


Hauraki District Council's Economic Development Strategy 2009

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FOREWORD



I am pleased to introduce the second generation Economic Development Strategy of the Hauraki District Council.

With over 30 years of business management under my wing and my role as community advocate giving me 25 years experience I am aware of the strengths this rural community has and the opportunities available to its economy. Seeing the private sector seize new opportunities as they arise however never fails to amaze me, and I am privileged to acquire a birds eye view from my current role as Mayor.

A recent example of seizing an opportunity is the community lead collaborative application, to New Zealand Trade and Enterprise for funding for the Waihi Heart of Gold project. The employment that will be created from this scheme and the associated prospects arising from it, will make a big impact on the District and it will be an interesting time for all as the project progresses.

Councils role in economic development is to assist in the provision of supporting quality infrastructure to enable local industry and business sectors to run efficiently. It is also to provide the interface between central and local government agencies to assist in the development of employment, and between industry and non-governmental organisations in other advocacy roles.

Having a largely rural and therefore agricultural basis to our District means that a large portion of the work Council does is in the protection of our prime land. Our District Plan covers this role for the most part, yet the sustainable principles incorporated in this strategy help to emphasise the long-term view needed to ensure we have a viable economy not only for our current population but for future generations also.

I look forward to the next three years and the challenges and opportunities that Hauraki faces with respect to economic development. There are known to be significant minerals in the District which are subject to ongoing investigation. Investment in the National Cycle Way project is likely to increase employment and business opportunities alike. Advocacy for rural broadband connections; the establishment of an aquaculture industry in our region with the potential for business opportunities in Hauraki; and the ever increasing breadth of the tourism industry especially around the Karangahake Gorge and walkways are all opportunities for Hauraki to embrace.

John Tregidga
Mayor Hauraki District Council

ECONOMIC DEVELOPMENT – WHAT IS IT?

Economic development is a process that influences growth and restructuring of an economy to enhance the economic wellbeing of a community.

It usually also aims to increase the wealth of people over time. Rather than being a single, simple process economic development typically can be a range of influences that achieve objectives like creating jobs and wealth, and improving the quality of life.

It can result from a number of (coordinated) initiatives that are targeted to expand infrastructure, and increase the volume, quantity or quality of goods and services produced by the community.

CONTEXT OF ECONOMIC DEVELOPMENT IN HAURAKI

The development of this Economic Development Strategy has been undertaken on the basis that there are a number of levels within the international, national and regional context that can and will influence the role that Hauraki District Council can realistically have in economic development within the Hauraki District.

Given that the ongoing trends in economic development are driven by a growing emphasis on the global economy and that New Zealand is a commodity, production and export based economy, whatever happens in the international economic situation can and does have a direct bearing on the New Zealand economy and the economy in the Hauraki District. The two largest non-service industries in Hauraki District are commodity based and international markets and fluctuations have a direct affect on the economic climate of the District.

Within that global context, the national economy also has a direct bearing on what happens within the Hauraki District economy. As governments introduce and review statutory approaches, policies and processes and respond to changes in the international and national economic climates then there is an immediate and visible effect on the economic development potential within the Hauraki District.

To a lesser extent changes in the regional climate can and will affect what occurs in the Hauraki District economic area. There is then the economic development climate within the Hauraki District where the direct actions of the Hauraki District Council and other agencies within the district can and do have an affect on the economic opportunities.

Below the district level lie the economic development opportunities at a company and individual level where changing societal attitudes in relation to methods of production, environmental view points, cultural issues, education etc can also have an affect over time on the economic development climate within the Hauraki District.

All of the above economic communities (international, national, regional, district, individual) are not only subject to the economic drivers prevailing at any given time but also subject to changing social, environmental, cultural and regulatory approaches that are occurring at all of those levels.

For a small district like Hauraki, the general rule is that economic development opportunities are generally directed from a top down basis in that the international climate generally determines the national climate, the national climate generally determines the regional climate, the regional climate generally determines the district climate and all those climates should generally affect the individual level production climates.

Wider Context

The Economic Development Strategy has been prepared on the basis that the strategy must be implemented in the context of those matters which affect economic development within Hauraki District.

Without this context the success of the strategy cannot be measured and nor can the need to review the strategy be established.

This lack of context was the key reason the 2002 economic development strategy required review.

Organisational Context

Strategic Background to the development of a Council Strategy

The Hauraki Community Plan 2009 – 19 provides the following guidance for any strategy reviews.

Hauraki District Council's Mission

To ensure the successful:

- Provision of services and facilities,
- Advocacy on behalf of the community,
- Use and management of resources,
.....for all who live in or visit the Hauraki District.

Hauraki District Council's Vision for the Future

- A range of services and facilities meeting the community's needs and realistic expectations.
- A positive climate which encourages balanced and sustained growth throughout the district.
- An environment which encourages vibrant communities and an enhanced quality of life.
- The wise use and management of all resources for the continued benefit of the district.
- A proactive Council that provides leadership, is results orientated and communicates effectively with all sectors of the community.

Community Outcomes

As a result of the community working together to identify what the future of Hauraki District should look like, the community of Hauraki District has collectively said that there are clearly common goals that should be aimed for.

Included in the Outcomes and sub Outcomes are several related to economic development which, along with the Mission and Vision statements, assist to provide the policy framework within which to develop any strategy.

Vibrant and sustainable businesses and business economies in our District-

- We encourage further development of our District CBDs' economic viability.

- We support entrepreneurs and leaders to proactively drive growth strategies and community- business within our District.
- We encourage planned and developed infrastructural services and facilities to sustain our communities' growth.
- We encourage further development of tourism opportunities and facilities focusing on our heritage and eco-tourism.

Maintain and protect the vibrancy of rural communities within our District -

- Our communities support the viability of maintaining our rural lifestyles and values.
- Protecting the viability of our land for primary production.

Management of our natural and physical environment in a sustainable manner -

- We encourage a balance between economic growth and environmental protection and enhancement.
- We support the development of land use planning controls that allow for economic growth in a sustainable manner.
- We support protecting our significant habitats and ecosystems.

Long term planning to ensure that our future infrastructure requirements meet the growth and development opportunities of our District -

- We want to have our say on our District's future.
- We value the provision of well-managed infrastructural services in our District.

Historical Context

The geographical area now encompassed by the Hauraki District Council has developed from a pioneering type economy in the late 1800's based around small scale primary production (forestry, flax, small holder farming) and gold mining. It then proceeded through a second pioneering phase as the Hauraki Plains were drained and brought into very productive farm land. It has currently settled into being a district a rural production base and all of the towns and rural settlements are effectively service centres for that rural production economy. This is a common theme for many parts of rural New Zealand.

Over the past 20 years there has been a relatively stable population in the Hauraki District. There have been a series of small cycles of population change over this time responding to matters such as;

- closing of the gold mining workings in the 1950's,
- increasing number of farms,
- rural de-population,
- centralisation of government services,
- additional gold mining opportunities such as Golden Cross and Martha,
- closure of manufacturing industries,
- development of new manufacturing industries.

This illustrates a typical cyclic approach in a rural area where the production base essentially still remains a rural commodity base and other opportunities tend to ebb and flow over time.

At the time of this review the district economy has several major drivers.

- Pastoral farming
- Hard rock extraction (gold, aggregate)
- Horticulture
- A limited manufacturing base
- Tourism
- Service industries servicing the above three
- Service industries servicing the population
- Aquaculture (currently a real potential economic growth area)

Economic Development – Potential Opportunities

Outside of the expected, the economic development opportunities within Hauraki District relate to several key resources:-

- Fertile soils
- Temperate climate
- Mineral resources
- History and heritage
- Natural beauty
- Proximity to major growth areas including Auckland, Hamilton and Western Bay/Tauranga
- Geographic location and transport network

ECONOMIC DEVELOPMENT STRATEGY

Vision

Our vision is for a District that encourages vibrant communities, provides a great lifestyle and fosters a positive climate for balanced, sustainable development.

Principles

- Council seeks to ensure that economic development also has positive effects on social, environmental and cultural well-beings
- Council is committed to a collaborative approach in developing and implementing this Strategy
- Council recognises that this Strategy is a dynamic document and that the objectives, strategies and actions may be influenced by significant changes that may arise over time
- Council recognises that it has responsibilities to ensure the appropriate infrastructure is in place to allow for growth

For Hauraki District Council, economic development is about improving the overall quality of life through increased economic growth and job creation. Economic development may have the following outcomes:

- Enhancing the business environment;
- Empowering communities and improving community well-being;
- Developing the District by adding value to its existing resources and components (social, economic and environmental).

Partnership Principles

- Council does not undertake economic development alone; other private and public sector organisations are involved. This wide participation ensures support from the overall community and may provide additional resources to complement those of the District.
- Central government programmes administered by agencies such as WINZ, Skill NZ, Hauraki Enterprise Agency and the BIZ programme provide support for business development. Council will work with these organisations as appropriate to provide a collaborative approach to economic development in the District.
- Hauraki District Council will support regional initiatives with neighbouring districts that are compatible with the strategic economic development objectives and outcomes sought by the Council.

Goals

The strategic goals that will influence Council's economic development activities are:

- Build the profile of the District's economic potential within and outside the District
- Encourage stable and growing employment opportunities
- Build and maintain adequate infrastructure and community facilities to maintain growth
- Encourage and facilitate development proposals, especially those that promote opportunities for Hauraki
- Preserve and sustain the environment and resources within the District, particularly the unique features of Hauraki

Working towards the goals developed under this Strategy is a critical part of its implementation. Whilst working towards these goals a number of assumptions will be taken into consideration. These assumptions can be found in Appendix One, with the full set available in the operative 2009-19 Long Term Council Community Plan.

HAURAKI DISTRICTS MAKEUP

Population

As at the 2006 census we can analyse the figures and identify the current makeup of the district and see some ongoing trends into the future. The cyclical nature of population growth continues with a small decrease in the previous census being offset by a small increase in the 2006 census. In total the resident population of the district has only decreased by 130 people over the last 10 years.

The district has approximately the national average makeup of population in its 0-14 year age group, has below the national average of population in the 15-44 year age group and higher than the national average population in the 45 + age groups.

The Hauraki District has a higher percentage of its population not in paid employment compared with the national average. The average income in Hauraki is below the national average which continues a trend over several censuses.

The Hauraki District has less people without any qualification compared with the average for New Zealand.

For further background material please see Council's long Term Plan, the 2009 – 19 Hauraki Community Plan

Geographical Situation

The Hauraki District is situated south of Auckland and Thames Coromandel District and north of the Bay of Plenty and points further south. It is a major travelling route for all travellers seeking access to and from Thames-Coromandel District Council, Bay of Plenty and the Waikato and is a major transport route between the ports of Auckland and Tauranga. This represents a potential opportunity for economic development prospects within the district given the large number of travelling public who pass through significant parts of the district as they commute from one region to another.

Current Economic Situation

At present (2009) the Hauraki District is subject to the international and national economic climates which have been in a significant recession over the past 12 months slowing down development within New Zealand. This is reflected in, increasing unemployment figures and increased numbers of people on benefits, and a reduction in the issuing of planning and building consents. However, at this stage the effect in smaller areas such as Hauraki appears to have been more limited than it has been in the larger urban centres. This is because larger conurbations are more dependant on the international economic climate and the international money markets. As with previous recession cycles, the Hauraki District has been somewhat protected from these effects by the continuing returns being received from the pastoral and mining sectors.

Current Infrastructure

A key national, regional and district function is to ensure the provision of adequate infrastructure that allows for the social and economic wellbeing of national, regional and local populations and also allows for growth opportunities that occur over time.

The Hauraki District Council has planned appropriately for infrastructure in the past and currently provides a high quality level of asset and community infrastructure that generally has capacity to allow for growth without further significant expenditure.

All infrastructure is now depreciated and funded for replacement and Council has developed life cycle planning for its assets which take into account projected growth and changing demographic trends.

Council recognises that key infrastructure is provided by others (state highways, telecommunications, energy etc) and that it has a role in advocating for the provision of modern and effective infrastructure provision from these providers.

Council encourages the provision of high speed telecommunication services such as broadband and wireless and will consider opportunities for the development of these.

THE ROLE OF THE HAURAKI DISTRICT COUNCIL IN ECONOMIC DEVELOPMENT

The Economic Development Strategy, Principles and Goals define the roles in which Hauraki District can assist economic development. Specific issues relating to these roles follow at a National, Regional and Local level.

1 National	
1a)	<p>Advocate for and take part in national initiatives that have potential economic development benefits for the District.</p> <p>Review, and where appropriate, advocate on issues where negative impacts are likely on the economic health of the District.</p>
1b)	<p>Seek access to national funding and resources. The Council may do this on its own or in conjunction with other territorial authorities or other private/public partnerships.</p>
1c)	<p>Advocate for a sustainable environment that encourages economic development opportunities while at the same time protecting the natural environment and the physical and natural assets that make Hauraki District so attractive.</p>

2 Regional	
2a)	<p>Advocate for and take part in regional initiatives that have potential economic development benefits for the District.</p> <p>Review, and where appropriate, advocate on issues where negative impacts are likely on the economic health of the District.</p>
2b)	<p>Advocate for and support establishment of regional economic development bodies whether with other territorial authorities or in public/private partnerships.</p>
2c)	<p>Advocate for the provision of good quality regional infrastructure (particularly transport and telecommunications) that have inbuilt capacity for growth</p>
2d)	<p>Advocate for a sustainable environment that encourages economic development opportunities while at the same time protecting the natural environment and the physical and natural issues that make Hauraki District so attractive.</p>

3	Local
3a)	Plan for and develop good quality and sustainable infrastructure for asset services and community facilities, ensuring compliance with national standards and allowing for additional capacity to cater for future economic development and community growth.
3b)	<p>Develop and provide regulatory policies and plans that encourage:-</p> <ul style="list-style-type: none"> ▪ Sustainable development ▪ Economic development. ▪ Good quality infrastructure (without putting the districts strengths at risk Development friendly policies that encourage growth and development. ▪ Development of policies, procedures and practices that ensure consideration is given to the benefits of economic development in relation to potential developments within the district. <p>Provide resources that are responsive to economic development needs:-</p> <ul style="list-style-type: none"> ▪ Initiate opportunities for growth including residential, commercial and industrial subdivision if appropriate. ▪ Have staff dedicated to responding to development queries and initiatives. ▪ .Review the Economic Development Strategy as the economic development climate alters in relation to international, national or regional pressures
3c)	Allocate resources and capital to local economic development opportunities where the Council is satisfied that the allocation of such resources will result in measurable economic development benefits for the district.
3d)	Encourage and facilitate networking of business and community resources to encourage retention and expansion of the existing economic development base and further economic development.
3e)	Facilitate Sister City engagements with focus on educational and economic development opportunities.
3f)	Maintain and report on statistical information relating to economic development within the Hauraki District and report to Council on trends as they become evident, in particular the advancement in sustainable opportunities for the District.

ACTION PLANS AND MONITORING

These actions listed below are to be implemented over the life of the Strategy. It is expected there will be additional requirements on the Economic Development Activity not identified in the Strategy.

Goal	Specific Action	Monitoring	Who
National			
1a) - National initiatives	Keep Council advised of all national initiatives that do or could potentially impact Hauraki District. This includes advancements in sustainable initiatives.	Through quarterly Economic Development Monitoring report provide analysis of the potential or actual impact of relevant initiatives	EDO, Crs
1b) - National resources.	Keep Council advised of national funding and resources that may become available for economic development initiatives.	Through quarterly Economic Development Monitoring report As programmes/funds are available for consideration	EDO, Crs
1c) - Regulatory environment.	Keep Council informed of policy and legislative changes that impact on business development and sustainable business development.	Through quarterly Economic Development Monitoring report Through reports to Council	EDO, SP, MT
Regional			
2a) - Regional initiatives	Analyse effectiveness of Councils contribution to regional initiatives	Present analysis in the quarterly monitoring report demonstrating how any regional initiatives HDC is involved in has the potential to provide measurable economic development for the district comparatively to the investment and resources contributed.	EDO, Mayor, Crs
2b) – Regional economic development bodies.	Participate as directed by Council in regional initiatives.	Report to Council on the progress surrounding the potential development of regional economic development bodies through quarterly monitoring report as appropriate	EDO, Mayor, Crs
		Report to Council through quarterly monitoring reports, the actions of the Hauraki Coromandel Development Group	EDO, Mayor, Crs
		Facilitate a report to	EDO, Mayor

Goal	Specific Action	Monitoring	Who
		Council quarterly on the effectiveness to Councils funding contribution to Tourism Coromandel	
2c) – Regional infrastructure	Advocate for the provision of good quality regional infrastructure (particularly transport) that has inbuilt capacity for growth	Attend Committee and report to Council the outcome of the regional transport committee forums.	Mayor
2d) Regulatory environment	Maintain broad understanding of changes to regulatory environment	Reports to Council on regional policy and operational issues that may impact the regulatory Environment	Mayor, SP
Local			
3a) - Plan for and develop infrastructure to cater for future community growth.	<p>Liaise with asset and activity managers to ensure economic growth has been catered for in upcoming strategies and policies.</p> <p>To monitor the benefits for Council of being involved in residential, commercial and industrial subdivision for Council</p> <p>Advocate for the provision of high speed telecommunications throughout the District.</p>	<p>Report through the quarterly monitoring report any upcoming policies or strategies that may impact on economic development, and demonstrate actions that are being put in place to allow for future growth.</p> <p>Identify and report to Council on statistics and trends that indicate potential shortages of available land in these zones and development opportunities for Council.</p> <p>Proceed with current subdivision proposals at Ngatea and Kerepehi.</p> <p>Prepare a report for Council by March, 2010 on opportunities to advocate for or assist in the development of these networks</p> <p>To inform Council on the changing telecommunication scene at least half yearly.</p>	<p>EDO</p> <p>Community Services</p> <p>EDO</p> <p>EDO</p>
3b) - Provide resources that are responsive to economic development needs.	<p>Liaise with asset and activity managers to ensure economic growth has been catered for in upcoming strategies and policies.</p> <p>Develop packages to</p>	<p>Present summaries to Council quarterly on what residential, commercial and industrial subdivision enquires have been made to the Council.</p> <p>Hauraki District</p>	<p>EDO, SP</p> <p>EDO, CT</p>

Goal	Specific Action	Monitoring	Who
	<p>promote Hauraki District in conjunction with Communication Team</p> <p>Provide community updates on economic development</p> <p>To develop a WEB page that provides information and advice specifically on economic development matters.</p>	<p>information packages developed by June 2010. Hauraki District information packages reviewed at least annually or when significant changes are made to the information.</p> <p>Provide updates to the HDC News page and the HDC website quarterly.</p> <p>To report to Council by March, 2010 on the draft format and content of such a page (working with Councils WEB administrator).</p>	<p>EDO</p> <p>EDO, Web Administrator</p>
3c) Allocate resources and capital to local economic development	<p>Manage the funding allocation to local agencies involved in economic development and tourism initiatives</p> <p>Develop policies to allow for the consideration of incentives relating to development contributions and other development costs.</p>	<p>Manage the funding allocation to local agencies involved in economic development and tourism initiatives and report on any issues to Council as required.</p> <p>That a report be prepared for the consideration of Council by June 2010</p>	<p>EDO, Council</p> <p>SP, EDO, CE, Finance</p>
3d) Encourage and facilitate networking of business and community	<p>Organise and attend BA5 forums</p> <p>Develop and maintain a contact database of businesses with the District.</p>	<p>Organise and attend BA5 forums bi-monthly.</p> <p>Establish contacts database by June 2010 Maintain database on an ongoing basis</p>	<p>Mayor, EDO, Ward Chairs</p> <p>EDO</p>
3e) Work with our Sister Cities	<p>Assist in the organisation of Sister City visits and potential projects.</p>	<p>Report as required in conjunction with the Community Development Officer upcoming Sister City events and key items of political interest.</p>	<p>EDO, CDO, Mayor</p>
3f) Maintain and report on statistical information	<p>Organise the collation of quarterly statistical reports on the state of Hauraki Districts economic environment</p>	<p>Present quarterly statistical reports to Council.</p>	<p>EDO</p>
3g) Regulatory	<p>Assist local business and developers negotiate the</p>	<p>Provide a point of contact within Council for</p>	<p>EDO, CE, Mayor</p>

Goal	Specific Action	Monitoring	Who
Environment	<p>regulatory environment without compromising Councils sustainable approach and its responsibility for the implementation of regulatory requirements</p> <p>Encourage a key project approach on consents and other developments utilising the single point of contact principle.</p> <p>Ensure staff are aware of the importance of economic development in the context of the purchasing and regulatory environments.</p>	<p>developers to be able to plan the progress through the regulatory processes.</p> <p>Meet fortnightly with Engineering and Planning managers and CEO to review progress</p> <p>Develop a staff resource, fact sheet and training package covering:</p> <p>1 Regulatory approaches and effects on economic development. 2 The value of purchasing in the District within policy guidelines.</p>	<p>CE, MES, MP&ES, SP, EDO</p> <p>EDO, CE, MT, Sub-committee</p>
3h)	Ensure currency of Economic Development Strategy and action plan	Review each 3 years as part of LTCCP development process.	Sub-committee, CE, EDO, SP

APPENDIX 1

Relevant Hauraki Community Plan 2009 – 19 Forecasting Assumptions

Forecasting Assumption	Risk	Level of uncertainty in that Risk	Reasons and financial effect of uncertainty															
Population growth The population of the Hauraki District will grow approximately 4% during the life of this plan.	That population growth is higher than anticipated, caused by an increase in births, a decrease in deaths or a change to net migration.	Low	Population projections have been based on historic trends seen in the Hauraki District and rating unit growth research. There is a chance that the assumptions used to project births, deaths and migration may be incorrect. The financial effect would be the need for more infrastructures, paid for by rates and development contributions.															
	That population growth is higher than anticipated due to other outside influences.	Low	There are also non-demographic factors (eg. re-zoning of land, possible land use changes) that may have an influence on the future projected population of some Wards or settlements (additionally the increased pressure from Auckland to create satellite towns). The financial effect would be the need for more infrastructures, paid for by rates and development contributions.															
	That population growth is lower than projected, caused by increased deaths, decreased births or net migration.	Low	There is a chance that the assumptions used to project births, deaths and migration may be incorrect. Should the population decline this may have an effect on income for Council. The financial effect would likely be a rise in rates due to a smaller number of rateable units.															
Household size Actual average household sizes have decreased from 2.8 persons per household in 1996 to 2.5 in 2006. It is likely that this trend will continue and even out at around 2.4 for the life of this plan.	That the trend accelerates, putting more pressure on infrastructure due to additional rateable unit growth.	Low	Statistics show that average household sizes are decreasing at a slower rate than previously; it is therefore expected that this trend will slow down and be nominal for the life of this plan. If the average household size did decline faster than that anticipated we would likely see more reticulation costs, which would be offset by additional rating units.															
Demographic age distribution for the Hauraki District Hauraki District is likely to have an increasingly ageing population with potentially up to 27% of the population being over 65 by 2021.	That the demographics of the district are significantly different than that anticipated.	Low	Ageing population trends are reinforced by Statistics NZ projecting a net migration of 30 persons per year (on average), with an average birth rate of 180 persons a year, and an average death rate of 193 persons per year over the next 15 years. These projections could prove incorrect, and/or may be exacerbated by unanticipated migration and natural disaster. Both medium and high projections for the district show the same demographic distribution. The financial effect would be on community services and likely to be small.															
<table border="1"> <thead> <tr> <th>Age</th> <th>2006</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>0-14yrs</td> <td>22%</td> <td>19%</td> </tr> <tr> <td>15-39yrs</td> <td>26%</td> <td>23%</td> </tr> <tr> <td>40-64yrs</td> <td>35%</td> <td>31%</td> </tr> <tr> <td>65+yrs</td> <td>17%</td> <td>27%</td> </tr> </tbody> </table>	Age	2006	2021	0-14yrs	22%	19%	15-39yrs	26%	23%	40-64yrs	35%	31%	65+yrs	17%	27%			
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