management Act (RMA) reforms and future of local government impact on our ability to plan for the future. This includes the future viability and role of local government, particularly for smaller councils.</p>	<p>The Government has established the Planning Technical Working Group as a result of council feedback and questions relating to the interface between the Three Waters Reforms, Resource Management Reforms and future planning system.</p> <p>The Department is also working closely with the Ministry for the Environment and other government agencies to ensure alignment three waters reform with other concurrent reforms including the Resource Management Reforms.</p> <p>Following the report from the Review into the Future for Local Government Panel in September this year, the Department will also work alongside Taituarā and LGNZ to ensure the Government's response takes into consideration the interface with three waters reform.</p>

To:	Your Worship and Members
From:	David Hopman, Chief Executive
Date:	6 April 2022
Subject:	Chief Executive's Report
FOR INFORMATION	
Recommendation:	
That Council notes the information contained in the Chief Executive's report 042/22.	

Purpose

The purpose of this report is to provide Council with an update on Council operations and projects.

National/Regional Context

Managing Exotic Afforestation Incentives: MPI Consultation

The Ministry for Primary Industries are [consulting on proposals](#) to change forestry settings in the New Zealand Emissions Trading Scheme. The government is responding to the risk of permanent exotic forests increasingly displacing other productive land uses and an oversupply of forestry offsets reducing the incentive for emitters to reduce gross emissions. It proposes to remove exotic forests from the permanent category of the ETS and seeks feedback on whether there should be changes to how the carbon accounting method applies to remote and marginal land for harvesting.

LGNZ are submitting on the proposals and are seeking feedback from the sector, specifically regarding the three options proposed by government:

- Option one: Maintain the Status quo
- Option two: Prevent exotic forestry from registering in the permanent post-1989 category in the NZ ETS
- Option three: As for option two, but with exceptions for exotic species under certain conditions or criteria (for example for erosion control, small land parcels, remote and marginal land, certain long-lived species, to enable transitioning over time).

The Chief Executive has provided high level feedback to LGNZ on these options and whether there is an opportunity for greater local democratic input into carbon farming, i.e. local/regional government being able to determine where exotic forests can be planted.

We will provide more detailed feedback on LGNZ's draft submission and report back to the next Council meeting.

December 2021 Quarterly Economic Summary

The following is a quarterly economic summary from Infometrics (December 2021):

The Masterton District economy has rebounded following the September 2021 quarter's lockdown to post an impressive 8.0% growth in GDP for the December 2021 year, according to Infometrics provisional estimates. Strong consumer spending growth has been a hallmark of Masterton's economic resilience in 2021. Marketview data shows 12% growth for the December 2021 year. The retail sector also saw strong employment growth in 2021 as well as a significant number of non-residential building consents (see below).

Spending by tourists was up 18% for the December 2021 year to \$93m, easily surpassing \$79m in 2020 and \$81m in 2019 when international tourists were still part of the picture.

Consumer spending has been supported by a robust job market with employment of Masterton's residents up 2.7% in the December 2021 year. Masterton has seen employment growth across a broad range of industries, mainly construction, health care and social assistance, and retail. An unemployment rate of just 2.6% for the December 2021 year emphasises the strength of the local labour market. However it also suggests skills and labour will be hard to find heading into the busy harvesting season.

The local housing market remains hot. Masterton's house values rose 31%pa in the December 2021 quarter. Falling sales are putting upward pressure on prices. House sales in Masterton fell 7.2% in the December 2021 year – a steep fall compared with a drop of just 0.8% regionally. Residential consents in Masterton finished the year strong with 83 consents issued in the December 2021 quarter, which contributed to a 56% rise for the December 2021 year. Non-residential consents have fallen back after a very strong run in 2020 but remain elevated by historical standards. Shops, restaurants, and bars made up almost half of all non-residential consents in 2021.

The next Infometrics update, for the quarter ending 31 March, is due in May 2022.

Strategic Planning and Governance

Progressing more housing at Panama Village: Long Term Plan 2021-31 amendment

Council adopted the supporting information and consultation document on progressing more housing at Panama Village Long Term Plan 2021-31 amendment. Community consultation, using the special consultative procedure, commenced on Monday, 21 March 2022 and will run through until Tuesday, 26 April 2022. Copies of the consultation document and submission form are available on our website <https://mstn.govt.nz/long-term-plan-panama-village-consultation/> and hardcopies can be picked up from our Customer Service Centre at 161 Queen Street or the Masterton District Library. As of 28 March 2022, we had received 23 submissions.

Wellington Regional Economic Development Plan

Progress continues to be made on the Wellington Regional Economic Development Plan (REDP). The draft of the plan is in development, with Council staff feeding in to key chapters including Water and Food and Fibre. COVID has had an impact on the deadlines for the plan, with the final plan expected to be completed in June/July, about two months behind the initial schedule.

Development of the Masterton District Climate Change Action Plan

The Masterton District Climate Change Action Plan work has reached the drafting stage. The final Focus Group workshop was run on the 9th of March which looked at how climate change will impact vulnerable people within our district. Two key stakeholder workshops are being run in late March and early April to get feedback on some of the draft actions developed by the Focus Group. The draft plan is expected to be finalised by the end of April, ready to be taken to wider community consultation in May/June.

Representation Review Decision

The Local Government Commission have advised that the two appeals that were received against the Council's final proposal were invalid. Given there were no valid appeals, and the final proposal is compliant, there are no further steps for the Commission to take. The Council's final proposal stands. This was publicly notified on 5 March 2022, as required by Section 19Y of the Local Electoral Act 2001.

The final arrangement to be implemented for at least the 2022 election consists of a total of eight elected members, elected from two wards and at large (see table below), and the Mayor who is also elected at large.

Council must review its representation arrangements at least once every six years. The next review is scheduled for 2027.

Ward	Number of Councillors:	Elected by:
Masterton/Whakaoriori General Ward	4 Councillors	Electors district-wide on the general electoral roll.
Masterton/Whakaoriori Māori Ward	1 Councillor	Electors district-wide on the Māori electoral roll.
At Large	3 Councillors	Electors district-wide on either the general electoral roll or the Māori electoral roll.

Future for Local Government Roadshow

On Tuesday 15 March 2022 the Council met with three members of the Panel for the review of the Future of Local Government as part of a 'Council Roadshow'.

The Roadshow provides an opportunity for the Panel to hear what Councils across New Zealand think about the five key shifts that the panel believe local government will need to make. These shifts are:

- Strengthened local democracy

- Stronger focus on wellbeing
- Authentic relationships with hapū/Iwi/Māori
- Genuine partnership between central and local government
- More equitable funding

Information prepared to assist Council to consider the review from a Masterton perspective highlighted:

- **Growth Data** - Latest growth data shows growth trends tracking at the higher end of Council's Long-Term Plan growth scenarios, but within the range identified as manageable within Council's Asset Management Plans.
- **Economic Data** - Economically the Wairarapa was doing well prior to the pandemic, and this has continued. Infometrics data shows Masterton district is above the national average for GDP, consumer spending, tourism expenditure, residential consents and employment (place of residence). However, the benefits are not equally or equitably spread through our community.
- **Wellbeing Data** – Infometrics data shows Masterton is below the national average for a range of indicators including mental health presentations, median household incomes, personal earnings, suicide rates and NEET rates. Equity considerations are also important when considering wellbeing. Māori have a greater likelihood of experiencing poorer outcomes on a range of measures.
- **Key Challenges for Masterton** - Masterton, like other areas, faces a range of challenges. Five current key challenges (in no particular order) are housing availability/affordability; affordability in general; climate change; water resilience/demand and planning for/ managing growth. The pandemic impacts on and has implications for most of these challenges.

It also highlighted some potential benefits of the local government reform for Masterton, including:

- **Strengthened democracy** – could see more diversity in representation, equity in opportunity, enhanced participation and trust.
- **Emphasis on wellbeing, relationships, partnerships and collaboration** – could result in more equitable and authentic relationships with Māori; and could enable more/shared resources and funding; and better planning and delivery improving outcomes for our community.
- **Potential for more/equitable funding** – could off-set affordability challenges and enable more to be achieved.
- **Systems Changes** – could enable more flexibility, innovation, the ability to pivot when needed and jurisdictional responsibilities.

All elected members in attendance had the opportunity to share their views with the Panel.

Background information about the Review of Local Government:

The overall purpose of the review is: “to identify how our system of local democracy and governance needs to evolve over the next 30 years, to improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty partnership”. (from page 2 of the Terms of Reference available here [Terms-of-Reference-Future-for-Local-Government.pdf \(dia.govt.nz\)](#))

The key objectives of the review are:

1. Wellbeing of people and environment
2. Effective Partnerships
 - o Mana whenua, central and local government - to better provide for wellbeing
3. Treaty of Waitangi upheld/enacted
4. Public trust and confidence that leads to strong leadership
5. Resilient and sustainable local governance - In the broadest sense, not just local government as an entity.

The Panel has been asked to look at roles, functions and partnerships; representation and governance; and funding and financing.

More information on the Future of Local Government and the interim report are available here: <https://www.futureforlocalgovernment.govt.nz/>

Grants

The Masterton District Creative Communities Scheme Round 3 applications closed on 25 February 2022. Five applications were received requesting grants totalling \$10,700. The Assessment Committee met on 10 March and allocated funding to all five applicants for the funding amounts sought. The funding was for Tuakana/teina visual arts, Film Talks on Air, Sustainable Creativity and Film Making workshops and the Wairarapa Shakespeare Festival. Round 4 will open for applications on 1 April and close on 27 May 2022.

Library Activity

In the ever-changing environment of COVID, the library has been focusing on how we serve our customers. A shift to digital resources, programming and engagement has allowed us to continue to serve our community when staffing is limited to COVID and quarantining.

Since our launch of our library app in January, we have had over 1000 uses. In March we added a new e-resource, Comics Plus, a platform with simultaneous access to over 22,000 graphic novels, comics and magna. We have engaged with the comms department to create and implement a social media strategy which has led to an increase of 20% engagement with our community on Instagram and Facebook.

In March, we collaborated with the Parks and the Community Development Teams to promote Parks Week. The library focused on the new Skate Park and displayed signs around the park that linked to

Michelle Clausen's *History of Skating in Masterton* stories that were published in the Wairarapa Times Age.

Finally, we have launched our One Book, One Community programme that will take place during the month of May every year. One Book, One Community is a Wairarapa-wide reading collaboration between Masterton District Library and Wairarapa Library Service that encourages everyone to read the same book and come together for discussion and activities to promote awareness of libraries and foster a sense of community through reading. Our author selected for this inaugural event is local Martinborough author, Jared Gulian and his new novel *The Last Beekeeper*. We will host events throughout the month of May around the Wairarapa. These events include a kick-off, an information talk about bees, quiz night, story times, book clubs and concludes with a meet the author evening and talk.

Archive Activity

The Wairarapa Archive reopened to the public at the beginning of the year on an appointment-only basis and has seen a small number of visitors to the reading room. There seems to be a general reluctance by the public to venture out just yet, and therefore much of our visitor traffic has been via email.

Alongside our usual work, our archivists continue to contribute to the Wairarapa Times-Age, on a variety of local history topics. Michelle Clausen's ongoing series on the history of skating has generated great interest and feedback, as have Greg Fowler's articles on notable early cricket players. Mark Pacey's outstandingly successful series on Wairarapa shipwrecks became a handsome book that he self-published, which has gained interest as widely as Australia and has nearly sold out.

The Archive also contributed research, writing and materials to the Library's Parks Week, some of which has featured on social media and, as mentioned above, around the new Skate Park.

The first requests have been received from NCEA students working on the new History curriculum. While some research topics have been somewhat optimistic - the Norman Invasion and the French Revolution - others have been more within our scope, and we look forward to engaging with a new generation of learners as they discover the treasures archives hold.

Properties and Facilities Activity

Douglas Villa – Staff have been working with Douglas Villa to ensure works that need to be done to support use of the facility this season occur, and a concrete plan is put in place for works that need to be done at the end of the season to bring the facility up to date. A successful meeting was held with the sports club and attended by Cr Gary Caffell which has supported this approach.

Memorial Park – a draft lease is now with Wairarapa Bush for consideration to update their occupancy and recognise their possession of the turf and lights with the winding up of the WMSST. This will

recognise the multi-sport use of the park as well as simplifying the lease arrangements. Work is also being done on some of the facilities in the grandstand, with a particular focus on the toilets ahead of the season.

Coronation Hall – Coco Desert Bar will be closing in the near future with the owner deciding to exit their lease early. We will be taking vacant possession of the hall to allow for a condition assessment of the facility before making any decisions about taking it out to the market for lease or using the hall in another way.

Boat Shed – planning is well advanced now for the installation of a fully accessible toilet in the boatshed. This has involved liaison with CCS Disability to ensure the facility is up to the accessibility standards.

Second tranche of Hangar sights at Hood Aerodrome going to market

Masterton District Council has a Masterplan that protects options for future development over the next 20 years and beyond. This plan includes locations for hangar sites with some that can go to market now.



Figure 1: The Hood Aerodrome Master Plan

Four sites at the end of Moncrieff drive have been released to the market and are now developed. These hangars include a very busy aircraft maintenance business, additional space for aircraft and a corporate transport aircraft purchased with the current limitations of the aerodrome considered. One existing site was also made available to Superair near the Airport Terminal after council acquired a site from an estate.



Figure 2: Tranche 1 hangar construction in April of 2021

A second tranche of hangar sites is proposed in the master plan and there are now six large sites available to go to the market (Figure 3) .



Figure 3: Tranche 2 sites numbered 1 to 6. Note one exiting site near the terminal apron awaiting construction.

A third tranche of hangar sites on South Road is also proposed in the Master Plan. This can go to market after an Aeronautical Study commission by Masterton District Council and required by the Civil Aviation Authority (CAA) in completed and the location of the cross runway is confirmed. While

the draft Aeronautical Study has not identified issues relating for the South Road development, we need to be sure the proposed relocation of the cross runway is acceptable to CAA.

Demand for the Tranche 2 and 3 sites is anticipated to be strong with at least 20 expressions of interest already recorded.

In preparation for going to market with Tranche 2 the following has been prepared

- A refreshed standard lease agreement and terms for Hood Aerodrome
- An information pack and tenant application form
- A register of all interest to date in lease sites
- Communication through our Friday updates and direct email communication
- A methodology to assess applications

The standard lease agreement for Hood Aerodrome was reviewed following feedback on our terms and with advice from our lawyers. Minor changes have made to expand the insurance options and improve the document layout. We also considered how a lease due to expire at the end of 30 years could be renegotiated. Our lawyers advised this is best addressed in the Masterton District Council lease policy that is currently in draft.

Our standard lease rates and facility fees will be applied. Applicants are therefore not competing on price but rather they will be assessed on safety and due diligence criteria.

The draft Aeronautical Study has also identified that integrating new types of operations at Hood Aerodrome should be assessed for safety. The application form therefore request detail on the type of operation so that a safety risk assessment can, if required be completed before offering a lease to the operator.

We anticipate going to market as soon as is practicable following this briefing to council.

Contracts

Trust House Recreation Centre

Visitor numbers are significantly down on the same month for last year, 11,363 in 2021 compared to 8,089 this year. Staffing levels have been constrained due to COVID and a few classes have been cancelled, but the contractor has kept the facility open and operating safely. The requirement for vaccine certificates was removed on the 5th April in line with recent government COVID rule changes.

The contractor passed and renewed the Poolsafe certificate for 2022.

Mawley Park

February was a very quiet month, with a downturn of \$19K on last year. The contractor expects March to be similar until Omicron peaks and confidence starts to return.

Parks and Open Spaces Activity

Repairs to damage after ex Cyclone Dovi is continuing with track repairs. Some of the first priorities included the capture and release of over 200 stranded grass carp at Henley Lake and clearing of slips from Lansdowne Rec Trail.

On the positive our sports fields are in good condition, with rugby fields being marked and approved for pre-season play.

As an action from our all sports codes meetings, one artificial cricket strip has been removed from the Pioneer end of the Sportsground. Cricket advised this end of the Sportsground is not suitable for play, the resulting space now provides an area for practice in winter and will take the pressure off Pioneer #1 field.

A community lead Mountain Bike Park to be built on the Lansdowne Recreation Trails is scheduled to start on 5 April 2022, and will take one month to complete.

We have been successful in securing \$84,000 in MPI funding for the supply and maintenance of 12,000 native trees to be planted in Southern Reserve at Riversdale, over a three year period.

We have made an application for the Tourism and Infrastructure Fund based on installing an eco-friendly toilet, shelter and night sky viewing platform with appropriate lighting at the Northern end of the rec trail near the Fifth Street retention dam. The idea was in response to guidance with the TIF funding this year that projects with a link to Matariki would be favoured. If we are successful in the bid the resulting toilet and shelter would also be available to users of the rec trail and the Mountain Bike Park.

Local Government Official Information and Meetings Act Requests






For the period 1 February 2022 to 23 March 2022, Council received a total of 50 Local Government Official Information and Meetings Act (LGOIMA) requests. 35 requests from our local media outlets and 15 from the public. Significant topics are related to the Hood Aerodrome and the Civic Centre.

We have two requests that are still outstanding from January 2022 with a further three requests received in early February that have gone beyond the 20-working day requirement. These delays are related to the complex nature of the request, or the volume of material requested for. In all cases, communication has gone to the requestor to inform them of the delay.

We believe there are still requests received and responded to by Council that are not recorded, tracked, and reported. Training and education to staff is ongoing and a review of the process has commenced.

Requests and responses are in the process of being made available on the Council website. In some cases, information has been staggered and sent at different stages.

<https://mstn.govt.nz/council-2/official-information-act-requests/>

				
Total number of requests received	Responded	Ave time Working days	> 20 days	No. outstanding
15 (others)	26%	15	3 plus 2 from January	11 (8 are still within the 20-working day timeframe)
35 (local media)	100%			

Customer Services Activity (10 February to 22 March 2022)

Complaints

Five Official Complaints have been received, two for Utility Services, one for Properties & Facilities, one for Environmental Health and one for the Chief Executive. Four have been completed and one is current and still being worked on.

Compliments

Eight compliments have been received:

Parks Department:

- *"What a good decision choosing Masterton, it has everything we could wish for. As I know having worked for authority before retirement, you are often under criticism for decisions made. Well on this occasion this is the opposite we love the park as a whole, must be one of the best in the country. The decision to update the Skateboard park must have taken a great deal of negotiation and fighting. We think it was a great one and to see the use it is getting must be very gratifying WELL DONE. Although being well past the age of being able to use it, to see the kids doing just that gives us great pleasure."*
- *"Compliments for all the improvements Queen Elizabeth Park has had over the years. She said she was "staggered at all of the enhancements" and started to list them."*
- *"Congratulations on finishing the skate park, it is a great addition to the town and seems to be very popular."*
- *"The Hosking Garden is looking wonderful with its giant sunflowers of many colours and types, and other interesting plants in the vicinity. Congrats to the garden team! People are talking about it!"*

Roading Department:

- *"Thank you so much for the help and support she and her friends received from our guys when they were doing the sealing work around her street (Perry St). She has been unwell, but she said the kindness and help that she and her friends received from our staff was amazing and she was very appreciative and grateful for it. Can you please pass on to the relevant staff- well done them!!!"*

Customer Service:

- *"I just want to say how awesome Ruth M and Nanette are. Whenever I throw things at them to find they act extremely fast and more often than not come up with the goods even when they prove to be extremely tricky and old docs to find."*

City Care:

- *"City Care water workers have been doing a great job around Masterton. I often dove past them and they are hard at work. Helping people with their water issues etc. Well done City Care water. I take my hat off to you all."*

- *Caller was very impressed with City Care. Last week she reported a problem at 1pm and City Care followed up the same day.*

Service Requests

Over the 10 February to 22 March 2022 period, Council has received 1134 service requests. 396 of these remain open. Two of the total number of service requests have come via Elected members and the remainder came from the public.

In general, the service requests cover the full range of Council activities such as flooding, blocked drains/stormwater grates, slips, streetlights, recycling, roading, water leaks, dogs, etc.

Kaitakawaenga Activity

Unfortunately, Jareth Fox has decided to take up a role at Greater Wellington Regional Council inside their Māori Unit, it was a hard decision for him to make but ultimately had to put his whānau first. Jareth began at MDC last year in May to back fill my role while Tia Tuuta was on secondment. He provided opportunities for staff to become confident in te reo and also encouraged the normalisation of te reo inside the organisation. Jareth will be greatly missed and we wish him well in his new position.

Iwi, Hapū and Hapori Māori engagement increased over the past month across council for BAU and projects.

- Waipoua Bridge
- Civic Centre Engagement
- Town Centre
- Ngāti Te Korou Reserve

People and Culture Activity

This has been a busy month for the team with recruitment, COVID response, project work, and general HR queries.

COVID planning and activity has been a continual focus for our team. The remote working nature of our workforce, mainly due to risk mitigation measures detailed in our COVID business continuity plans, has increased our activity in responding to queries relating to these plans. Our COVID activities have included implementing a new COVID leave policy to support employees who are taking leave due to being COVID positive or being COVID household contacts.

Key project work for March has included the on-going implementation of a new capability and development framework to replace our current performance focused approach. We are currently consulting with PSA and the wider business on this suggested new approach.

Our onboarding and orientation program is advancing with the digitisation of our onboarding process now complete. We are currently reviewing our induction process which will be a focus for the next month.

We have implemented a new council tikanga policy to strengthen our organisational values program. We are reviewing policies, including the leave and flexible working policies.

We have completed a staff survey focusing on Culture and achieved an 88% response rate. We will be using this feedback to direct and enhance our people initiatives.

We are progressing a health and safety gap analysis of our processes and capability. The outcome of this will include a program of work to rectify any highlights. There will also be significant focus on well-being and resilience, including the development of a well-being calendar with a suite of support initiatives for staff.

Financial Report

The **Rates Requirement Summary** to 28 February 2022 (8 months YTD) shows the Council's net spending of rates funding being very close to the level budgeted at \$21.1m compared to \$21.34m planned year to date, 1.1% less. This statement shows the result net of other external income.

The statement lists each of the Council's activity areas and shows the extent to which they are under or over versus the YTD budget. There are some significant variances from the budgeted position as follows:

- Roading costs are \$334k or 8% more than planned due to more maintenance work being done early in the year. Additional costs related to weather events in February and March will mean the year end position is unlikely to recover

- Solid waste volumes and revenues continue to exceed the budgeted levels. While operating costs are also above budget, the net result is \$165k less rates required YTD
- Community Facilities have, to date, been under spent by some \$429k (7.0%) across the range of budget areas, including Parks, Sportsfields, Recreation Centre, the Library, and Mawley Park. Reasons include several vacant staff roles, lower maintenance spending and better than planned revenue at Mawley Park
- Resource Management and Planning income from financial contributions is 37% ahead of plan, while consent fee income and other recoveries is 125% ahead of plan (\$241k vs \$107k). Costs in this area reflect the higher volumes of work being processed.
- Building Services revenue of \$1,116k is 26.3% ahead of the planned level, reflecting the high numbers of consents that have been processed. While operating costs are 3.4% more than the planned level, principally due to having to pay for some consent processing by external contractors.
- Representation costs reflect legal, recruitment and other professional services costs that have exceeded the level planned YTD.
- Community Development net expenditure of \$0.66m is 11.6% less than planned due to delays in staff recruitment.
- Across the Internal functions there are under and over expenditure areas. In the ICT and Info Mgmt areas costs have run ahead of plan, relating to the digitisation project and the enhanced ICT security programme that Council approved. Cost savings have arisen in other areas with the overall \$244k more net costs than budgeted, which is 4.9% of the total budgeted expenditure across the corporate areas.
- Interest income of \$371k is 23% less than planned as the bond fund investments have not performed as well as expected.
- Across all operational areas, personnel costs of \$8.1M are running 5.1% below the plan at 8 months YTD due to a number of positions allowed in the plan not filled for some of the period.

2021/22 8 Months to 28 February 2022

2020/21 8 Months	Rates Requirement Summary	2021/22 8 months	2021/22 YTD Plan	Variance		2021/22 Full Year Plan
\$		\$	\$	\$	%	\$
	RATES REQUIRED BY ACTIVITY					
	Transport					
4,090,912	Roading	4,500,220	4,166,244	(333,976)		7,334,938
	Water Services					
2,314,343	Urban Water supply	2,431,338	2,429,216	(2,122)		3,592,193
14,425	Rural Water supplies & races	(1,635)	1,869	3,504		124,033
	Wastewater Services					
3,251,262	Urban Sewerage system	3,131,006	3,124,494	(6,512)		6,542,117
130,627	Rural Sewerage systems	152,715	158,555	5,840		361,901
	Stormwater Services					
358,473	Stormwater	408,454	400,710	(7,744)		664,267
	Solid Waste Services					
450,332	Solid Waste Services	169,523	355,976	186,453		722,235
314,482	Waste Minimisation Services	292,866	270,922	(21,944)		299,233
	Community Facilities					
2,019,224	Parks, Reserves & Sportsfields	1,976,941	2,166,863	189,922		3,325,011
809,670	Trust House Recreation Centre	812,858	896,910	84,052		1,444,592
84,215	Cemeteries	76,789	101,572	24,783		156,901
1,449,214	Library & Archive	1,546,543	1,564,547	18,004		2,375,523
351,674	District Building	327,937	371,873	43,936		539,814
94,547	Housing for Elderly	144,167	134,880	(9,287)		144,226
489,937	Other Property	604,814	630,845	26,031		989,633
183,745	Hood Airport	164,585	150,686	(13,899)		314,244
551	Mawley Holiday Park	23,451	88,990	65,539		167,512
	Regulatory Services					
532,516	Resource Mgmt & Planning	727,321	687,869	(39,452)		991,705
220,566	Building Development	238,513	410,664	172,151		657,845
264,294	Environmental Services	375,304	375,966	662		590,273
46,074	Parking Control	(3,474)	(16,290)	(12,816)		(\$24,509)
(117)	Animal Services	3,684	9,096	5,412		117,795
171,548	Emergency Management	185,645	194,752	9,107		255,502
	Leadership, Strategy & Corporate Services					
473,562	Representation	475,764	416,831	(58,933)		725,607
115,374	Internal Functions (net)	491,622	247,176	(244,446)		0
683,892	Community Development	660,791	747,472	86,681		1,137,126
352,699	Arts & Culture	347,109	345,530	(1,579)		582,283
792,840	Economic Devlpmt & Promo	634,641	672,059	37,418		945,297
173,553	Environmental Initiatives	206,036	232,520	26,484		320,095
\$ 20,234,432	Total Rates Requirement	\$ 21,105,527	\$ 21,338,798	\$ 233,271	1.1%	\$ 35,397,389
	RATES INCOME					
22,067,717	Masterton District Council rates	23,609,653	23,571,593	38,060		35,357,389
105,643	Penalty Income	196,806	168,000	28,806		210,000
(140,129)	Rates Remissions	(132,610)	(113,333)	(19,277)		(170,000)
\$ 22,033,231	Net Rates Income	\$ 23,673,850	\$ 23,626,260	\$ 47,590	0.2%	\$ 35,397,389
\$ 1,798,799	Surplus/(Deficit) of Rates Income	\$ 2,568,322	\$ 2,287,463	\$ 280,861	1.3%	\$ 0

The **Summary Statement of Capital Expenditure** at two thirds through the year shows \$14.13million spent which is 37% of the full year capital budget. The statement also includes a projection of the full year capital expenditure. Based on a number of assumptions, that currently is expected to be \$26.23 million or 68% of the budget. Commentary on variances and progress on some items is also included in the summary capital statement.

Three high value projects affect the projected percentage achievement of budget. They are the Skatepark, Civic Facility and the Airport upgrade. The later two are not expected to be progressed enough to be incurring significant portions of their budgets. The skatepark spend is more than the budget as the budget for the 2021/22 year assumed a significant proportion would be spent in the prior year. The issue is one of timing of the project's expenditure not matching the split of budgets across the two years. By excluding these three projects, the full year projection is expected to be 89% of the capital projects spent.

The majority of the Three Waters stimulus funding of \$4.4m is expected to be spent by 30 June 2022. Some of the projects remain subject to materials supply and construction contractor's availability.

Summary Statement of Capital Expenditure					
	Actual 8 Months \$	Plan 8 Months \$	Plan Full Year 2021/22 \$	Full Year Forecast 2021/22 \$	Comments on progress
Roading - subsidised	3,437,906	3,493,909	7,406,340	7,960,100	Completion of 2 construction jobs that carried over from prior year - Te Ore Ore Rd roundabout & Taueru retaining wall.
Roading - non-subsidised	1,333,032	812,792	1,474,792	1,703,647	Full year includes two jobs carried over from prior year - Essex St carpark and under veranda lighting renewals. Northern entrance work has been delayed.
Water Services	4,057,288	1,807,500	6,788,500	6,204,811	Stimulus projects on track, water meter installation on-going but will not need full budget, mains renewal contracts yet to start so unlikely to spend all of the budget. Land purchase included here, unbudgeted.
Wastewater Services	1,320,923	1,170,000	2,042,000	2,305,000	Stimulus funded aerators first delivery received. Sewer renewals projected to be overspent.
Stormwater Services	482,905	430,000	660,000	700,000	Opaki Road stormwater upgrade completed.
Solid Waste Services	9,320	30,210	260,420	90,000	Cage renewal work expected to be underway.
Parks, Reserves & Sportsfields	1,929,412	1,339,576	2,864,650	2,578,732	Skate park project's c/fwd budget was not enough, so projected overspend in current year, offset by underspend on sportsground buildings where projects remain in the planning stages.
Wellbeings (Amenities)	104,401	112,500	563,570	551,570	Youth hub project yet to start, but projected to be completed by year end.
Other Property	137,804	218,650	1,094,300	463,300	Bentley St project \$600k on-hold, to be scoped further.
Civic Facility	162,630	200,000	4,945,000	300,000	Full year projection includes estimate for concept design & project management.
Recreation Centre	44,955	55,000	255,000	51,000	Plant & equipment renewals programme will be delayed.
Housing for the Elderly	221,872	227,333	341,000	306,000	Heat pump installs are underway.
Library & Archive	133,192	148,376	1,366,750	1,017,800	Provision allowed for purchase of shelving for new Wairarapa Archive location.
Airport	236,922	286,500	6,873,553	1,412,500	Completed current services extensions, roading & fencing. Further refining masterplan and land purchase expected by year end.
Regulatory Services	187,348	216,000	1,336,000	202,000	Animal shelter project has seen demolition of old pound and conversion of temporary facility. New animal shelter now projected in next financial year.
Corporate Services	326,157	240,000	280,000	381,000	IT hardware upgrades, records management software, security upgrades and software to improve productivity are in FY capital spending.
TOTAL COUNCIL	\$ 14,126,066	\$ 10,788,346	\$ 38,551,875	\$ 26,227,460	
% spent of full year Plan		37%		68%	