

**KO TŌ REO
TŌ ROHE**

**GIVE YOUR REGION
YOUR VOICE**

**Te ripoata tōmua i te pōtitanga 2022
Pre-election report 2022**



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He karere nā te Tumu Whakarae Message from the Chief Executive

As a Regional Council, Greater Wellington is responsible for looking after the health of our environment including our forests, rivers, waterways, and native ecosystems. We also look after the health of our community by providing accessible public transport and partnering across the Wellington Region to address climate change, promote economic development, and provide emergency response.

We are facing four key areas of change and opportunity

1. The way we deliver for the environment is changing. There is an expectation from central government and the community to not only prevent environmental harm but also foster intergenerational biodiversity and resilience.

2. How we partner with Mana Whenua is changing. Improving outcomes for Mana Whenua and Māori is one of our overarching strategic priorities in the 2021-31 Long Term Plan (LTP). We are working to increase Mana Whenua capacity and capability, pro-actively engage with Mana Whenua in decision-making, and incorporate te ao Māori and Mātauranga Māori into our work.

3. Climate change is an increasing risk. We are working to reduce our own emissions through decarbonisation of our public transport network and restoring our Regional Parks back to their natural state, however there is also an opportunity to determine how we support the Wellington Region to mitigate and adapt to the impacts of climate change.

4. Balancing affordability with delivering for our communities. The current COVID-19 operating environment is causing increased costs for our project delivery, while also increasing the cost of living for ratepayers. We need to balance the increasing need for services with affordability of rates.



We are working together to create an extraordinary region, with a thriving environment, connected communities and resilient future.

He karere nā te Tumu Whakarae

Message from the Chief Executive

Underpinning these opportunities are the increasing changes in central government that impact how we deliver our services. We are working with central government, Mana Whenua and the community to respond and provide input.

Partnership across the Wellington Region

We hold a leadership role as a regional council to create connections across the Wellington Region – working closely with our Mana Whenua partners, our regional communities and Territorial Authorities, and with central government, to shape the change we are facing and improve outcomes for the Wellington Region.

The local government election is your chance to have an impact

The next three years will pose many challenges to tackle, and opportunities to capitalise on. I am incredibly proud of the work we have done so far, for both our communities and the environment.

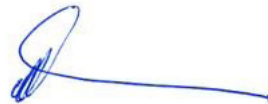
However, there is still a lot more to do.

Use this Pre-election Report to learn where we are going as a regional council – the services we deliver, the change and opportunities we are facing, our major projects, and our financial strategy.

Take this opportunity to engage in local democracy to help shape the Wellington Region's next three years by standing for council or voting for a local candidate. Find out more information at <https://elections.gw.govt.nz>

Take this opportunity to make your voice heard.

Ngā mihi nui,



Nigel Corry
Tumu Whakarae | Chief Executive

Whai wāhi mai ki Te Pane Matua Taiao

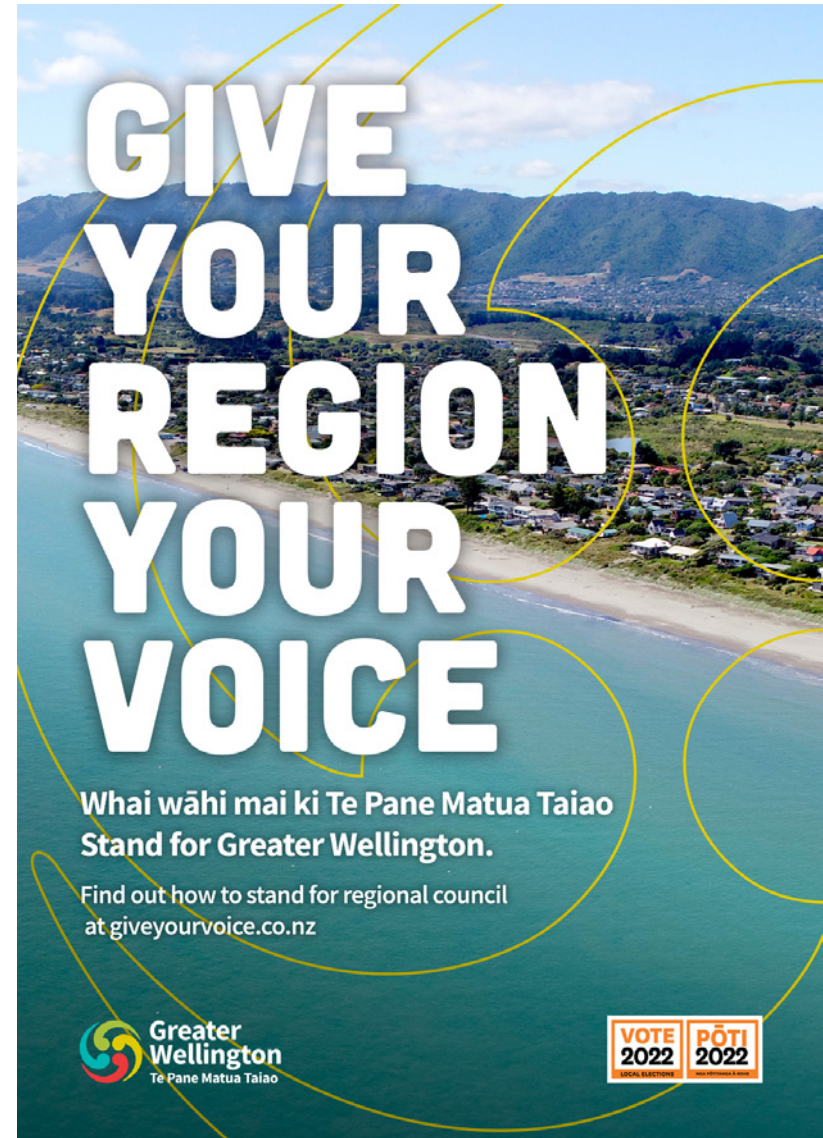
Stand for Greater Wellington

Greater Wellington is a regional council, and as a regional council, we are responsible for protecting our environment, while also considering the social, cultural and economic needs of our communities. We're responsible for a diverse range of activities, including:

- Environment and flood protection
- Metlink public transport
- Regional strategy and partnerships (including emergency management)
- Water supply

The 2022 local government elections are an opportunity for you to stand as a candidate and, if elected, have a say on how Greater Wellington carries out its responsibilities.


Nominations open on Friday 15 July 2022 and close at 12noon on Friday 12 August 2022. For more information, visit giveyourvoice.co.nz




**GIVE
YOUR
REGION
YOUR
VOICE**

**Whai wāhi mai ki Te Pane Matua Taiao
Stand for Greater Wellington.**

Find out how to stand for regional council
at giveyourvoice.co.nz



**Greater
Wellington**
Te Pane Matua Taiao



VOTE 2022
LOCAL ELECTIONS

PŌTI 2022
MŌKAI HŌRIKAI



Ko ā mātou mahi

What we do

Tō tātou rohe taurikura

Our great Region

The Wellington Region is home to approximately 547,000¹ people living within the Region's 8,111km² boundary. From the vibrant energy of the capital city to the beautiful rural forests, rivers, and coastlines, we have a lot to be grateful for.

Wellington is our most populated city, however over 50 percent of the population lives outside of the capital in cities and smaller towns. Most of our Region (approximately 80 percent) is non-urban environment, consisting of 320km of river and waterways and a coastal marine area of 7,867km² with almost 500km of coastline.

Greater Wellington is involved in work across the Wellington Region – connecting our towns and cities through public transport, and enhancing the environmental outcomes of coasts, rivers, parks, and forests.



¹ All population data is as of 30 June 2021 ([Browse - Infoshare - Statistics New Zealand \(stats.govt.nz\)](#))

Tō tātou rohe taurikura

Our great Region

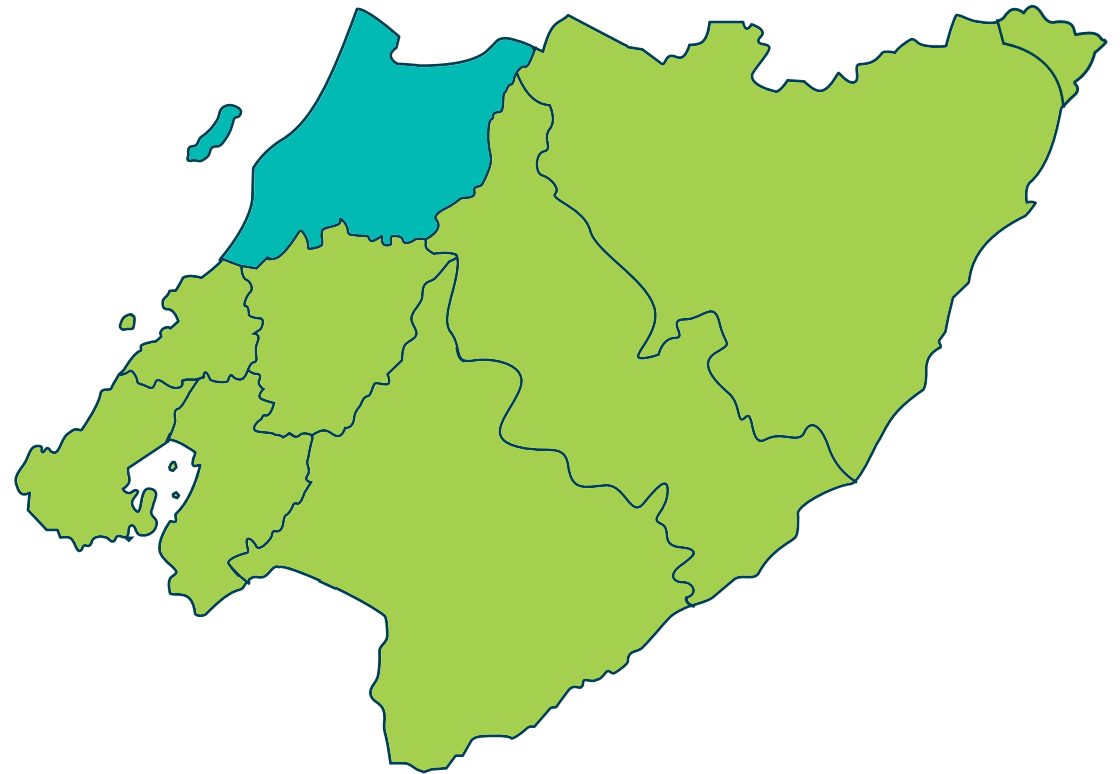
Kāpiti Coast

- **Population:** 58,000
- **Territorial Authority:** Kāpiti Coast District Council
- **Our Mana Whenua Partners:** Ngā Hapū o Ōtaki, Ātiawa ki Whakarongotai Charitable Trust, and Te Rūnanga o Toa Rangatira Inc.

The Kāpiti coast includes small communities of Te Horo, Waikanae, Paraparaumu, Raumati Beach and Raumati South. Kāpiti Island lies 5km off the coast and is a sanctuary for native birds, many of which are endangered and no longer on the mainland.

This year Greater Wellington is working to establish a Kāpiti Whaitua Committee consisting of Councillors from Greater Wellington and Kāpiti Coast District Council, local community members, and Mana Whenua. The purpose of the Committee will be to provide local direction on how to maintain and improve the water in the area.

See [page 46](#) for information on our whaitua committees.



Tō tātou rohe taurikura

Our great Region

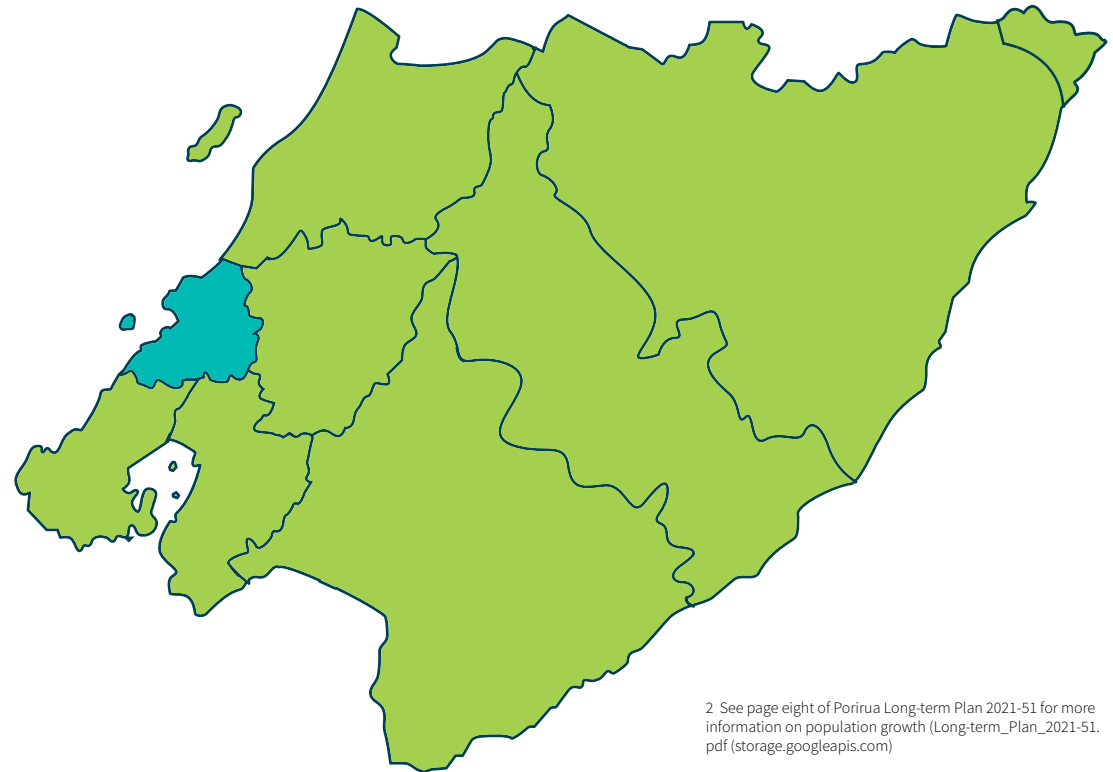
Porirua

- **Population:** 61,900
- **Territorial Authority:** Porirua City Council
- **Our Mana Whenua Partners:** Te Rūnanga o Toa Rangatira Inc.

Porirua is a young and diverse city on the coast of Te Awarua-o-Porirua harbour. The population is growing with a forecasted increase of 30,000 residents over the next 30 years.²

To maintain and improve the freshwater quality in the area, Greater Wellington established the Te Awarua-o-Porirua Whaitua Committee with representatives from local community and Te Rūnanga o Toa Rangatira Inc. In 2019 the Committee developed the [Te Awarua-o-Porirua Whaitua Implementation Programme \(WIP\)](#) with strategies and actions on managing the land and water in the area. [The Ngāti Toa Rangatira statement](#) was also developed as a companion document to be read and implemented together with the WIP.

See [page 46](#) for information on our whaitua committees.



² See page eight of Porirua Long-term Plan 2021-51 for more information on population growth (Long-term_Plan_2021-51.pdf (storage.googleapis.com))

Tō tātou rohe taurikura

Our great Region

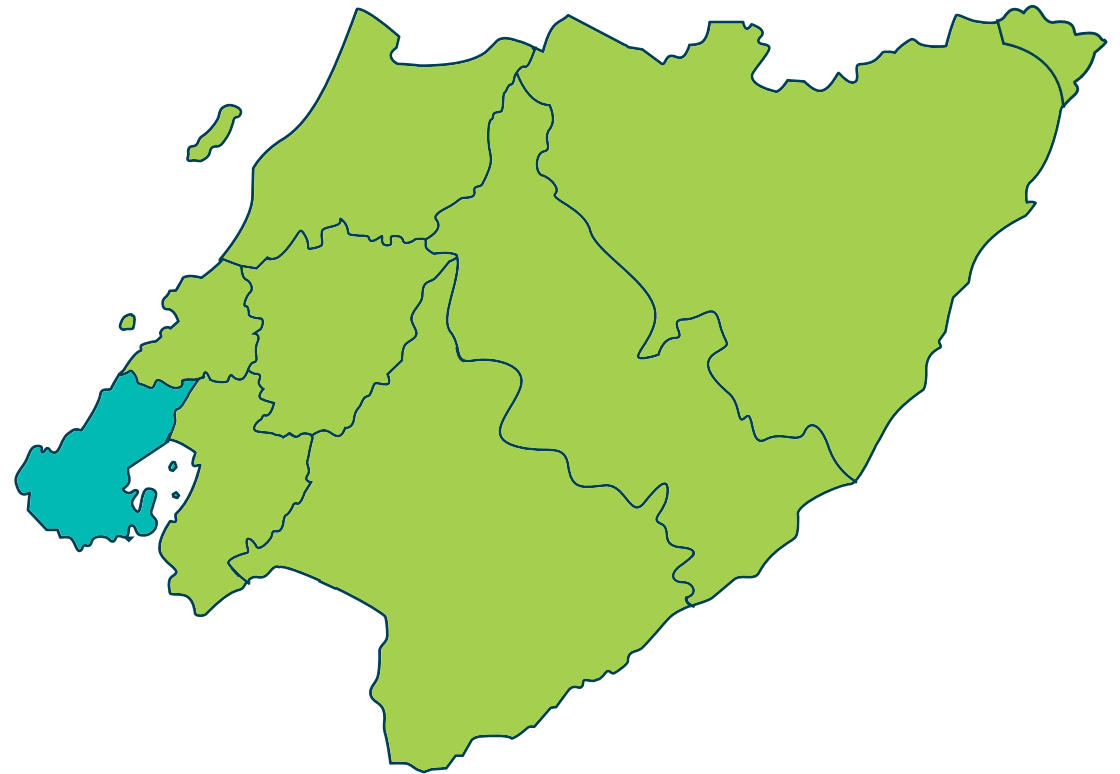
Te Whanganui a Tara | Wellington

- **Population:** 217,000
- **Territorial Authority:** Wellington City Council
- **Our Mana Whenua Partners:** Port Nicholson Block Settlement Trust, Te Rūnanga o Toa Rangatira Inc.

New Zealand's capital city sits around the beautiful Wellington harbour, said to be Ngā Whatu o te Ika a Maui, the eye of the fish Māui. Wellington city is the third most populous urban area in Aotearoa, and is rich with museums, food, art, and music. Greater Wellington's head office is located on Wellington City's iconic Cuba Street.

Greater Wellington is currently working closely with Wellington City Council and Waka Kotahi on Let's Get Wellington Moving, a multi-decade project aiming to develop a transport system that supports growth, addresses climate change, and makes it easier and safer to get around.

See [page 55](#) for more information on the Let's Get Wellington Moving.



Tō tātou rohe taurikura

Our great Region

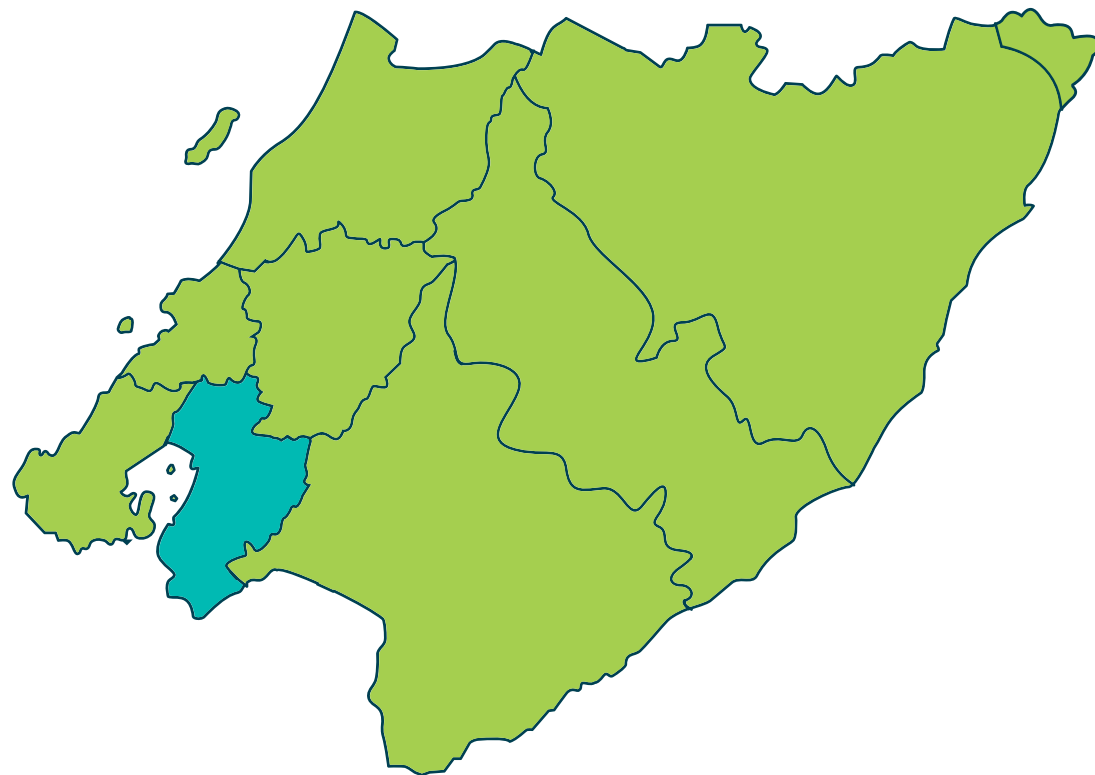
Te Awa Kairangi ki Tai | Lower Hutt

- **Population:** 112,800
- **Territorial Authority:** Hutt City Council
- **Our Mana Whenua Partners:** Port Nicholson Block Settlement Trust, Te Rūnanga o Toa Rangatira Inc.

Lower Hutt is located on the opposite side of Wellington Harbour from Wellington City, with many people commuting both to and from the city. Te Awa Kairangi / Hutt River flows through Hutt City and provides many environmental and social benefits to the community.

Greater Wellington is working in collaboration with Hutt City Council and Waka Kotahi on RiverLink, a transformational project that aims to improve the transport system, flood protection and vibrancy of the city – all with a focus on Te Awa Kairangi / Hutt River.

See [page 51](#) for more information on RiverLink.



Tō tātou rohe taurikura

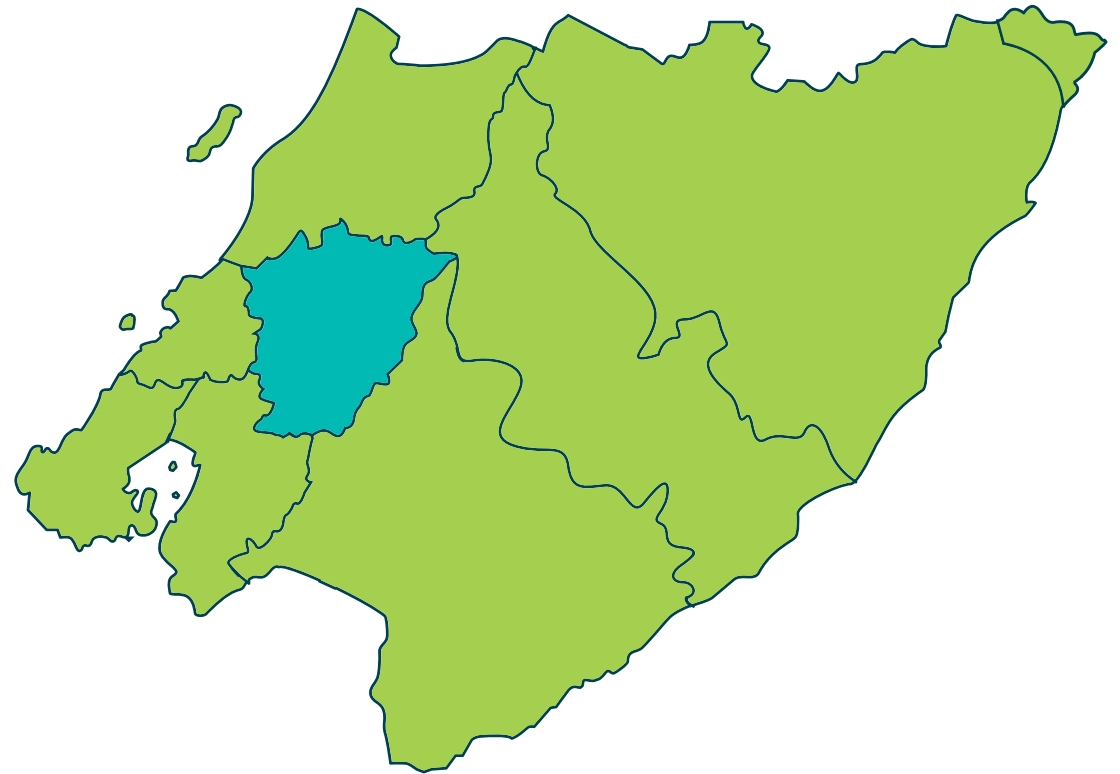
Our great Region

Te Awa Kairangi ki Uta | Upper Hutt

- **Population:** 47,500
- **Territorial Authority:** Upper Hutt City Council
- **Our Mana Whenua Partners:** Port Nicholson Block Settlement Trust, Te Rūnanga o Toa Rangatira Inc.

Upper Hutt is a small city at the top end of the Hutt Valley set alongside Te Awa Kairangi / Hutt River. The area is full of native forests and wildlife where people can bike, camp and hike including Hutt River Trail and Kaitoke Regional Park.

Greater Wellington is currently restoring the ecosystem health of formerly grazed areas in Kaitoke Regional Park, as part of our Tōitu te Whenua Parks Network Plan. See [page 52](#) for more details.



Tō tātou rohe taurikura

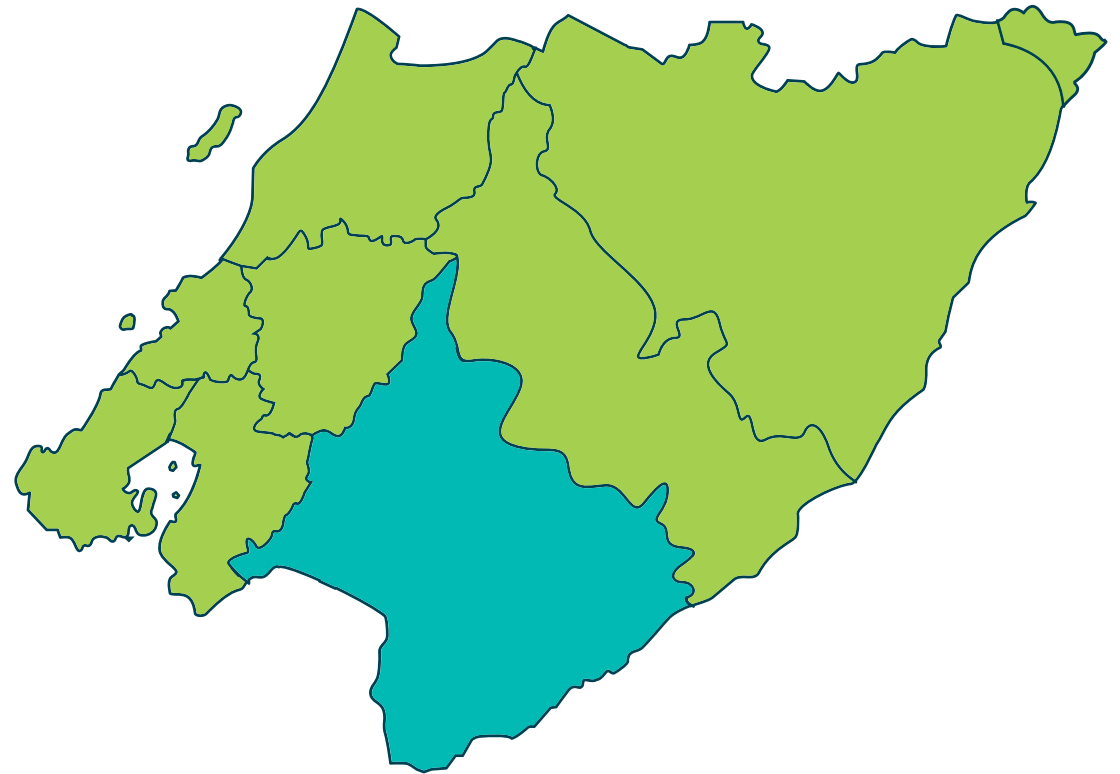
Our great Region

South Wairarapa

- **Population:** 11,650
- **Territorial Authority:** South Wairarapa District Council
- **Our Mana Whenua Partners:** Ngāti Kahungunu ki Wairarapa Charitable Trust, Rangitāne o Wairarapa Inc.

South Wairarapa district is home to the three rural towns of Featherston, Greytown and Martinborough. The district covers a vast area of rural hinterland home to many more small communities, edged by the Rimutaka / Tararua Ranges and cradled by kilometres of rugged coastline. Lake Wairarapa is the third largest lake in the North Island.

Greater Wellington works with South Wairarapa District Council, Mana Whenua partners, and the Department of Conservation, to protect and expand the internationally significant Wairarapa Moana Wetland, that supports many native plants and wildlife.



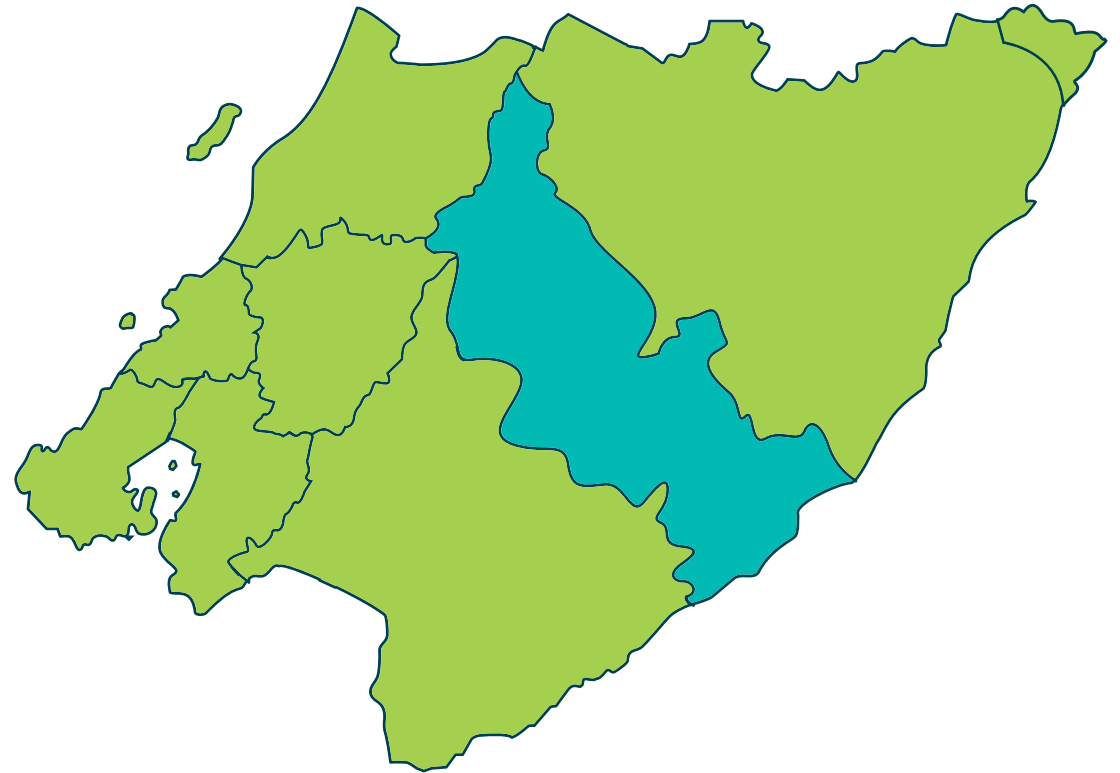
Tō tātou rohe taurikura

Our great Region

Taratahi | Carterton

- **Population:** 10,050
- **Territorial Authority:** Carterton District Council
- **Our Mana Whenua Partners:** Ngāti Kahungunu ki Wairarapa Charitable Trust, Rangitāne o Wairarapa Inc.

The Carterton district stretches from the Tararuas in the west to Flat Point in the east. The population includes those who to commute into Wellington City while enjoying a rural lifestyle in their leisure time.



Tō tātou rohe taurikura

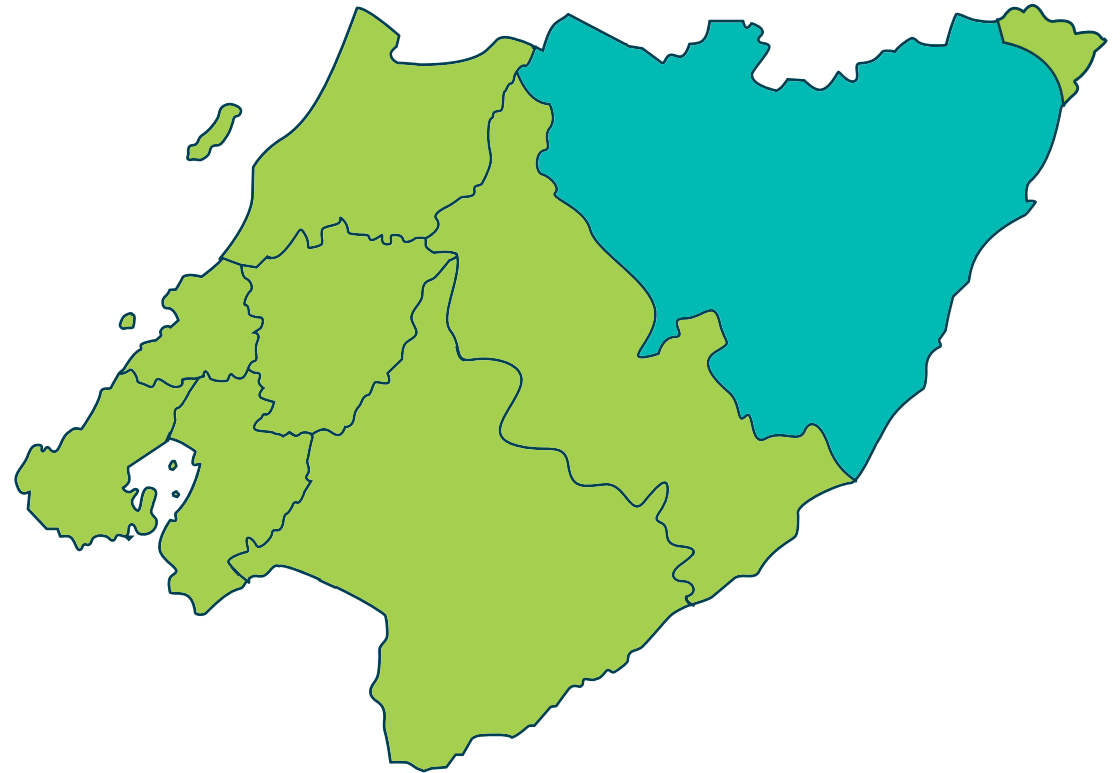
Our great Region

Whakaoriori | Masterton

- **Population:** 28,200
- **Territorial Authority:** Masterton District Council
- **Our Mana Whenua Partners:** Ngāti Kahungunu ki Wairarapa Charitable Trust, Rangitāne o Wairarapa Inc.

The Masterton district covers the upper third of the Wairarapa up to the Tararua's. Masterton town is the largest town in the Wairarapa with many residents working from home or commuting on the train or through the Remutakas into the larger cities in the Region. The district includes the coastal areas of Riversdale and Castlepoint.

Greater Wellington has an office based in Masterton.



Ko ā mātou ratonga

Our Services

At Greater Wellington we are working together for the greater environmental good to create an extraordinary region with a thriving environment, connected communities, and a resilient future.

We listen to the land

- We protect 43,000 ha of Key Native Ecosystems, so our native plants and animals can thrive.
- We process and monitor resource consents to ensure the safety of our community and environment.
- We continually remove dangerous pest plants and animals
- We've invested millions of dollars into protecting flood-prone areas like Wairarapa and Lower Hutt
- We test the water quality in your area, so you know where it's safe to swim
- We manage and maintain over 33,00 hectares of Regional Parks and a further 16,000 hectares of Water Collection Area

We work to achieve this purpose by listening to the land, connecting our Region through public transport, and working with our partners to address shared challenges.

We connect our communities through Public Transport

The needs of our community shape how we deliver our services. We provide public transport to connect people across the region and collaborate with key partners to address regional issues such as climate change and economic development.

- We partner with Waka Kotahi, KiwiRail and territorial authorities to deliver public transport services across the region – planning and funding over 250 public and school routes, five train lines, four harbour ferry stops and a total mobility service.
- We are responsible for designing public transport network routes and managing the delivery of services with our bus, rail, and ferry operators. We also manage and maintain the railway stations, bus stop signage and Park & Ride facilities.

Ko ā mātou ratonga

Our Services

- We are continuously working improve our public transport services by introducing digital payments on our rail network and upgrading the useability of our real-time information system.
- We have a strong focus on decarbonisation with 98 electric buses added to our public transport fleet in August 2021, and the target decarbonising our core bus routes by 2030. We partner across the Region

We partner across the Region

- We work closely with Mana Whenua, the community, territorial authorities, and central government to develop a collective approach to regional challenges such as climate change and economic development
- We support the Wellington Regional Emergency Management Office alongside the nine local authorities in the Wellington Region. This includes providing equipment and trained staff to the Regional Emergency Coordination Centre (ECC) in the case of a civil defence emergency.

Greater Wellington is also responsible for supplying drinking water through our bulk water supply to Porirua, Upper Hutt, Lower Hutt, and Wellington Cities. We contract Wellington Water Limited to do this work. See [here](#) for more information on Wellington Water Limited.

Ko te mahitahi ki te Mana Whenua

Partnering with Mana Whenua

We continue to build on and work effectively one-to-one with each Mana Whenua entity partner based on a formal, evolving relationship that spans more than 30 years.

Our Mana Whenua entity partners are:

- Ātiawa ki Whakarongotai Charitable Trust
- Ngā Hapū o Ōtaki
- Ngāti Kahungunu ki Wairarapa Charitable Trust
- Port Nicholson Block Settlement Trust
- Rangitāne o Wairarapa Inc
- Te Rūnanga o Toa Rangatira Inc

To continue to build these relationships, we are developing Kaupapa (business) Partner relationships within Greater Wellington with each Mana Whenua entity as well as mātāwaka across the Wellington Region.

We also continue to meet our redress obligations with Mana Whenua who have settled their Treaty of Waitangi historical claims with the Crown.

The way we partner with Mana Whenua is a key area of change and opportunity for Greater Wellington in the next three years. See how we can shape this opportunity in the How we partner with Mana Whenua section on [page 34](#) of this Report.

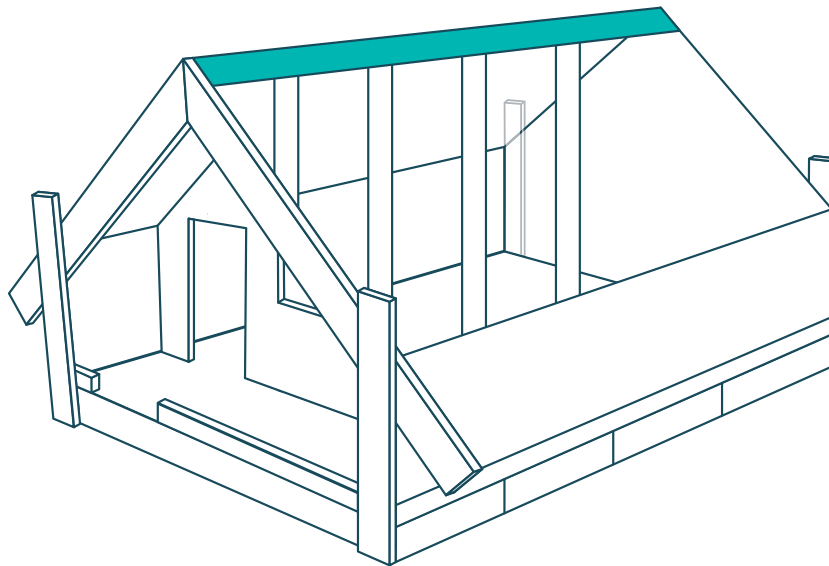


Ko tā mātou rautaki pāhekoheko

Our Integrated Strategy

In our [2021-31 Long Term Plan](#) we developed an Integrated Strategy to direct our work. We have used this Strategy in our planning to ensure all the work we do aligns with our priorities and supports our overall vision.

The whare model represents the past, present, and future, and is a unifying space where people come together to develop shared understanding. Each part of the whare is essential to the success of the overall structure.



Our Vision

Represented by the tāhuhu – the ridge pole, or spine of the roof that the whare supports – our vision is based on community wellbeing outcomes.

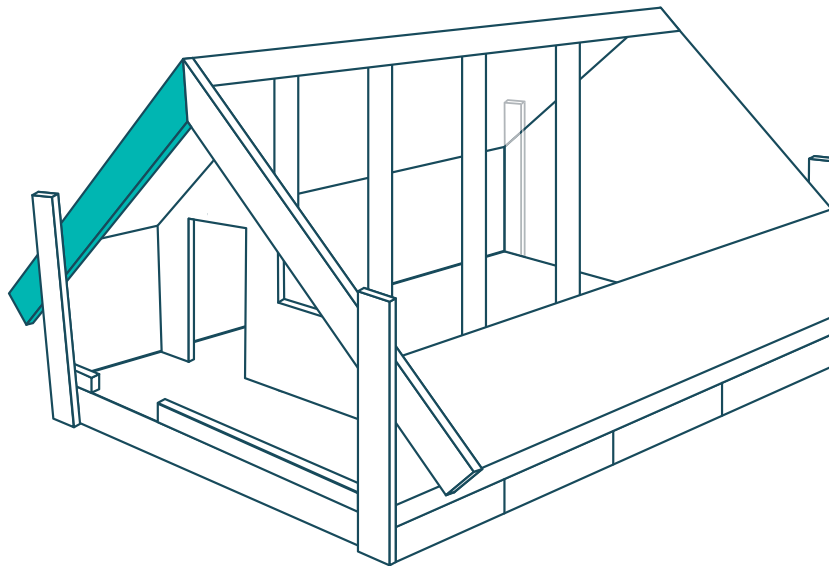
An extraordinary region, thriving environment, connected communities, resilient future.

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Our Purpose

Represented by the maihi – the bargeboards on the gable of the whare.

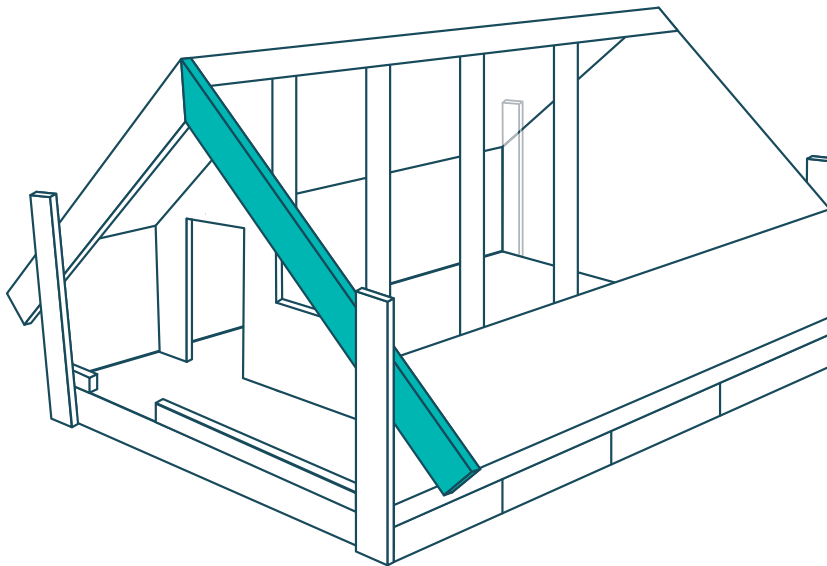
Working together for the greater environmental good.

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Māori Outcomes Focus Areas

Represented by the maihi – the bargeboards on the gable of the whare.

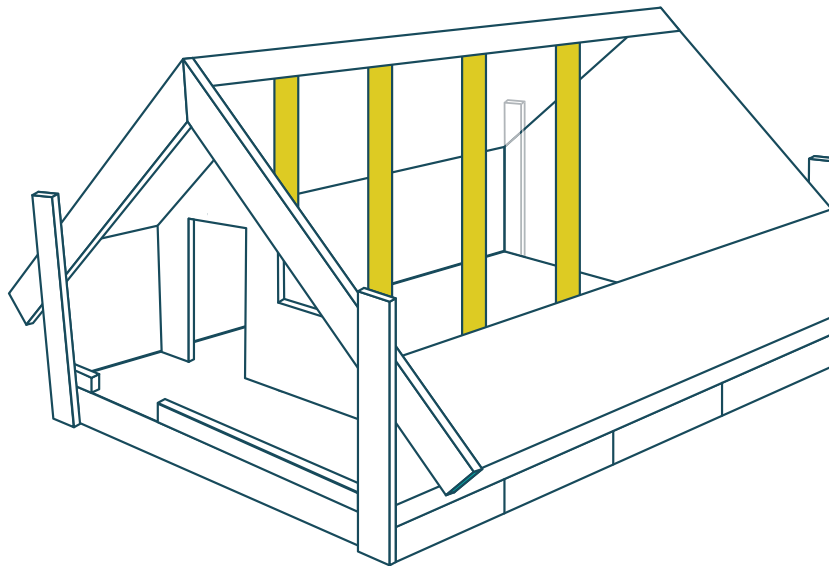
- Effective partnering
- Engagement for equitable outcomes
- Strong, prosperous and resilient Māori communities
- A capable workforce

Ko tā mātou rautaki pāhekoheko

Our Integrated Strategy

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Overarching Strategic Priorities

Represented by the pou – the pillars supporting the tāhuhu – the spine of the whare

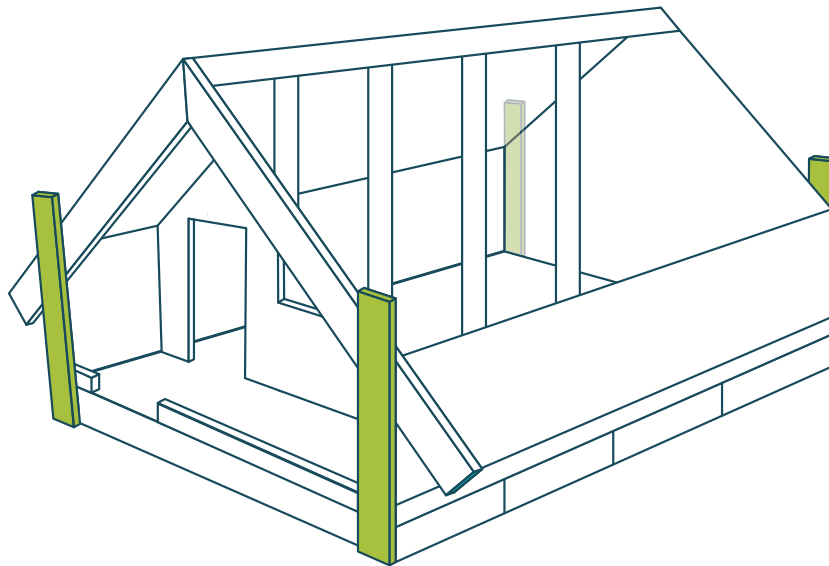
- Improving outcomes for Mana Whenua and Māori
- Aligning with Government direction
- Responding to the Climate emergency
- Adapting and responding to impacts of COVID-19

Ko tā mātou rautaki pāhekoheko

Our Integrated Strategy

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Activity Groups

Represented by the amo – upright supports – each one is an essential part of the whare, connected through the tāhuhu.

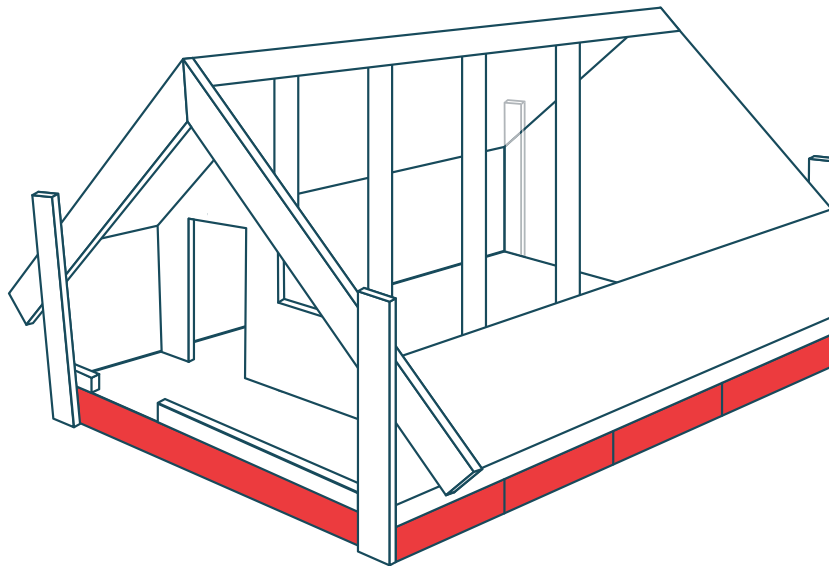
- Environment and flood protection
- Regional strategy and partnerships
- Metlink public transport
- Water supply

Ko tā mātou rautaki pāhekoheko

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Foundations to Success

*Represented by the paparahi
– the foundations of the whare –
these provide a solid base for the
organisation.*

- Developing people and leaders
- Transforming technology
- Building stronger partnerships and engagement
- Striving for organisational excellence

He Purongo Putea Financials at a glance

Current Financial Operating Environment

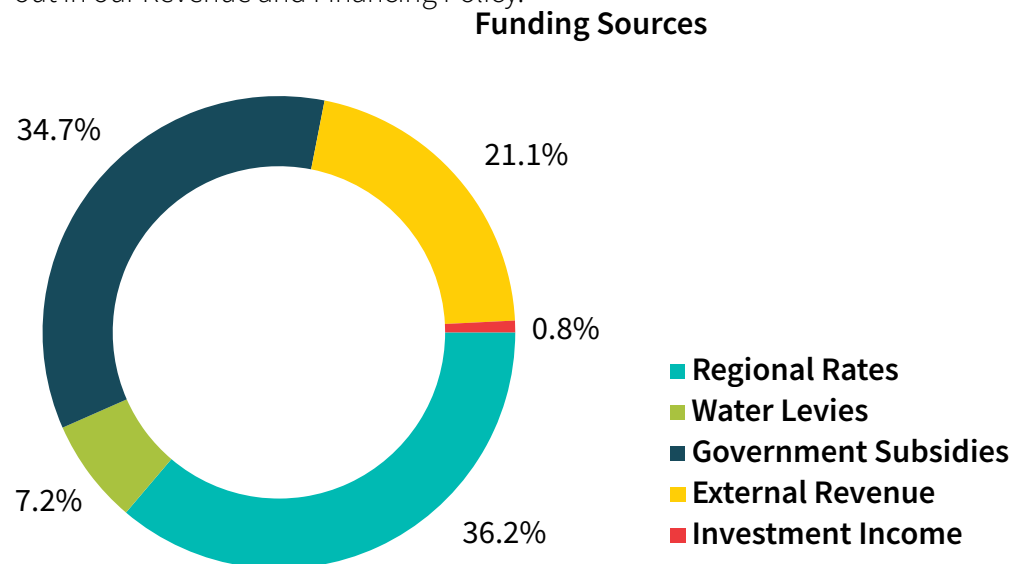
We are currently working with a great deal of change.

The COVID-19 pandemic continues to impact the labour and materials market, making it more difficult to achieve our planned capital expenditure programme. COVID-19 has also impacted public transport patronage levels across the country. We are facing these challenges by prioritising our work programme and working closely with our bus operators to provide a reliable and punctual public transport system.

The ongoing threat of climate change puts a risk on our assets and infrastructure. We will also need increasing resources to mitigate and adapt to the impacts of climate change. We have set the ambitious goal of carbon neutral by 2030 and carbon positive by 2035 and have made addressing climate change one of our overarching strategic priorities. To finance this work, we have developed the Low Carbon Acceleration Fund, and are continuing to apply for and utilise government funding specific to climate change.

Revenue

We fund our activities through a range of sources. The way in which activities are funded is set out in our Revenue and Financing Policy.



10-year average from 2021-31 LTP

He Purongo Putea Financials at a glance

Current Financial Operating Environment

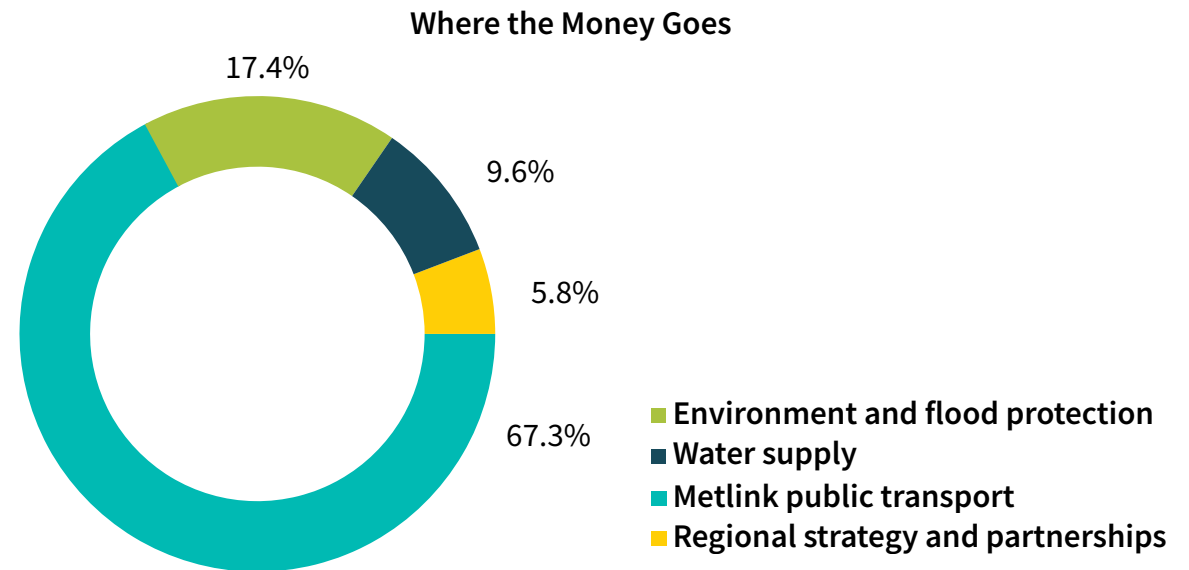
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Operating Expenditure

The total operating expenditure over the 2021-31 LTP period is forecast to be \$5.8 billion.



10-year average from 2021-31 LTP

He Purongo Putea Financials at a glance

Current Financial Operating Environment

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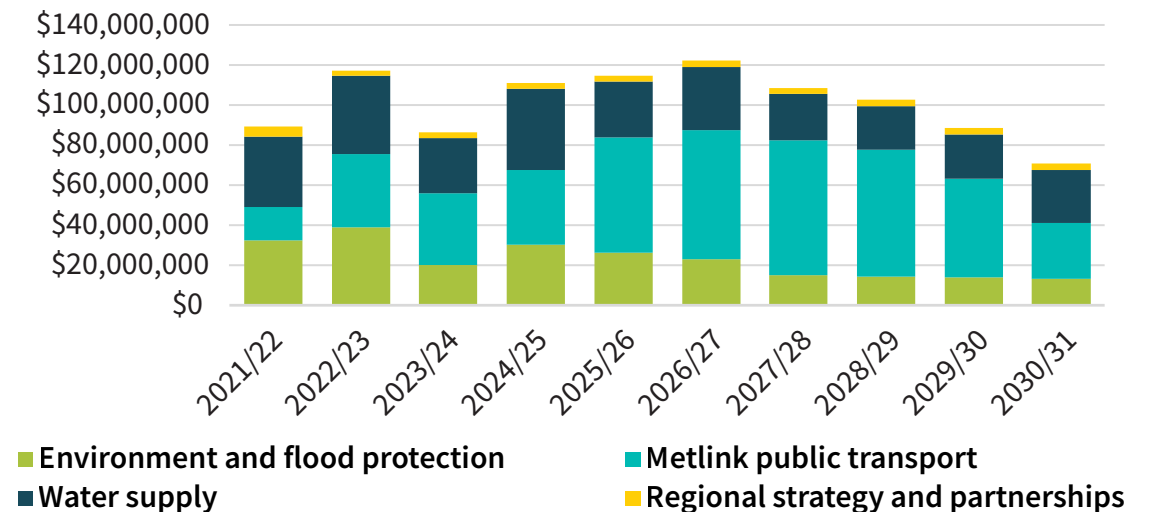
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Capital Expenditure

A capital expenditure programme of \$1 billion has been developed for the 10 years of the 2021-31 LTP.

2021-31 Long Term Plan Capital Expenditure by Activity Group



He Purongo Putea Financials at a glance

Current Financial Operating Environment

We are currently working with a great deal of change.

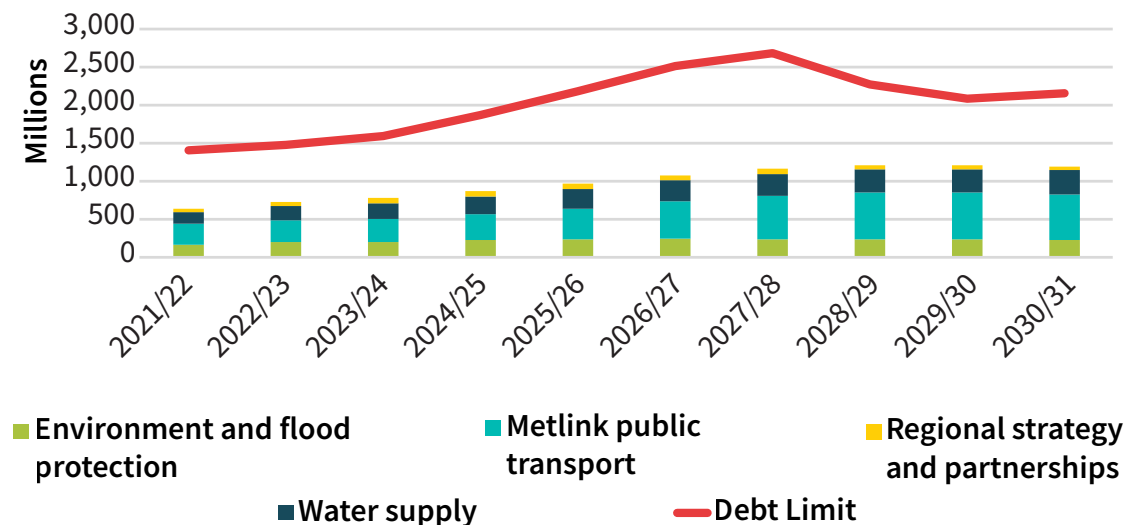
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Debt

Debt is projected to grow by \$497 million over 2021-31 LTP period but stays well below debt limits

Borrowings profile by activity group



He Purongo Putea Financials at a glance

Current Financial Operating Environment

We are currently working with a great deal of change.

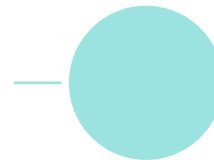
The COVID-19 pandemic continues to impact the labour and materials market, making it more difficult to achieve our planned capital expenditure programme. COVID-19 has also impacted public transport patronage levels across the country. We are facing these challenges by prioritising our work programme and working closely with our bus operators to provide a reliable and punctual public transport system.

The ongoing threat of climate change puts a risk on our assets and infrastructure. We will also need increasing resources to mitigate and adapt to the impacts of climate change. We have set the ambitious goal of carbon neutral by 2030 and carbon positive by 2035 and have made addressing climate change one of our overarching strategic priorities. To finance this work, we have developed the Low Carbon Acceleration Fund, and are continuing to apply for and utilise government funding specific to climate change.

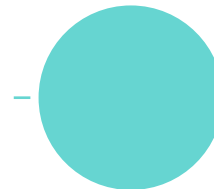
Major projects

We fund our activities through a range of sources. The way in which activities are funded is set out in our Revenue and Financing Policy. See the [page 47](#) for more information.

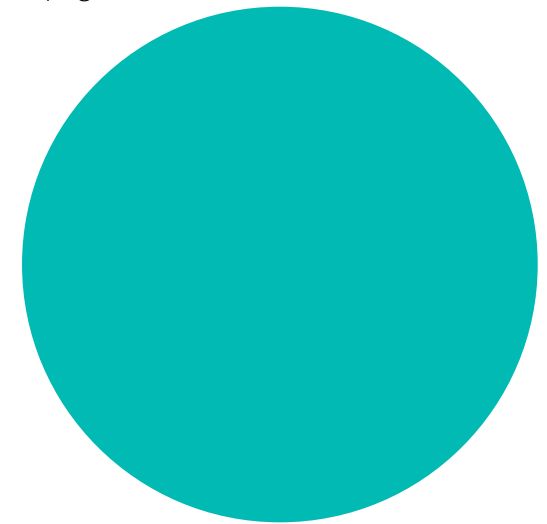
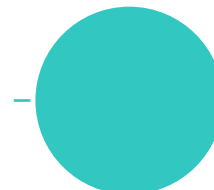
RiverLink
(2022-2029
\$247 million)



Let's Get Wellington
Moving (2023-2031
\$295 million)



Renewal and upgrade
of critical drinking
water assets (2021-
2031 \$300 million)



Electrification of Public Transport fleet
(2023-2031 \$1.1 billion)

He Purongo Putea Financials at a glance

Current Financial Operating Environment

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Credit Rating/Green Loans



Greater Wellington was granted the \$227 million in green loans for RiverLink, allowing for reduced interest rates on borrowings for this project.

Te ara ki tua Where we are going



Ngā rerekētanga me ngā arawātea

Changes and opportunities

We are currently experiencing a lot of change in our operating environment. This presents many challenges but also opportunities to work with our partners and shape this change to improve outcomes for our Region.

Greater Wellington delivers our services within four activity groups, and within these groups we are facing four key areas of change that we can shape going forward.

This section outlines each area of change including the current situation, what we are doing now, and the future opportunities. It also notes significant questions to consider.

Our four key areas of change:

1. Delivering for our environment
2. How we partner with Mana Whenua
3. Action on climate change
4. Balancing affordability with community needs

Underpinning these changes are several significant government reforms which will change the way we work as a Council. See more information on government reform on [page 42](#).



Ngā rerekētanga me ngā arawātea

Changes and opportunities

Delivering for the environment

Current situation

There is an increasing expectation for environmental restoration. There is a demand from Mana Whenua, communities, and central government to not only protect but restore and strengthen our environment. More people are becoming aware of how climate change will impact our environment, and as this happens there is an increasing expectation on central and local government to mitigate and adapt.

The reform of the Resource Management Act 1991 (RMA) highlights the need for environmental restoration.

The Natural and Built Environments Act (NBEA) is the primary piece of legislation proposed to replace the RMA. The NBEA exposure draft outlines how the environment will be protected but also how it will be restored and used in a way that supports future generations.

What we've done so far

We are moving towards delivering our services based on catchment boundaries. Catchment boundaries are naturally formed, and therefore they share similar challenges and opportunities. By delivering our work by catchment, we can consider how all aspects of that environment interact to improve the resilience of the area, align to Te Mana o Te Wai, and deliver better outcomes for climate change, ecosystem health and water quality. This approach also includes partnering with Mana Whenua on their aspirations and engaging differently with the local community to ensure we deliver improved outcomes together.

Shifting to a catchment-based approach is a major change to the way we deliver for the environment. Currently we are setting the framework for this change, but it will take several years to fully imbed new processes and ways of working into our organisation. Many of our work programmes are helping to set the framework for these changes looking ahead, including Regional Policy Statement and Regional Plan Changes.

Ngā rerekētanga me ngā arawātea

Changes and opportunities

Delivering for the environment

Future opportunities

There is a real opportunity to further improve the way we deliver for the environment. The shift towards a catchment-based approach presents an opportunity to deliver for environment in an integrated and holistic way. This could look like Mana Whenua and communities being more involved in decisions about our environment and encompassing mātauranga Māori and diverse points of view into the way we work.

There are also further opportunities ahead to strengthen our response to climate change by increasing our focus on environmental restoration and developing an intergeneration strategy for our environment.

Things to Consider:

- How do we further respond to the expectation to not only protect but restore our environment?
- What are additional ways to effectively include our Mana Whenua partners in the planning and implementation of this work?
- What are additional ways to ensure the community are engaged and can provide feedback on how to enhance our environment?

Ngā rerekētanga me ngā arawātea

Changes and opportunities

How we partner with Mana Whenua

Current situation

There is an increasing focus on te Tiriti o Waitangi and creating mutually beneficial partnerships with Mana Whenua. This has been reflected in many proposed changes to legislation:

- The Natural and Built Environment Act (the main statute that will replace the RMA) includes the new obligation that all persons exercising powers and performing functions and duties under this Act must give effect to the principles of te Tiriti o Waitangi.
- The Essential Freshwater package requires councils to actively involve tangata whenua in the decision-making, planning and policy development for freshwater management.
- The Future for Local Government Review acknowledges an increasing focus on effective partnership and could change how we are required to work with Mana Whenua.

Greater Wellington is responding to these changes and identifying other ways we can partner more effectively with Mana Whenua and mātāwaka in our Region.



Ngā rerekētanga me ngā arawātea

Changes and opportunities

How we partner with Mana Whenua

What we've done so far

Improving outcomes for Mana Whenua and Māori is one of four overarching strategic priorities identified in our 2021-31 Long-Term Plan. We developed Te Whāriki Māori Outcomes Framework to guide how we do this as an organisation¹. The framework focuses on Greater Wellington proactively engaging Mana Whenua in decision making, and incorporating te ao Māori and mātauranga Māori perspectives, to achieve the best outcomes for Māori.

We have worked to increase Māori capacity and capability in a way that allows Mana Whenua to determine how they want to work with us. This year we signed Tuāpapa funding agreements with our Mana Whenua partners to increase their capacity to deliver strategic objectives. We are also discussing Kaupapa funding arrangements to develop a joint work programme for delivering on mutually beneficial operational priorities.

We supported the development of Te Matarau a Māui, the Māori economic development strategy for the Wellington Region. This strategy looks at how we can invest in a Māori eco-system to support a prosperous Māori economy designed, led and implemented by Māori, for Māori. This eco-system includes education and employment for Māori, growth of Māori businesses, fostering strong Māori communities, and enabling Māori leadership and governance. A Te Matarau a Māui Trust board is the principle advisory and delivery partner for Greater Wellington in supporting Māori economic development outcomes in the Wellington Region.

We are embedding te ao Māori and mātauranga Māori into our work. We have commissioned training packages on te reo Māori, mātauranga Māori and te Tiriti o Waitangi to increase the cultural capability of staff and Council, and to enable effective work with Mana Whenua.

¹ See full Māori Outcomes Framework here: [Maori-Outcomes-Framework.pdf \(gw.govt.nz\)](#)

Ngā rerekētanga me ngā arawātea

Changes and opportunities

How we partner with Mana Whenua

Future opportunities

The Tuāpapa and Kaupapa funding agreements provide an opportunity to develop new processes for working with Mana Whenua. This could look like developing ways to model co-governance and co-management agreements or creating innovative strategies to improve outcomes for Mana Whenua and Māori

Things to Consider:

- How do we change our processes to respond to increasing requirements to partner with Mana Whenua?
- How can we increase Mana Whenua capacity and capability to ensure we can partner with them effectively?

Ngā rerekētanga me ngā arawātea Changes and opportunities

Action on climate change

Current situation

Climate change is a significant threat. There is growing expectation from the community and central government (including upcoming legislation and plans) to act and increase our ambition to protect future generations.

Our progress on our key climate projects can be found in the Major Projects section of the report on [page 47](#).



Ngā rerekētanga me ngā arawātea

Changes and opportunities

Action on climate change

What we've done so far

Currently we are working to decrease our carbon emissions. In 2019 we declared a climate emergency and set the target of being carbon neutral by 2030 and climate positive by 2035. As a pathway to our goal, in our [2021-31 LTP](#), we committed to decarbonising our public transport network (bus, rail, and ferry) by 2030, and to phase out stock grazing as licences expire and restoring the ecosystem health of these areas in most Regional Parks¹. We also set the ambitious climate targets in our [2021-31 Regional Land Transport Plan](#) to increase active and public transport mode share by 40 percent, and reduce transport generated carbon emissions by 35 percent, by 2030. Our work through Let's Get Wellington Moving will also contribute to this goal.

Our progress on our key climate projects can be found in the Major projects section of the Report on [page 47](#).

We are also collaborating across the Wellington Region on this mahi. Last year we led the work to establish the Wellington Regional Leadership (Joint) Committee, which includes representatives from central government, Territorial Authorities, and Mana Whenua. As part of the Joint Committee, we are both leading and contributing to various projects, including how we mitigate and adapt to climate change and shape future growth in our Region.

We are also part of the Wellington Regional Climate Change Forum, which is a space for the Region's councillors, and Mana Whenu, to share information, and achieve (where appropriate) a consistent approach to climate change mitigation and adaption².

¹ Except for Battle Hill Farm Forest Park and the option of small scale grazing as a management tool.
² Mana Whenua representatives have yet to be appointed to this committee.

Ngā rerekētanga me ngā arawātea

Changes and opportunities

Action on climate change

Future opportunities

There is an opportunity to prevent the worst impacts on our community and future generations. Looking forward, we could build on our knowledge of how climate change will affect our Region and develop effective regional plans to mitigate and adapt to these impacts in coming years. The whole Region will be impacted by the changing climate, and there is an opportunity to work closely with the community, Mana Whenua, Territorial Authorities, and central Government in this mahi.

Public transport is a big part of what we do as a regional council, and there is an opportunity to look at further ways to support the decarbonisation of our public transport network and encourage a shift towards active travel modes and public transport.

There are also opportunities to look at how climate action fits into the services we already deliver to our Region. This includes accounting for a changing climate in our flood response, practicing and encouraging sustainable land management and enhancing the health of our native ecosystems.

Things to Consider:

- What should be prioritised to effectively address the risks to our Region?
- A Low Carbon Acceleration Fund currently finances some activities to address climate change. What further projects do you think should be financed to address carbon emissions reduction and mitigation of the climate risks faced by our organisation and Region?
- How can we continue to work effectively with Mana Whenua and include more Mātauranga Māori into our climate response?

Ngā rerekētanga me ngā arawātea

Changes and opportunities

Balancing affordability with community needs

Current situation

- The impacts of **climate change** will require more emergency response services, as well as proactive measures such as flood protection and control work, and more resilient infrastructure. Reducing our emissions will require investment in low emission infrastructure, increased restoration of our natural environment, and shifts in the way we work, live, and move around our Region. Adapting to the impacts of sea level rise and other climate change impacts will be costly.
- **Changing government legislation** requires increased consideration of climate change and environmental restoration. Greater Wellington is having to adapt how we dedicate resource to respond to these proposals while also delivering our core “business as usual” work. (See [page 42](#) for more information on changing government legislation).
- **COVID-19** continues to impact our Region. We are seeing increased costs for delivering key services due to shortage of skilled labour and supply constraints on materials. Ratepayers are also experiencing high costs of living with the cost of food, housing,

- interest rates and general inflation increasing. Greater Wellington is working with our partners to support regional economic recovery and development in this new COVID-19 operating environment.
- **Population growth and changing demographics** in our Region will impact the way we deliver our services and will put pressure on our environment and infrastructure. Over the next decade our Region is projected to become increasingly aged, and more culturally and ethnically diverse, however these projections are uncertain with the impacts of COVID-19.

What we’ve done so far

We are balancing the need for key services with affordable rates. The rates increase outlined in our 2021-31 LTP are already high to deliver what is needed for our Region. Therefore, despite the pressure of increased costs, we have worked to keep the rates in our recent 2022/23 Annual Plan as close as possible to the planned rates increase for Year Two of the LTP. We will continue to review our levels of service and budgets in the development of our 2023/24 Annual Plan, and through into the development of the 2024-34 LTP.

Ngā rerekētanga me ngā arawātea Changes and opportunities

Balancing affordability with community needs

Future opportunities

There is an opportunity to develop innovative ways to deliver the services our community needs. Through our regular planning cycle, we could provide guidance on the priorities of the organisation, so we are focusing our resources to the work that aligns best with our strategic priorities. There is also the opportunity to think of additional ways to fund the increasing need for services to ensure we keep to our planned rates increases.

We could also consider how we could devolve some deliverables to our Mana Whenua partners in the future.

Things to Consider:

- How do we ensure we have the resourcing to deliver on the increasing demand for our services in the community?



Ngā rerekētanga me ngā arawātea

Changes and opportunities

Responding to government reforms

Resource Management System Reform

The Government has announced that the Resource Management Act 1991 (RMA) will be repealed and replaced with three new pieces of legislation:

- **Natural and Built Environments Act:** The main replacement to the RMA and will act to protect and restore the environment while also enabling development.
- **Spatial Planning Act:** Looks at long-term regional spatial planning to coordinate decisions.
- **Climate Adaptation Act:** Addresses issues such as managed retreat.

The [exposure draft Natural and Built Environment Act](#) gives effect to the principles of te Tiriti o Waitangi and requires restoration as well as protection of our environment. More information on the Spatial Planning Act and Climate Adaptation Act will be coming over the next year. We are monitoring this space and are engaging with central government on the impacts on local government and our Region.

Review of the Public Transport Operating Model (PTOM)

The Ministry of Transport is leading a cross-industry initiative to replace the existing [Public Transport Operating Model \(PTOM\)](#). This has potential to make a huge shift in how Greater Wellington designs, operates and owns assets associated with the running of our public transport network in the future. The existing PTOM is predominantly commercially focused, whereas key principles of the proposed new replacement framework aim to define a successful public transport network with a broader range of quality measures, such as labour conditions, sustainability, quality of service, procurement flexibility, and effective use of central government subsidies.

The proposed new framework is going to Cabinet in June/July 2022. If it passes, Greater Wellington will be heavily involved in providing input to the new framework over the coming year and will begin forming a long-term view as to what it could mean for our bus services going forward.

Ngā rerekētanga me ngā arawātea

Changes and opportunities

Responding to government reforms

Three Waters Reform

The Three Waters Reform Programme aims to ensure New Zealand's three waters (drinking water, wastewater, and stormwater) infrastructure and services are fit for purpose and more affordable.

Wellington Water Limited, on behalf of Greater Wellington, provides drinking water through our bulk water supply for Porirua, Upper Hutt, Lower Hutt, and Wellington cities. The Government's Three Waters Reform programme will see a new Water Service Entity take over this role.

The Three Waters National Transition Unit (NTU), within Te Tari Taiwhenua Department of Internal Affairs (DIA), is responsible for the establishment of, and transition to, a new service delivery model. Its role is to ensure, that, on 1 July 2024, four new Water Service Entities (WSE) are ready to assume responsibility for Three Waters-related infrastructure and service delivery. Greater Wellington is within water entity C and will continue to work with the NTU to transfer essential water infrastructure assets to this entity.

The Future for Local Government Review

In 2021 a Panel was established to determine how local government should change over the next 30 years to better support community wellbeing and uphold te Tiriti o Waitangi. In June 2021 the Panel released an interim report outlining the high-level issues that local government is dealing with. The Panel has since engaged with councils across Aotearoa to get feedback on how local government could evolve. The final report and recommendations will be delivered in April 2023. We will continue to watch this space.

Ngā rerekētanga me ngā arawātea

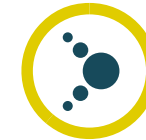
Changes and opportunities

These changes will be implemented across our four activity groups:



Environment and Flood protection

Going forward we have an opportunity to better deliver for our environment by taking a more integrated approach to environmental restoration and including Mana Whenua and community more in our work.



Metlink Public Transport

With more demand for action on climate change, there is an opportunity to develop a fully decarbonised public transport network that connects our Region, and encourages more people away from private vehicles.



Regional Strategy and Partnerships

The way we partner with Mana Whenua is changing – we have the opportunity to include Mana Whenua more in the decision-making, planning and delivery of our work.

The current COVID-19 operating environment puts pressure on delivery, and on our community. In this environment we need to think about how to balance rates affordability with community needs



Water Supply

The government is currently implementing the Three Waters Reform Programme, which will transfer management of our water services to new Water Service Entities.

Greater Wellington has been grouped into water entity C and will continue to work with the National Transition Unit to transfer essential water infrastructure assets to this entity.

Ngā hononga ki te rohe

Partnership across the Region

With several key changes and opportunities facing our Region, it is important to consider how we collaborate with our key partners going forward.

Key Partners:

Mana Whenua: We have six Mana Whenua partners and ties to mātāwaka across our Region. We work with each Mana Whenua entity partner on key plans and projects. See the ‘How we partner with Mana Whenua’ section on [page 34](#) for more detail on this critical partnership.

Community: We listen to the opinion of the community on our key plans and projects, and we are looking at how we can include the community more in the planning and decision-making for their local environment through our Whaitua Committees. We also support many community organisations, and our volunteers play a massive role in our environmental restoration and recreation work.

- *Non-government organisations (NGOs):* We have strong relationships with various NGOs across the Region that represent certain demographics or advocate for specific policies. We work closely with these organisations when developing key plans and policies.

Territorial Authorities: There are nine Territorial Authorities (TAs) in our Region. We partner with individual TAs on projects to improve areas within their district, and work across all the TAs to ensure a collective approach to addressing regional challenges and opportunities.

Central government: We work closely with Waka Kotahi and the Ministry of Transport to deliver Public Transport services and regional transport planning to our Region. We also work with the Ministry for the Environment, Ministry of Primary Industries, and the Department of Conservation in our role to protect and restore the environment.

Our Operators: Under the Public Transport Operating Model, Metlink works with commercial operators to deliver public transport. Our trains are operated by Transdev Wellington, and our Ferry is owned and operated by East by West Ferries. Our bus network is split into 16 units, which are owned and operated by either NZ Bus, Transurban, Mana Coach Services or Uzabus. See [here](#) for more information on our operator contracts.

Ngā hononga ki te rohe

Partnership across the Region

Mechanisms for Partnership

The Wellington Regional Leadership (Joint) Committee was established in 2021, and is comprised of representatives from Greater Wellington, local Territorial Authorities¹, Horowhenua District Council, Mana Whenua, and central government. As part of the Joint Committee, we collaborate with other members to identify and implement key projects to address our shared challenges and shape future growth. Greater Wellington is also the administrative authority for the Joint Committee, which means we ensure it has the resources, information, and support to facilitate regional adaption and resilience.

Whaitua Committees have been established for three of the five whaitua (geographic areas) in the Wellington Region made up of representatives from the local community, Mana Whenua, and Greater Wellington and Territorial Authority councillors. Their purpose is to provide local direction to Greater Wellington on how to maintain or improve the water quality in their area.

The Wellington Region Climate Change Forum is a space for Mana Whenua and councillors from Greater Wellington and other local authorities to share information and achieve (where appropriate) a consistent approach to climate change mitigation and adaption.²

The Regional Transport Committee includes representatives from Greater Wellington, Territorial Authorities, Waka Kotahi, and KiwiRail. The purpose of the committee is to promote the objectives of the Land Transport Management Act 2003 within our Region and linking it to other regions in New Zealand.

Things to Consider:

- How do we ensure Mana Whenua have the capacity to engage with us, and that we work with them on mutually beneficial outcomes?
- What mechanisms can we use to include the community more in the decision making of projects and plans?
- How do we work with our local Territorial Authorities to build on our collective approach to the four key areas of change facing our region?
- How do we build on our relationship with central government to align with their strategic direction and secure funding for key services such as public transport?

¹ Kāpiti Coast District Council, Porirua City Council, Wellington City Council, Hutt City Council, Upper Hutt City Council, South Wairarapa District Council, Carterton District Council, and Masterton District Council.

² Mana Whenua representatives have yet to be appointed to this committee.

Ngā Kaupapa Matua Major Projects

Within our four Activity Groups, Greater Wellington is working towards several major projects to improve our Region.

Many of our major projects are planned and implemented with our partners in central and local government, and with Mana Whenua and the community.

The following section outlines the major projects happening in our activity groups.



Metlink Public Transport



Environment and Flood protection



Regional Strategy and Partnerships



Ngā Kaupapa Matua Major Projects - Metlink Public Transport



Integrated ticketing system

Project overview: The Integrated Ticketing System Project aims to have the same electronic ticketing system for all regional public transport services. The project feeds into the [National Ticketing Solution](#) led by Waka Kotahi which is working to implement one ticketing system across the country.

Outcomes:

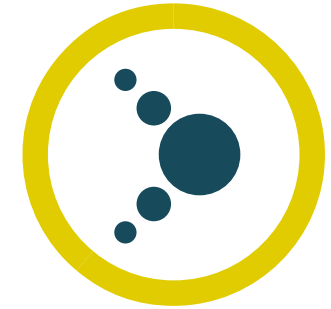
- Increase the accessibility of our public transport system.
- Encourage mode shift from cars to public transport.

Budget: Greater Wellington has allocated \$60 million over the first three years of the 2021-31 LTP.

Progress so far: On 14 November 2021, we initiated a successful pilot of Snapper on the Johnsonville Rail Line. In December 2021 we received advice from Waka Kotahi that the National Ticketing Solution would not be ready for implementation in Wellington until 2024. We decided to implement Snapper as an interim solution on the remainder of the rail network (Kāpiti, Hutt, Melling and Wairarapa lines). This is due to be implemented in November 2022 and has the support of Waka Kotahi.



Ngā Kaupapa Matua Major Projects - Metlink Public Transport



Electrification of the bus fleet

Project overview: We committed to the electrification of core bus routes by 2030.

Outcomes: This project directly contributes to our target of being carbon neutral by 2030 and climate positive by 2035. It is also in line with central government policy of no new diesel buses purchased after 2025 and full electrification of public transport bus fleets by 2035.

Budget: Greater Wellington has allocated \$300 million over the ten years of the 2021-31 LTP.

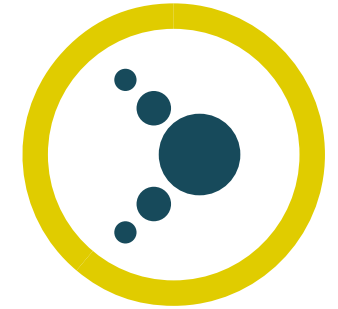
Progress so far: As of 2022 our Regional bus fleet has approximately 450 vehicles, comprised of mainly diesel vehicles with a growing portion of electric vehicles (EV). As of June 2022, 72 EVs are in service with more on order for delivery. Following this delivery, we expect there will be 102 EV in operation by the end of the 2022/23 financial year and a further 14 EV in the 2023/24 financial year

Things to Consider:

- How do we ensure we have sufficient charging infrastructure and electricity at depot sites for new EV buses?
- How do we ensure that we have central government financial support for our public transport decarbonisation pathway?



Ngā Kaupapa Matua Major Projects - Metlink Public Transport Lower North Island Rail Integrated Mobility



Project overview: The current passenger rail service between Masterton and Wellington (operated by Metlink), and between Palmerston North and Wellington (operated by KiwiRail under the Tranz Scenic Capital Connection brand), are run using rolling stock that is approaching 50 years old, and is nearing end of life. The objective of this project is to replace the life expired assets and provide an improved service frequency and capacity to increase mode shift from private vehicles to public transport. The preferred solution includes the provision of 22 four car tri-mode units and supporting infrastructure. This will double the peak services per week on the Wairarapa Line and quadruple the peak services on the Manawatū Line.

Outcomes:

- Improved connectivity and access through safe and reliable transport options on the Manawatū and Wairarapa corridors.
- Improved corridor capacity by forecasting demand for longer distance travel within the growth areas of the Manawatū and Wairarapa corridors.
- Improve attractiveness of public transport within the corridors.

- Reduce carbon emissions related to commuter travel within the corridors.
- Enhance value for money through increased network productivity and efficiency of operation.

Budget: Greater Wellington has allocated \$587 million over 10 years of the 2021-31 LTP with 90 percent of funding assumed to come from government contribution.

Progress so far: The Detailed Business Case has been completed, and funding support obtained from Waka Kotahi. However, additional central government funding support has not been forthcoming. We are currently assessing the next steps to obtain the necessary funding for the project to proceed.

Things to Consider:

- How do we ensure we can successfully deliver this critical infrastructure to support regional growth, reduce carbon emissions and increase the reliability of our rail services?
- What are possible funding mechanisms to ensure this work is affordable for our ratepayers?

Ngā Kaupapa Matua Major Projects - Environment and Flood Protection

RiverLink

Project Overview: RiverLink is a partnership project between Greater Wellington, Waka Kotahi, and Hutt City Council, together with our Mana Whenua partners Port Nicholson Block Settlement Trust and Te Rūnanga o Toa Rangatira Inc. RiverLink delivers three separate but interdependent projects to improve flood protection, support urban revitalisation and enhance the transport system, including State Highway 2, in Lower Hutt city centre.

Integrated Outcomes from RiverLink

- **Improve the flood protection system between Kennedy Good bridge and Ewen bridge** by raising and widening the stop banks and widening and deepening the river channel. (Greater Wellington-specific outcome)
- **Support the urban renewal and revitalisation of Lower Hutt city centre** by promoting the river as the centrepiece of the city, including supporting new development that connects with the river.
- **Improve transport system in Lower Hutt city centre** by improving transport access and safety between State Highway Two and central Lower Hutt, and providing a fit for purpose, integrated and accessible new Melling Station. (Greater Wellington-specific outcomes related to Melling Train Station and supporting facilities)



We are also working to promote, respect, and provide for the cultural significance of the awa and enable the kaitiaki responsibilities to be upheld by Mana Whenua.

Budget: Greater Wellington has allocated \$247 million to the project.

Progress so far: Substantial property purchase for the project has already been completed by Greater Wellington, and the resource consent hearings have been held. Construction of the project is expected to commence in late 2022 and be largely completed by 2027.

Things to Consider:

- The project has been underway since 2015 – with much of the property purchased, resource consent process completed, and Greater Wellington funding committed. The project will be constructed through an Alliance structure which once set up operates at arm's length from Greater Wellington.

Ngā Kaupapa Matua Major Projects - Environment and Flood Protection



Implementing Toitū Te Whenua Parks Network Plan 2020-30 (Toitū Te Whenua)

Project overview: The Regional Parks Network is comprised of eight Regional Parks and 33,000 hectares of land. Management of the Regional Parks is guided by the policies and actions of [Toitū Te Whenua, the Parks Network Plan](#), which has the vision of ‘Restoring healthy ecosystems for the benefit of people and nature’. The Plan has two key programmes of work:

- *Restoration of ecosystem health:* Restore approximately 1,800 hectares of formerly stock grazed land through a range of methods with Mana Whenua and community groups.
- *Recreation experience enhancement programme:* Improve public access to and within parks, facility improvements and a range of works to support more enjoyable park experiences such as storytelling.

Outcomes: Toitū Te Whenua outcomes focus on enhancing natural values, improving park accessibility and experiences, preserving and enhancing landscape and heritage, working in partnership with Mana Whenua and collaboratively with community on shared goals, and improving the resilience of parks and their facilities in support of climate change action.

Budget: The implementation of Toitū Te Whenua consists of many projects with different funding mechanisms. The restoration of formerly grazed park land is

funded through the Low Carbon Acceleration Fund, while other parks work is funded through the 2021-31 LTP.

Progress so far: Grazing has ended in many Regional Parks¹, and will continue to be phased out as licences expire. Work to restore ecosystem health of formerly grazed areas is currently focused on Queen Elizabeth Park (QEP), Western Belmont Regional Park and Kaitoke Regional Park. Native planting of 17ha at QEP and 11ha at Kaitoke in 2021, and a further 40ha planned for 2022. Larger scale restoration will begin at Baring Head/Ōrua-pouanui, East Harbour Regional Park from 2023 after grazing ends.

Work to improve recreation experiences in the Regional Parks is focused on improving access and priority renewal projects such as tracks and bridges. A detailed planning process (master planning) is underway for recreation facilities in Western Belmont and Wainuiomata Regional Parks, followed by QEP and East Belmont commencing in 2023.

Things to Consider:

- How do we partner with Mana Whenua in restoration work and enhancing recreation experiences in Regional Parks?
- How can we ensure that climate change and sustainability is key in the implementation of this project?

¹ Except for Battle Hill Farm Forest Park

Ngā Kaupapa Matua Major Projects - Environment and Flood Protection

Whaitua Freshwater Programme

Project overview: This programme aims to implement the National Policy Statement for Freshwater Management across the Region. To do this, we establish committees for each of the five whaitua (geographic areas) in the Region made up of representatives from the local community, Mana Whenua, and Greater Wellington and Territorial Authority councillors. The purpose of the committee is to provide local direction to Greater Wellington on how to maintain or improve the quality of streams, rivers, and harbours in their area.

Outcomes:

- Delivering Te Mana o te Wai across the Region by creating long-term (100 year) plans for each whaitua that also include shorter-term (10-30 year) targets.
- Better engagement with Mana Whenua and community, by including them at beginning of the process to make decisions about the places they live and water they connect with.

Budget: This work is funded through a mixture of operational and capital funding from several departments across the organisation contributing to the programme.



Progress so far: As of June 2022, three whaitua committees have completed their work in Ruamāhanga, Te Awarua o Porirua and Te Whanganui-a-Tara, and we are starting the process of implementing these Whaitua Implementation Programmes. We will be completing the remaining two whaitua in Kāpiti and Eastern Wairarapa over the next two years.

Things to Consider:

- How can we apply this process of engaging the community and Mana Whenua at the beginning of the decision-making process in other pieces of work?
- Significant issues to resolve in Kāpiti and Eastern Wairarapa whaitua will include how to improve freshwater quality in areas of significant urban growth; how to restore mahinga kai; how to retain flows in waterways while providing water supply; and how to reduce impacts from land use in rural areas.

Ngā Kaupapa Matua Major Projects - Environment and Flood Protection

Predator Free Wellington

Project overview: Predator Free Wellington is a charitable organisation with the aim to eradicate all possums, stoats, weasels, and rats in the Wellington Catchment. Greater Wellington is one of the key funders for the project and is contracted to deliver the operational side of the work by providing staff and equipment, designing the operational plans and ongoing technical expertise.

Outcomes:

- Thriving native wildlife by working with local communities to eradicate all pests from the city.
- More knowledge on pest eradication: We are designing and carrying out a world first – a large scale urban eradication of rats, possums, and mustelids on the mainland. The processes we develop will inform pest management at a national level.
- Positive impacts on the wider Region by creating a safe space for fauna, facilitating communities to work together, and sharing our knowledge with other projects.



Budget: Greater Wellington have allocated \$500,000 per annum to this project through the 2021-31 LTP.

Progress so far: We are currently working on eradication of rats in Miramar peninsula. Once we have completed this we will move onto the next area from Owhiro Bay through to the central city.

Ngā Kaupapa Matua Major Projects - Regional Strategy and Partnerships

Let's Get Wellington Moving

Project overview: Let's Get Wellington Moving (LGWM) is working with the people of Wellington to develop a transport system in the city that supports the city's growth while making it safer and easier to get around. It's a once-in-a-generation opportunity to shape Wellington's future, align transport and urban development, move more people with fewer vehicles, and help address the climate crisis.

The project is a joint initiative between Wellington City Council, Greater Wellington, and Waka Kotahi, with support from Mana Whenua partners Port Nicholson Block Settlement Trust and Te Rūnanga o Toa Rangatira Inc.

Greater Wellington is a partner in the LGWM programme based primarily on our responsibility for regional transport planning and our role to deliver the Wellington Region's public transport network. We also have close links with the work of the Wellington Regional Growth Framework via the Wellington Regional Leadership Committee.



Outcomes:

- Reduce carbon emissions and increase mode shift by reducing reliance on private vehicles
- Enhance urban amenity and enable urban development outcomes
- Improve safety of the transport system
- Provide more efficient and reliable access to the transport system
- Ensure our transport system is adaptable to disruptions and future uncertainty

Budget: Greater Wellington has allocated \$295 million for years 2023-31 of the 2021-31 LTP.

Ngā Kaupapa Matua Major Projects - Regional Strategy and Partnerships

Let's Get Wellington Moving

Progress so far: LGWM is a multi-decade city shaping and transport initiative.

The focus over the next three years will be:

- Detailed design and implementation of the Three-Year Programme (including Golden Mile transformation project and Thorndon Quay/Hutt Road improvements).
- Progressing investigation work and community engagement on the first tranche of projects in the City Streets package.
- Preparing the Detailed Business Case and the design and consenting phase for the Mass Rapid Transit (MRT) and strategic highway improvements package. This includes options for MRT, improvements at the basin reserve and an extra Mount Victoria tunnel.

For more details on the work programme see: <https://lgwm.nz/all-projects/>



Things to Consider:

- How can we integrate the LGWM projects such as mass rapid transport with the wider Regional transport network, while also ensuring reliable access to key Regional destinations such as the hospital and airport?
- What are possible funding mechanisms to ensure this work is affordable?
- How do we ensure the programme can meet its carbon reduction commitments alongside mode shift, liveability, access, resilience, and safety outcomes?

Ngā Kaupapa Matua Major Projects - Regional Strategy and Partnerships

Te Matarau a Māui

Project Overview: Te Matarau a Māui is a Māori economic development strategy that aims to advance the prosperity of Māori across the Region. We are a key funder for this project and are partnering with the Te Matarau a Māui Trust to implement the strategy.

Outcomes:

- Iwi organisations and Māori businesses are key drivers in the local, regional, and national economy.
- A skilled and successful Māori workforce
- Connected and capable Māori communities
- Māori leadership and governance across iwi, Māori business and organisations are engaged and connected to achieve greater impact.

Budget: Greater Wellington allocated \$100,000 per annum in the 2021-31 LTP, with an additional \$350,000 being added to that for the 2022/23 financial year.



Progress so far: Board, strategy and funding have been established and approved. The work programme is currently being developed, and relationships are being built influencing throughout the Region's local government structures/organisations. The project is also partnering with Wellington NZ (WNZ) in delivering the Regional Economic Development Plan.

Things to Consider:

- How can we promote the direction of Te Matarau a Māui with councils and central government?
- How can Greater Wellington support the delivery of the work programme?
- What is the best way to set up this project so that we can eventually hand over the resourcing and strategic responsibility of the project to the Te Matarau a Māui Board?

Ka pēhea e utu ai How we pay for it



Ka pēhea e utu ai ngā mahi whānui

How we fund our activities

Our financial strategy in the 2021-31 LTP sets the tone for how Greater Wellington funds its activities. It takes a sustainable approach to service delivery and financial management. This means focusing on ensuring our levels of service and activities are financed and funded to generate and protect community outcomes and promote long-term community wellbeing.

From a funding perspective, we have access to a range of revenue sources which enables us to reduce the funding burden on ratepayers and ensure funding is more resilient to unforeseen events.

Our funding sources include General rates, Targeted rates, Government subsidies, User fees, Investment income and Borrowings. The way in which activities are funded is set out in our Revenue and Financing Policy.¹

The key items considered when determining how to fund an activity are:

- The distribution of benefits between the community, any identifiable part of the community and individuals.
- The period over which benefits are expected to occur.
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity.
- The costs and benefits of funding the activity distinctly from other activities.
- The overall impact of any allocation of liability for revenue needs on the community.
- The most appropriate fees and charges strategy so that adequate funds are recovered to offset operational expenses.

¹ [Greater Wellington Regional Council – Supporting Policies \(gw.govt.nz\)](https://www.gw.govt.nz/supporting-policies/)

Te rautaki ahumoni

Our financial strategy

As part of the 2021-31 LTP and subsequent Annual Plans (2022/23 and 2023/24 respectively) we set benchmarks for rates and limits for debt to ensure affordability both in the short and long term for ratepayers.

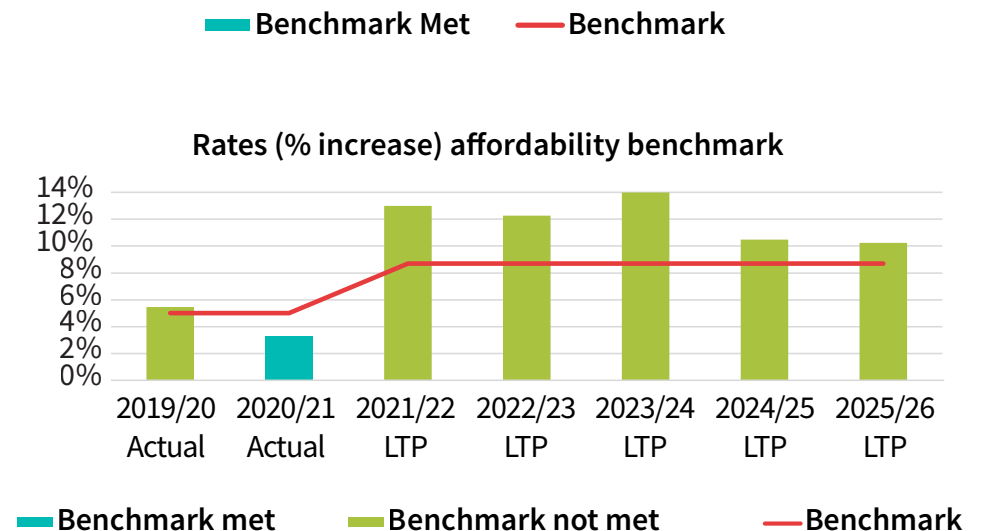
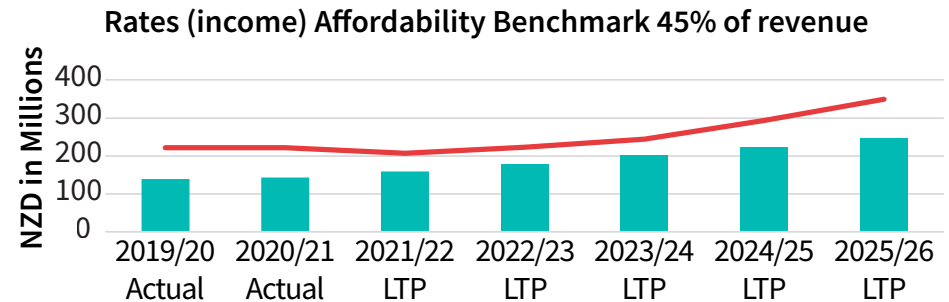
Rate Benchmarks

In the 2021-31 LTP period we have set the following rate benchmarks to ensure affordability and diverse income streams:

- Total rates revenue will comprise up to 45 percent of Greater Wellington’s annual revenue requirements.
- The average annual Regional Rates increase per average ratepayer affordability benchmark is \$100 per annum.

We are planning to stay below 45 percent of revenue coming from rates for the 10 years of the 2021-31 LTP. The average annual Regional Rates increase per average ratepayer, over the ten years of the 2021-31 LTP, is \$76.50. The planned Regional Rates increase for 2023/24, 2026/27 and 2027/28 exceeds the \$100 ratepayer affordability benchmark slightly.

As part of the 2021-31 LTP we set to have an average rate increase over the 10 years of 8.7 percent. This was the benchmark set for the below graph for each individual year. The benchmark has been breached in the LTP years as rates increases are expected to be higher in the early years due to large capital programs and new initiatives while later years fall under the benchmark achieving the 8.7 percent average increase over the 10 years.



Te rautaki ahumoni

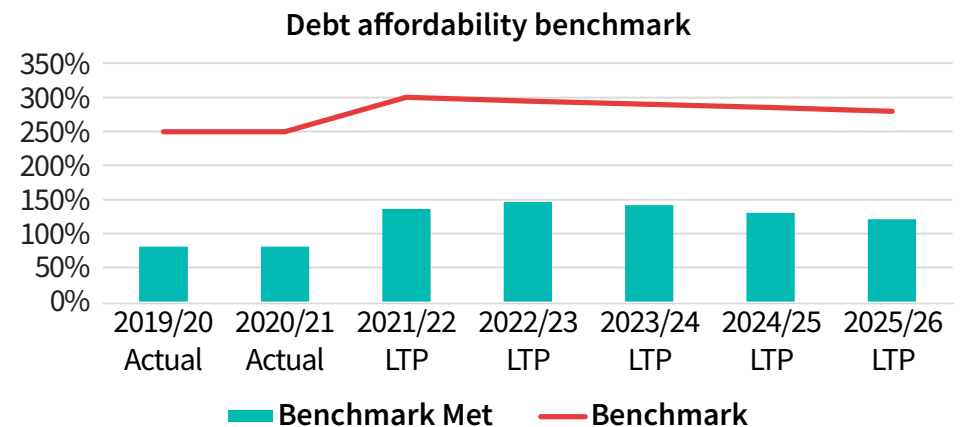
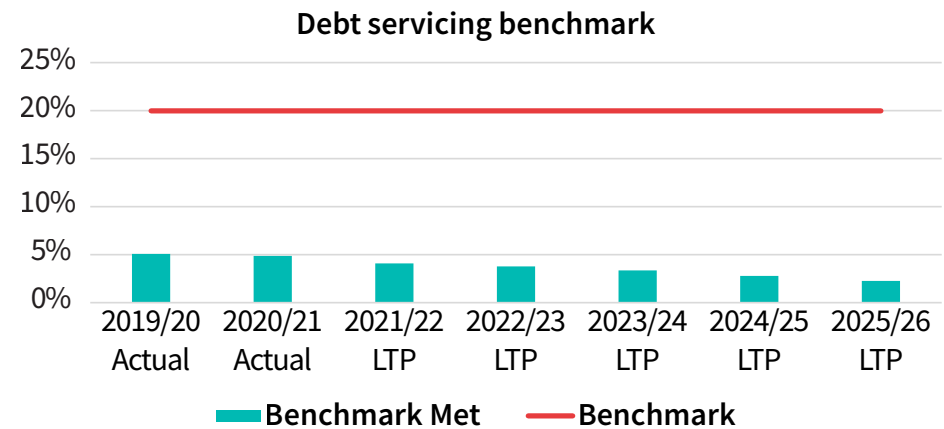
Our financial strategy

Debt Limits

Two of the key debt benchmarks from the 2021-31 LTP are:

- Debt servicing benchmark is a measure to ensure borrowing cost are funded by a significant portion of revenue.
- Debt affordability benchmark is a measure to ensure that debt levels and repayment amounts stay affordable to Greater Wellington.

Greater Wellington has been tracking well against these benchmarks and are forecasting to stay within them over the next 3 years.



Total Council Financial Statements Prospective Funding Impact Statements For the year ending 30 June

	2019/20 Actual	2020/21 Actual	2021/22 Forecast	2022/23 Annual Plan	2023/24 LTP	2024/25 LTP	2025/26 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding							
General rates	52,711	49,835	63,115	73,338	74,482	83,408	86,349
Targeted rates	86,140	93,521	98,541	106,837	131,833	144,761	164,935
Subsidies and grants for operating purposes	150,204	125,049	100,861	112,784	120,729	123,100	129,644
Interest and dividends from investments	7,202	17,140	6,523	5,950	5,218	5,484	5,748
Fees, charges, and targeted rates for water supply	75,023	82,134	66,235	109,431	111,056	117,288	123,935
Fines, infringement fees, and other receipts	59,865	64,801	62,754	63,926	65,314	67,037	69,521
Total operating funding	431,145	432,480	398,029	472,266	508,632	541,078	580,132
Applications of operating funding							
Payments to staff and suppliers	386,708	384,689	397,100	456,211	468,419	461,878	482,503
Finance costs	22,369	21,314	23,452	22,769	19,704	19,847	19,943
Total applications of operating funding	409,077	406,003	420,552	478,980	488,123	481,725	502,446
Operating surplus/(deficit)	22,068	26,477	(22,523)	(6,714)	20,509	59,353	77,686
Sources of Capital Funding							
Subsidies and grants for capital expenditure	8,586	-	9,739	29,347	35,252	110,765	195,021
Increase / (decrease) in debt	18,624	54,255	101,762	153,962	51,955	89,425	89,017
Gross proceeds from asset sales	1,944	315	434	374	7,768	328	379
Total Sources of Capital Funding	29,154	54,570	111,935	183,683	94,975	200,518	284,417

	2019/20 Actual	2020/21 Actual	2021/22 Forecast	2022/23 Annual Plan	2023/24 LTP	2024/25 LTP	2025/26 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Applications of Capital Funding							
Capital expenditure							
- to meet additional demand	4,136	1,345	-	-	222	24,720	41,284
- to improve the level of service	19,224	13,950	32,669	77,432	40,183	39,794	39,028
- to replace existing assets	15,393	23,375	32,550	81,365	47,640	47,717	36,107
Increase / (decrease) in investments	12,858	41,119	(12,481)	(7,091)	30,797	139,982	246,918
Increase / (decrease) in reserves	389	1,259	36,674	25,263	(3,359)	7,658	(1,234)
Total Applications of Capital Funding	51,222	81,048	89,412	176,969	115,483	259,871	362,103
Surplus/(Deficit) of Capital Funding	22,068	26,478	22,523	6,714	(20,508)	(59,353)	(77,686)
Funding Balance	-	(1)	-	-	-	--	-
Depreciation on council assets	28,431	29,196	28,390	30,109	36,969	38,963	42,704
Water Supply Levy	34,788	34,788	39,029	42,069	45,609	47,891	50,315

Total Council Financial Statements

Prospective Balance Sheet

For the year ending 30 June

	2019/20 Actual	2020/21 Actual	2021/22 Forecast	2022/23 Annual Plan	2023/24 LTP	2024/25 LTP	2025/26 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Assets							
Cash and other equivalents	9,338	4,675	19,971	20,370	36,518	28,378	30,447
Investments (current)	83,114	157,452	95,721	97,894	30,931	31,271	31,639
Other current assets	92,845	57,718	52,175	53,218	100,878	101,359	101,860
Current assets	185,297	219,845	167,867	171,483	168,328	161,008	163,947
Investments (non-current)	71,016	20,465	63,307	70,306	124,076	127,215	130,564
Investment in subsidiary	286,295	302,695	320,885	339,149	366,558	502,300	744,702
Property, plant and equipment	1,264,179	1,277,433	1,425,521	1,567,059	1,626,601	1,704,192	1,777,587
Non-current assets	1,621,490	1,600,593	1,809,713	1,976,514	2,117,235	2,333,707	2,652,853
Total assets	1,806,787	1,820,438	1,977,579	2,147,997	2,285,563	2,494,715	2,816,800
Ratepayer's Funds							
Retained earnings	283,071	326,996	330,073	342,908	450,653	584,788	824,010
Other Reserves	820,067	811,001	913,775	917,667	935,819	948,032	946,798
Total ratepayers' funds	1,103,138	1,137,997	1,243,848	1,260,575	1,386,472	1,532,820	1,770,808
Liabilities							
Debt (current)	119,655	151,850	115,126	138,850	131,775	131,866	106,962
Other current liabilities	71,453	72,828	79,533	81,123	84,089	75,670	77,440
Current liabilities	191,108	224,678	194,659	219,973	215,864	207,536	184,402

	2019/20 Actual	2020/21 Actual	2021/22 Forecast	2022/23 Annual Plan	2023/24 LTP	2024/25 LTP	2025/26 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Debt (non-current)	484,496	431,312	514,346	644,585	652,874	734,550	849,705
Other non-current liabilities	28,045	26,451	24,727	22,864	30,352	19,809	11,884
Non-current liabilities	512,541	457,763	529,073	667,449	683,226	754,359	861,589
Total liabilities	703,649	682,441	733,732	887,422	899,090	961,895	1,045,991
Total equity and liabilities	1,806,787	1,820,438	1,977,579	2,147,997	2,285,562	2,494,715	2,816,799

Financials for 2019/20 and 2020/21 are taken from the audited financial statements included in the [Greater Wellington Region Council Annual Reports](#).

Financial statements for the 2021/22 financial year were not available in preparing this report as we were only part way through that period. Officers have therefore used the best information available at the time the statements were prepared, and forecast figures based on the results to 30 April 2022 plus a forecast for the final two months. Material differences may occur between these forecast figures and the audited Annual Report due to application of Public Benefit Entity NZIFRS accounting standards and unexpected transactions or information that may come to hand to affect the figures.

Financial information for the next financial year (2022/23) are taken from the adopted 2022/23 Annual Plan. This information is not audited.

Financial information for the three years following election (2023/24, 2024/25 and 2025/26) are taken from the audited financial information in the 2021-31 LTP.

Note: Central government has decided to proceed with its Three Waters Reform programme to change the governance and management of water activity across New Zealand. This includes water supply, wastewater management and disposal, and stormwater management. This will result in significant changes to the Greater Wellington group's revenues, assets, liabilities, and the services we provide. However, there is not yet enough certainty about the specific impacts to incorporate into our forward budget projections.

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