

KO TE PAE TAWHITI LONG TERM PLAN

TE PANE MATUA TAIAO
GREATER WELLINGTON
2024-34



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He karere nā te Heamana me Te Tumu Whakarae Message from the Chair and Chief Executive

Tēnā koutou te hunga tuku urupare mai mō tā mātou Mahere Pae-Tawhiti 2024-2034. Neke atu i te 700 ngā tāpaetanga i riro i a mātou mai i ngā tāngata puta noa i te rohe, pēnei i ngā tauira, ngā kaupāmu, ngā tāngata taiao me ngā kaupakihi mō ngā tini kaupapa pērā ki te kaikai me te ngahoro takutai. I pānuitia, i whai whakaaro hoki ki te katoa.

I rongō mātou mō te āwangawanga o te hapori ki te raru nui o te utu noho. Hāunga rā ia, e tautoko ana koutou kia haere tonu ngā ratonga nui me ngā tūāhanga e whakaratohia ana e Te Pane Matua Taiao ki te rohe.

Pērā me ngā kaunihera katoa o Aotearoa, kei raro mātou i ngā āhuatanga taumaha e mahi ana. Kua rongō i te pānga o te pikinga o ngā utu, o te pikiutu tukipū, o ngā inihua me ngā utu taurewa hoki. Ko te mea whakarapa kē, kua māori noa te āhua o ngā huarere taikaha. Nā konā puta ai ngā wero hei āta whakahaere mā mātou kia tutuki ai ngā mahi.

Mā tō mātou Mahere Pae-Tawhiti, haere tonu ai ngā mahi hei urupare ki te pānga o te āhuarangi hurihuri me te whakahaeretia o ngā riha e whakararu nei i tō tātou rohe. E whakawhanake ana i tētahi pūnaha waka tūmatanui pūputu, horopū hoki, ā, e tiakina ana ngā hapori o te rohe i ngā pānga ki te waipuketanga.

Thank you to those who have given us feedback on our 2024-34 Long Term Plan. We received over 700 submissions from residents across the region, including school students, farmers, environmentalists and business people on topics as diverse as grazing and coastal retreat. We read and considered them all.

We heard that the community is very concerned about the cost-of-living crisis. At the same time, you support the continuation of the important services and infrastructure that Greater Wellington provides for the region.

Like all councils in Aotearoa New Zealand, we're working under some difficult circumstances. We have experienced increased costs, rising inflation, higher insurance and borrowing costs. Unfortunately, extreme weather events are becoming more common. All of this creates a challenging situation, and to ensure we get things done we must manage carefully.

In our Long Term Plan, we continue our important work addressing the impact of climate change and controlling the pests that damage our rohe. We are developing a frequent and reliable public transport system and protecting the region's communities from the impact of flooding.

Treasure our rohe, grow our future

Kaingākautia te rohe, Whanakehia te āpōpō

Ko ngā pae tawhiti, whaia kia tata Ko ngā pae tata, whakamaua kia tina
The potential for tomorrow, depends on what we do today

I rongo mātou mō te kaha tautoko a te hapori kia whakapūmautia te tūāhanga waka tūmatanui mā te tukuna o tana mana ki Te Pane Matua Taiao, mā tēnei e pai ake te rere me te utu o ā tātou ratonga tūnuku, ā, kia iti ai te tukuwaro.

I te wā o te uiui, ka kaha rangona ā koutou māharahara mō ngā paipa e papī ana, mō te kohinga wai hoki. Kua rite mātou kia mau tonu ki te haepapa me te haumitanga o te kohinga wai whai rawa i ngā nekehanga o te Kāwanatanga mai i te Three Waters ki te 'Water done well'. Ko te haepapa ki a mātou kia kohia, kia puritia, kia tukua hoki he wai e pai ai mō te inu, ka whakarato atu ki ngā kaunihera o ngā tāone nui kia tuku atu ai ki ngā kāinga, ki ngā pakihiki hoki. Mā Wellington Water Limited tēnei mahi e tutuki.

Me rohe whānui te ahunga ki ngā take nui pēnei i te kaupare waipuke, te kohinga wai, te waka tūmatanui me te whakahaeretia o ngā whanaketanga tāone. Ka tūhono tonu ki ō mātou kōtuinga mana whenua, hapori, me ngā kaunihera o Te Whanganui a Tara, Porirua, Wairarapa, Kapiti me Te Awakairangi kia whai huarahi hei kaupare i ēnei take. Ngā Hapū o Ōtaki, Ātiawa ki Whakarongotai, Ngāti Toa Rangatira, Taranaki Whānui ki te Ūpoko o te Ika, Rangitāne o Wairarapa and Ngāti Kahungunu ki Wairarapa.

Ka ū tonu mātau kia tata tonu ai tā mātou mahi tahi ki ngā mana whenua - Ngā Hapū o Ōtaki, Ātiawa ki Whakarongotai, Ngāti Toa Rangatira, Taranaki Whānui ki te Ūpoko o te Ika, Rangitāne o Wairarapa and Ngāti Kahungunu ki Wairarapa. Ko ā mātou mahitahi he whakanui, he tautoko hoki i ngā mana whenua hei kaitiaki o ō rātou whenua, o ō rātou wai, o ō rātou moana ki ō rātou tūranga

We heard that the community supports increasing the Council's control of key public transport infrastructure, which will help us future proof our transport network, make our services more efficient and cost effective and reduce our carbon emissions.

During consultation, we heard your concerns about leaky pipes and drinking water supply. We have planned for continued ownership and investment in bulk water supply as part of the Government's move from Three Waters to 'Water done well'. Our role is to collect, store and supply safe drinking water which we provide to the city councils to distribute to homes and businesses. Wellington Water Limited does this work on our behalf.

The big issues of flood prevention, drinking water supply, public transport and managing urban development demand a region-wide approach. We'll continue to collaborate with and support our mana whenua partners, communities, Wellington, Porirua, Wairarapa, Kāpiti Coast and Hutt Valley councils to find solutions to these pressing issues.

Our partnership continues to recognise and support mana whenua as kaitiaki (guardians) of their broad whenua, freshwater and moana interests in their ancestral lands. We work with our mana whenua partners collaborating at all levels of our organisation including governance, management, and operations.

We also appreciate that the community is keen to work with us to achieve our vision of an extraordinary region, thriving environment, connected community. Greater Wellington has

waewae. Ka ngana mātou ki te mahitahi ki ō mātou kōtuinga mana whenua ki ngā taumata katoa o te tōpūtanga, pēnei me te taumata mana urungi, whakahaere, mahi hoki.

Kei te koa hoki i runga i te hīkaka o te hapori kia mahi tahi ai ki a mātou e eke panuku ai tā tātou tirohanga whānui hei rohe autaiā, hei wāhi taurikura, hei hapori tūhonohono. He tini ngā huarahi e mahi tahi ai ngā rōpū ki Te Pane Matua Taiao, ka mutu, koia nei te taumata e tutuki ai i a tātou ngā mahi kei mua i te aroaro.

Hei ngā tau e tū mai nei, ka rite noa mātou ki te whakatutuki i ngā tonono a te kāwanatanga mō ana huringa, ka mutu, ka ngana tonu kia tutuki ai tā mātou tirohanga whānui me ā mātou herenga ake. Mō te taha ki ngā kāwanatanga ā-rohe, ka kaha pupū ake te ngākaurua i ēnei panonitanga, ā, me rite tā mātou urupare kia pai mārika ngā hua ki tō tātou rohe

many ways for groups to get involved with what we do and we encourage them to do so as an essential part of how we deliver on the ground.

Over the next few years, we will be ready to respond to government proposals for reform, while ensuring we deliver on our vision and our existing commitments. For local government, this evolving direction carries significant levels of uncertainty which we must prepare to navigate and respond to in ways that will have the best results for our Region.



Daran Ponter
Heamana Kaunihera
Council Chair



Nigel Corry
Tumu Whakarae
Chief Executive

Tō tātou rohe - Our Region

The Greater Wellington Region stretches from the north of Ōtaki on the west coast, across to north of Castlepoint on the east coast.

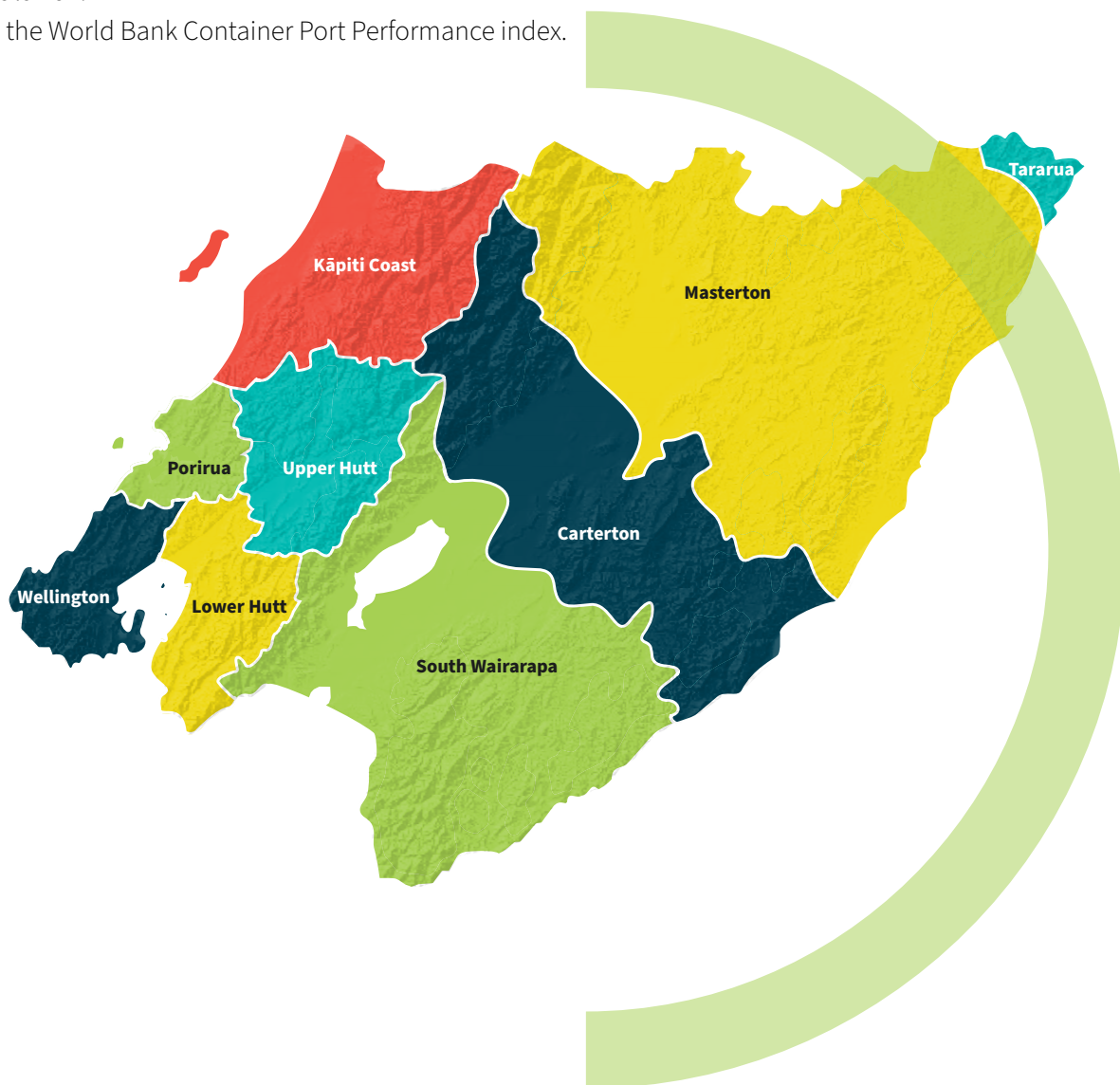
It takes in Kāpiti Coast, Porirua, Wellington City, Hutt Valley and the Wairarapa and covers 8,111km² of the lower North Island. We have a coastal marine area of 7,867km² with almost 500km of coastline and there are 320km of rivers and waterways.

Over 550,000 people live, work and play here with more than three quarters of them living in one of our four cities. Our communities are ethnically and culturally diverse making our Region rich and vibrant. Our region boasts the most used public transport system in New Zealand and the lowest rate of car ownership. We have the busiest port by ship movements and the most efficient port in Australia and New Zealand*.

*According to the World Bank Container Port Performance index.

Over the past 10 years, the variety and number of native bird species has increased, as has the range of areas in which they live. There are eight regional parks covering more than 330km² which are enjoyed by thousands of people each year.

There's no other region quite like this one, from sparsely populated rural and coastal areas to the full-on energy of the capital city. There's a lot to be proud of and a lot to protect.



Ā mātou mahi - What we do

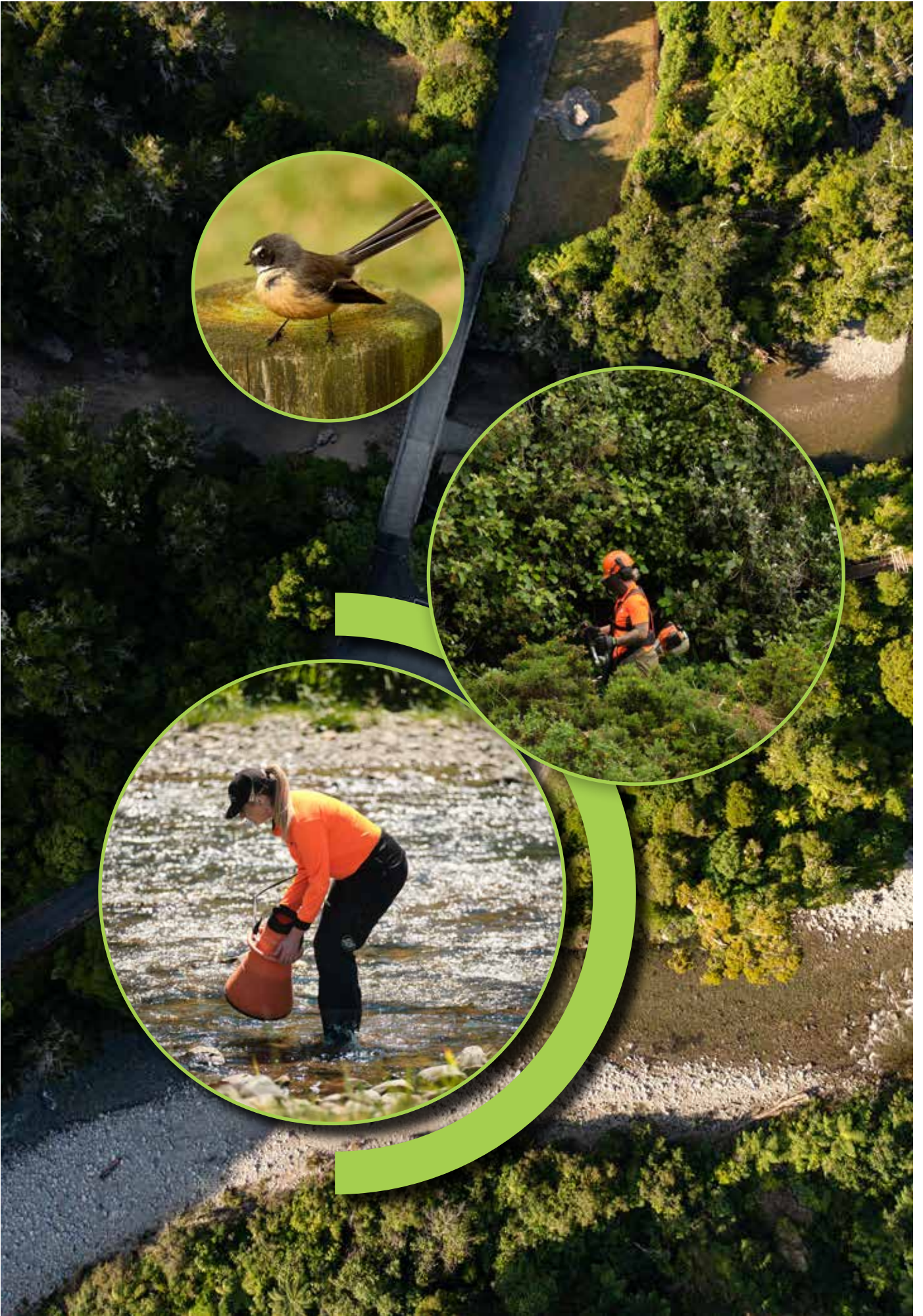
Every day we put all our energy into protecting and enhancing our Region.

We carefully balance sustainability with economic growth. Greater Wellington is a growing and diverse region, and it's the Council's role to protect our environment while also meeting the cultural, social and economic needs of our communities. We're specifically responsible for environment management, flood resilience and land management, provision of regional parks, public transport planning and funding, and metropolitan water supply. Our role is to meet the current and future needs of communities for good-quality infrastructure and services in a way that is most cost effective for households and businesses. We are guided by legislation, including the Local Government Act 2002 (LGA) that also requires local authorities to be accountable and to ensure that their decision making processes are open to the influence and scrutiny of their communities.

It's about dealing with today and planning for the future, especially with the challenges of climate change. Greater Wellington:

- Leads a regional response to climate change.
- Provides and manages regional infrastructure and services including:
 - » flood resilience assets to protect urban populations and productive rural land
 - » management of regional parks
 - » harbour management, navigation and safety.
- Sustainably manages natural and physical resources (land, air, biodiversity and water).
- Controls pests to protect the resources on which our primary sector, export economy and quality of life are based.
- Delivers Metlink public transport services across the region. We own the train fleet and maintain railway stations, bus and ferry shelters, signs, and Park & Ride facilities.
- Develops strategic plans for the region that meet relevant legislation, such as the Regional Policy Statement, the Regional Land Transport Plan and the Regional Pest Management Plan. Through the Wellington Regional Leadership Committee we endorsed the Future Development Strategy – the region's spatial plan.
- Supplies safe, high-quality drinking water to councils in Porirua, Wellington and the Hutt Valley for local distribution.





Ā mātou mahi ki ngā hapori me ngā kaitūao - Our work with communities and volunteers

Greater Wellington is proud to work with and support local communities to improve the health of our Region's special places and important ecosystems, for future generations.

We are committed to building and maintaining a joined-up approach to restoration across the region.

Our work is guided by Mauri Tūhono, a framework that helps unite people who are working towards a flourishing natural environment in our Region. It offers a set of values and ideas that can help people see how they contribute to a bigger picture for our rohe.

Community interest and involvement in restoring te taiao has been growing steadily over the years. Rōpū Taiao (our Environment Group) now works with over 90 different organisations around the region. These include community volunteers such as Upper Hutt Forest and Bird, which is restoring Trentham Memorial Park; kaitiaki such as Pae tu Mokai o Tauria, who run a community nursery growing native plants in Featherston; and schools such as Maraeroa School which is restoring a tiny but important wetland on their school grounds in Porirua East.

Greater Wellington supports these organisations and fosters connections with others in the community who can help. For example, the Friends of Taupō Swamp and Catchment Inc receives funding from the Community Environment Fund that we manage in partnership with mana whenua, and we provide expert advice from our Environmental Restoration team on weed control and planting plans. The EnviroSchools team has connected Friends of Taupō Swamp and Catchment Inc with local schools, and their partners Pest Free Plimmerton also receive materials from our Pest Animals team to trap pest animals in Taupō Swamp.

We also support many more groups indirectly through networking events such as Restoration Day and by offering opportunities to monitor the health of our environment in a variety of ways such as the annual Wairarapa Moana Kākahi Count event.

Not everyone with busy lives can commit to being part of a group so Greater Wellington provides family friendly planting events in our regional parks. During 2023, these events attracted over 200 people. We want to ensure everyone gets the opportunity to be involved. If you are interested in learning more about these events, follow our social media feeds or visit our website during planting season which is May to September each year.

Greater Wellington wants to recognise and celebrate the fantastic work of those we've mentioned here and all the many dedicated people who are creating a legacy of healthy restored ecosystems. Toitū te marae a Tāne-Mahuta, Toitū te marae a Tangaroa, Toitū te tangata: If the land is well and the sea is well, the people will thrive.



Ko te mana whakahaere o Te Pane Matua Taiao - Greater Wellington governance

Ngā Māngai a Rohe - Greater Wellington Councillors

The Council is responsible for directing the activities of Greater Wellington. Various Acts of Parliament, such as the Local Government Act and the Resource Management Act, state what activities we should, or may, be involved with. It is the councillors' role to decide how the activities should be carried out. These decisions are reflected in this Long Term Plan. Council establishes committees to help it guide and monitor the progress of activities in the Long Term Plan and meet its statutory obligations.

Council and committee meetings are open to the public to participate or observe (except when excluded for specific reasons).

The dates and times for these meetings are publicly available on the Greater Wellington website.

The meeting agendas and materials are publicly available two days before the meeting.

At the start of each new triennium the Council adopts its committee structure.

One of the most important ways you can take part in the decisions that make and shape our Region is to **get involved in the local authority elections**. These are held every three years on the second Saturday in October.

The next election will be in October 2025.

Local authority elections are conducted under the provisions of the Local Electoral Act 2001, the Local Electoral Regulations 2001 and the Local Government Act 2002.





- Chief Executive Employment Review Committee
- Climate Committee
- Environment Committee
- Finance, Risk and Assurance Committee
- Te Awa Kairangi/Hutt River Valley Subcommittee
- Regional Transport Committee
- Te Tiriti o Waitangi Komiti
- Te Upoko Taiao - Natural Resources Plan Committee
- Transport Committee
- Wairarapa Committee
- Long Term Plan Committee (Convened during the development of the Long Term Plan)

- Civil Defence and Emergency Management Group
- Wellington Regional Leadership Committee
- Wellington Water Committee

Our Councillors



Daran Ponter
Council Chair
Constituency |
Pōneke/Wellington
Committee Chair
Long Term Plan
Committee



Adrienne Staples
Council Deputy
Chair
Constituency |
Wairarapa
Committee Chair
Regional Transport
Committee Wairarapa
Committee



David Bassett JP
Constituency | Te Awa
Kairangi ki Tai/Lower
Hutt



Ros Connelly
Constituency | Te Awa
Kairangi ki Uta/Upper
Hutt
Committee Chair
Te Awa Kairangi/
Hutt River Valley
Subcommittee



Quentin Duthie
Constituency | Te
Awa Kairangi ki Tai/
Lower Hutt



Penny Gaylor
Constituency | Kāpiti
Coast
Committee Chair
Environment
Committee
Climate Committee



Chris Kirk-Burnnand
MNZM
 Constituency |
 Porirua-Tawa
Chair
 WRC Holdings and
 subsidiaries



Ken Laban
 Constituency | Te Awa
 Kairangi ki Tai/Lower
 Hutt
Committee Chair
 Chief Executive
 Employment Review
 Committee



David Lee
 Constituency |
 Pōneke/Wellington
Committee Chair
 - Te Upoko Taiao -
 Natural Resources
 Plan Committee



Thomas Nash
 Constituency |
 Pōneke/Wellington
Committee Chair
 Transport
 Committee



Hikitia Ropata
 Constituency |
 Porirua-Tawa
Committee Chair
 Te Tiriti o Waitangi
 Komiti



Yadana Saw
 Constituency |
 Pōneke/Wellington



Simon Woolf
 Constituency |
 Pōneke/Wellington





Te mahi tahi ki ngā mana whenua - Partnership with mana whenua

Greater Wellington has six mana whenua partners. They are represented by the following entities: Ngā Hapū o Ōtaki, Ātiawa ki Whakarongotai Charitable Trust, Te Rūnanga o Toa Rangatira Inc, Port Nicholson Block Settlement Trust, Rangitāne O Wairarapa Inc. and Ngāti Kahungunu ki Wairarapa Charitable Trust.

Greater Wellington also has links with mātāwaka through marae and economic development initiatives (Te Matarau a Māui) around the region. Over the coming years, our focus for decision making is putting into practice partnering for improved outcomes for Māori. This signals a transformational change across the business as we look to an active partnership by design with mana whenua.

We have listened to what our partners have told us:

- We need to plan for the long term (much longer than 10 years).
- The relationship mana whenua partners have with Greater Wellington needs to be based on our mutual interests and on collaborations based on shared visions and shared power.
- Greater Wellington's Te Tiriti relationship with our partners needs to acknowledge their mana motuhake and tino rangatiratanga which may be demonstrated in co-design and collaboration, and equitable resourcing.

- Continue embedding Te Tiriti and prioritising taiao and community outcomes.
- Develop value led policy, so that behavioural change aligns with values.
- Recognise the specific impact of climate change on mana whenua, especially coastal sites. There is urgency in resourcing and funding objectives related to climate change and the partnership role of mana whenua.
- Develop co-management opportunities in our natural places to ensure kaupapa-driven outcomes.

We are moving from a relationship that could be described as transactional to one of active partnership by design so that we achieve goals through collaboration and high trust. This means moving from short term initiatives and goals, to long term high-quality relationships that are mokopuna and rangatahi focused.

Our partnership recognises and supports mana whenua as kaitiaki (guardians) of their broad whenua, freshwater and moana interests in their ancestral lands. We continue to work with our mana whenua partners in new ways at all levels of our organisation including governance, management and operations. We are committed to striving for excellence, in using the poutama model to ensure we continue to improve how we work with mana whenua and Māori to achieve outcomes across all the work we do in the region. At the governance level, Council has established two new committees of Council: a Long Term Plan Committee and a Te Tiriti o Waitangi Komiti.

Long Term Plan Committee

In December 2022, the Council approved establishing a Long Term Plan Committee. Its role is to develop a clear direction for what Greater Wellington wants to achieve in years to come, the strategic priorities and the how to address long term challenges such as climate change. The Committee has six mana whenua members (one from each of our mana whenua partners), and the thirteen councillors. The Terms of Reference also provide for six alternate members and six rangatahi observers. Mana whenua members have been working alongside councillors as full members of the Committee, contributing their knowledge to the development of this 2024-34 Long Term Plan.

Te Tiriti of Waitangi Komiti

Te Tiriti o Waitangi Komiti is a committee of the full Council and has been established as an important step towards honouring our commitments, obligations and responsibilities to mana whenua and Māori and the various legislation that Greater Wellington operates under. The Komiti aims to influence all our thinking and decision making, so te ao Māori, tikanga and mātauranaga Māori are built into our strategies, plans and processes from the start. It also aims to ensure perspectives of people caring for their rohe are understood when issues, and their potential solutions, are considered. The formation of the Komiti reflects Greater Wellington's organisational objectives under Te Whāriki, our Māori outcomes framework.

Mana whenua priorities and aspirations

The Long Term Plan sets out our direction and priorities for the next ten years. Our mana whenua partners have been alongside us in this journey through the Long Term Plan process sharing their aspirations and priorities for better taiao and community outcomes. This is a significant step to aligning the way we work for partnership outcomes.

We set out below what we have read and heard from our mana whenua partners about their priorities. We set out how we are working with our mana whenua partners in the activities section of this Long Term Plan. Our partners view this work from a holistic Te Ao Māori perspective that sees the interconnectedness of all our actions with te taiao as part of an integrated whole.

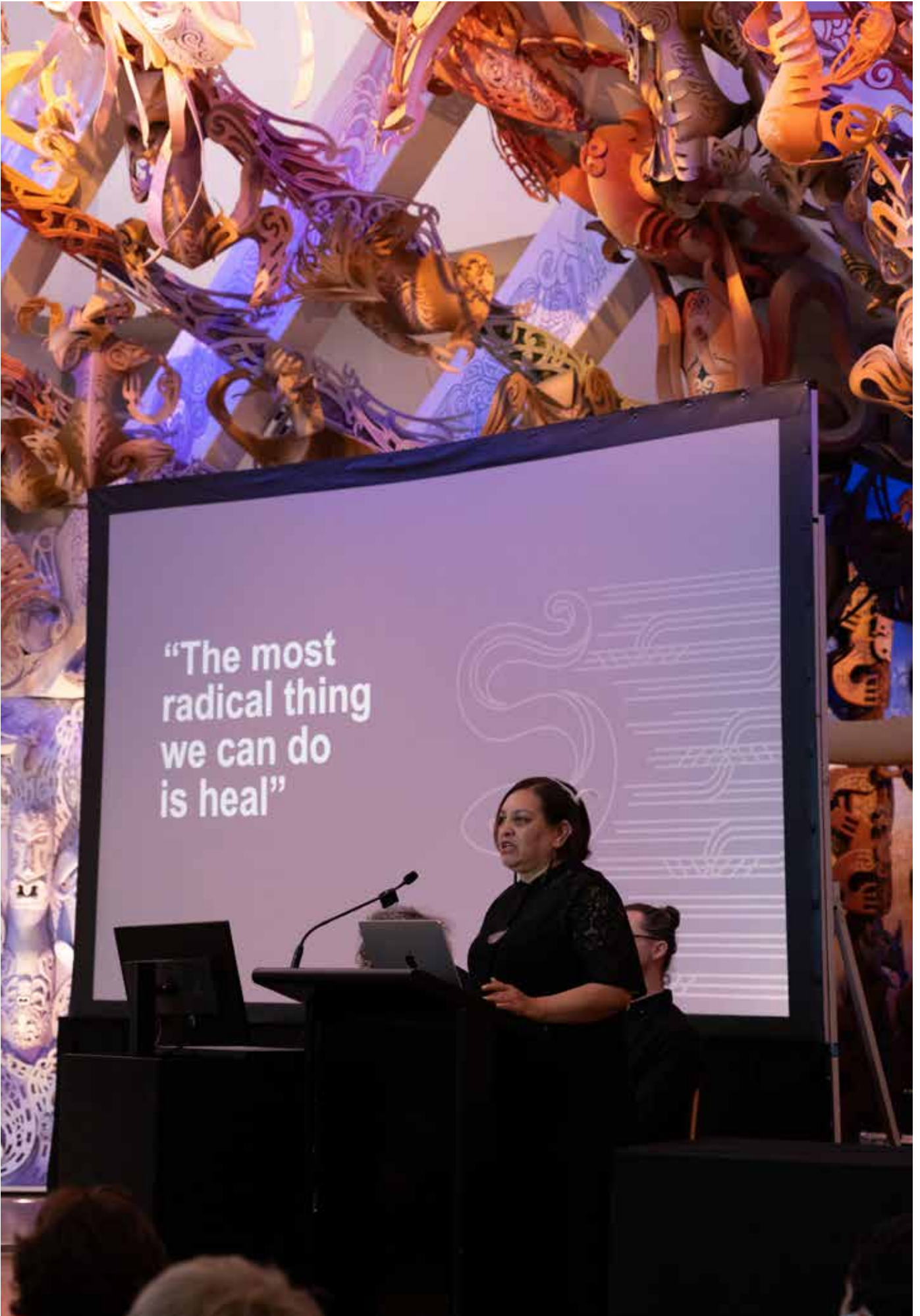
Some of the priorities our partners have indicated are important:

- Well-being; cultural, economic, and environmental education.
- Our relationship with te taiao; restoration and enhancement of our natural resources.
- Relationship building Te Tiriti o Waitangi principles, emphasising Tino Rangatiratanga and Mana Motuhake. Greater Wellington fulfilling Te Tiriti obligations while building organisational capability and capacity.
- The impact of climate change on mana whenua, especially coastal sites. The recognition of the vulnerability of many of marae, urupā and sites of significance.

- The partnership role of mana whenua.
- Te Mana o te Wai – prioritise and respect our waterways.
- Co-Management – Opportunities in our natural places to ensure Kaupapa-driven outcomes.
- Public Transport.
- Building relationships.
- Flood Protection.
- Regional Parks.
- Social procurement.

We won't have all the answers to all the priorities that have been raised by mana whenua. In some cases, our role is to assist iwi in discussions with other local authorities. But we have taken the first step and want to work with our mana whenua partners to determine what the next step will be. We are committed to continuing these conversations to achieve active productive partnerships.





Te Mahere Pae Tawhiti – Our Long Term Plan

Our 2024-34 Long Term Plan sets the strategic direction and priorities for us over the next ten years.

We look at the opportunities and challenges in our Region as we develop our Long Term Plan. We carefully consider how these may affect the services we deliver and the ways we deliver them.

Section 93 of the Local Government Act (LGA) 2002 requires us to review our Long Term Plan every three years to make sure it remains relevant.

If changes are needed during the three years, we do this during the annual planning process and, if needed, consult with our communities.

At the end of each financial year, our Annual Report is created, documenting financial, non-financial and service performance against targets set in the Long Term Plan or Annual Plan.

Our planning is guided by policy documents and other strategic planning documents which are described in legislation.

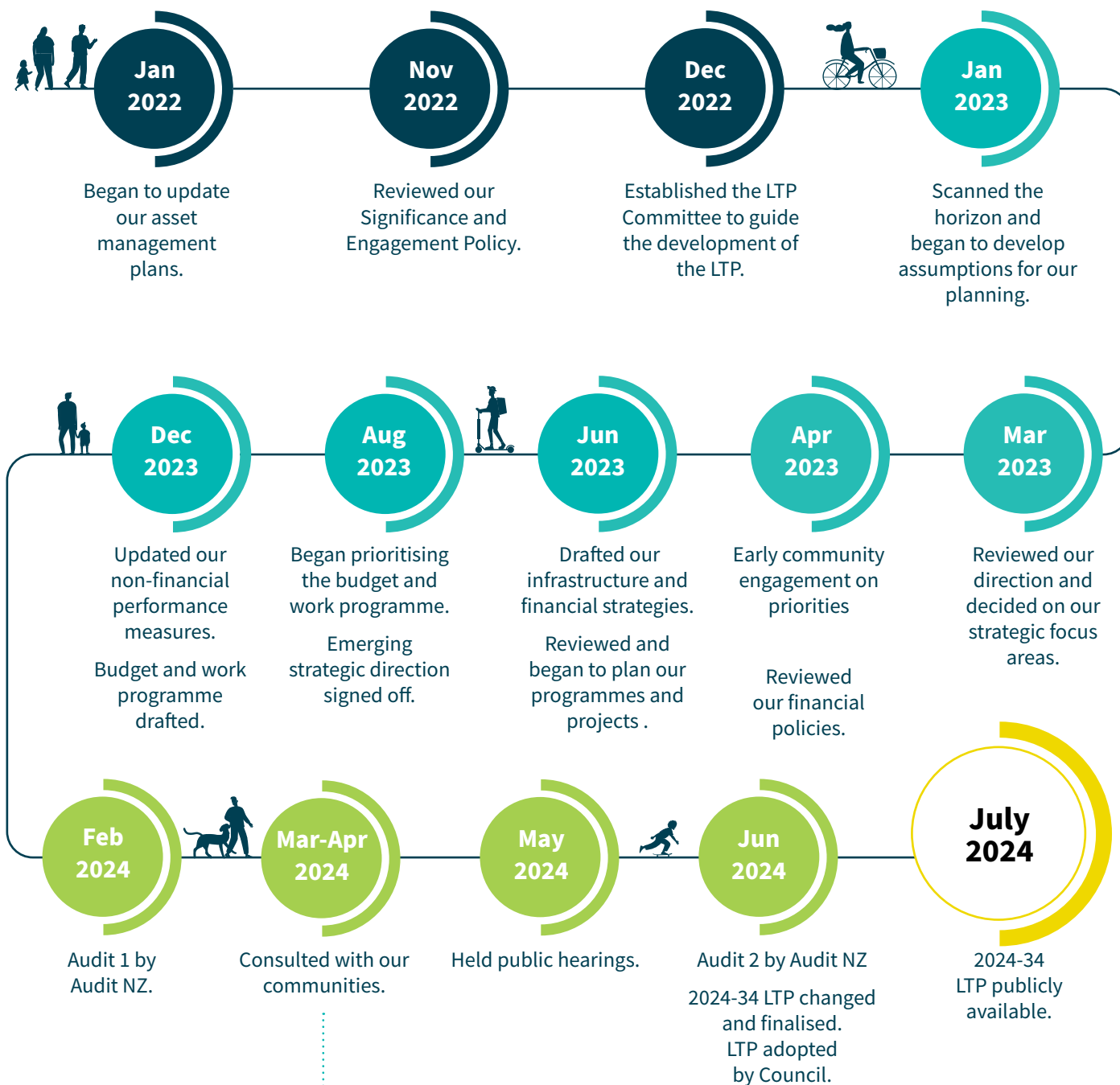
We develop specific operational plans which also inform the Long Term Plan.

The 'levels of service', programmes, projects and activities are the result of planning, evaluation and review under the direction of our Long Term Plan Committee, and in consultation with our mana whenua partners and communities.

In this Long Term Plan you will find information about:

- The context we have used to direct our planning and ensure our partnerships and programmes are aligned with our priorities and community outcomes.
- The non-financial and financial assumptions we have made that help us guide our planning.
- The activities of Council and how they contribute to the outcomes we want for the region.
- How we fund each activity.
- Council-controlled organisations (CCO).
- 30-year Infrastructure Strategy that sets out our assets and how we are going to manage them.
- 10-year Financial Strategy that sets out all the financial information.
- The policies that support our decision making.

How we developed the plan



We consulted with our communities on two key topics from 18 March to 22 April. A digital forward campaign promoted this consultation using social media (Facebook, X, YouTube), digital billboards, radio, etc

During the consultation we asked about two key topics:

1. Should Greater Wellington have more control over the region's public transport assets?
2. Does the public agree with the proposal for Greater Wellington to acquire additional shares of CentrePort and become 100 percent shareholder?

A total of 740 submissions were received from 567 unique submitters. These were either by individuals or on behalf of a group or organisation.

Most submissions were received directly through the 'Have Your Say' online portal and 107 submissions received either via email or as hardcopies.

Fifteen people spoke at informal discussions with Long Term Plan Committee members and 30 at the formal hearings held on 21 and 23 May 2024.

Ngā akoranga nō mātou i wānanga tahi ki a koutou -

What we learned from consulting with you

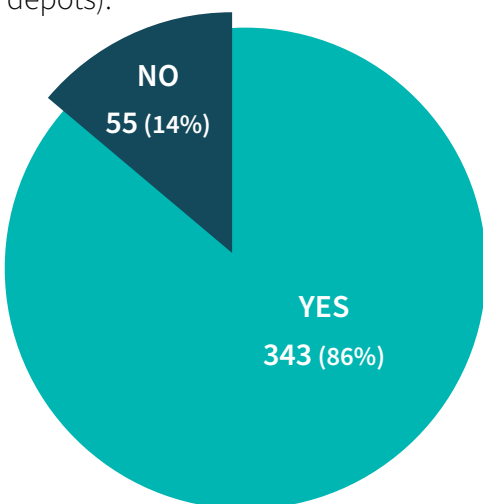
567 unique submitters made 740 submissions.

Most submissions were received directly through the 'Have Your Say' online portal, with 109 submissions received either via email or as hardcopies.

We asked you...

Should we have more control over our key public transport assets?

We heard that you agree that Greater Wellington should, over the long term, increase control over key public transport bus assets (charging stations and depots).



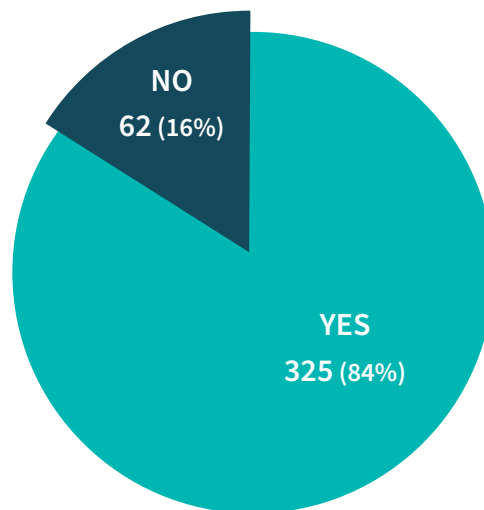
Our response

Over the long term, we will increase control over key public transport bus assets. In the long term, this should be cost neutral.

We asked you...

Do you support the development of a Greater Wellington controlled bus depot in Lyall Bay?

We heard that you do support the proposed funding for the development of a Greater Wellington controlled bus depot in Lyall Bay (noting the financial commitments from New Zealand Transport Agency). Some of you expressed concern about the natural hazard risks associated with sea level rise when it comes to the location of bus depots which we have taken on board.



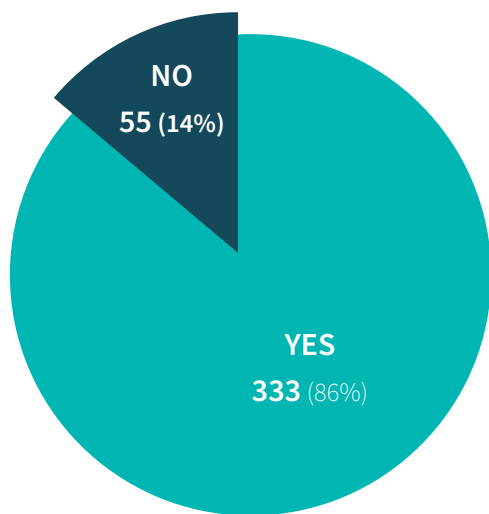
Our response

We have included the development of a bus depot in the southern part of our Region, in our Long Term Plan.

We asked you...

Do you support funding for the development, purchase or increased Greater Wellington control of other strategic bus assets?

We heard that you support funding for the development, purchase or increased Greater Wellington control of other strategic bus assets (including development of a bus depot in North Wellington)



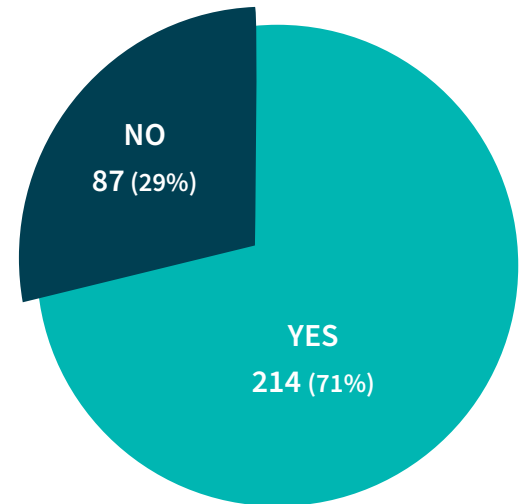
Our response

We have included funding for increased control of other strategic bus assets in our Long Term Plan.

We asked you...

Should we buy shares to become a 100% shareholder of CentrePort?

We heard that you agree with the proposal for Greater Wellington to buy additional shares of CentrePort to be 100% shareholder.



Our response

We'll look into buying CentrePort shares from Horizons Regional Council but not at any price. We'll let you know about progress on this through future Annual Plans.



Our response to other things you told us

You told us the following things are also important to you	Our response
Some submitters told us that they didn't think it was fair for rural Wairarapa residents to have to contribute towards a public transport network that they don't really use	<ul style="list-style-type: none"> Public transport helps ease congestion and reduces regional emissions, providing advantages for everyone. Your rates take into account where you live and the access you have to public transport.
Undertaking Plan Changes to incorporate Whaitua recommendations	<ul style="list-style-type: none"> Add \$8.15m extra funding over the first three years from 2024/25 for Natural Resource Plan Changes.
Increasing pest management in the region	<ul style="list-style-type: none"> Add \$100,000 in 2024/25 for funding of community pest management initiatives outside of Wellington City. Redirect \$100,000 from funding included in the Long Term Plan for pest management volunteer support starting in 2025/26.
Understanding and protecting the coastal marine environment	<ul style="list-style-type: none"> Add \$50,000 funding in 2024/25 to support the design of a long term solution to the leachate problem within the Haewai/Houghton Valley catchment, with the co-design process to include mana whenua, the community, Wellington City Council and Wellington Water Limited. This Long Term Plan tells you more about the work we are doing in this space. Review our coastal marine environment programme and report to the Environment Committee on any further opportunities that exist and the implications of those for future Annual Plans.
Increasing access to Hiwinui Forest Block in the Wairarapa and consideration of it becoming a Regional Park	<ul style="list-style-type: none"> Report to the Environment Committee regarding the transition timeline to establish a Regional Park in the Hiwinui Forest Block area, including what would be required and the scope for transitioning some of the pine forestry into native forest. <p>Fund increased access:</p> <ul style="list-style-type: none"> \$400,000 total capital expenditure for 2026/27. \$75,000 per annum operating expenditure from 2024/25 (including \$25,000 for mana whenua kaitiaki-kaupapa funding).
Working in partnership with each other	<ul style="list-style-type: none"> Partnership with our communities, mana whenua partners, territorial authorities and other organisations is very important to us too! We will progress conversations with mana whenua, community groups and organisations about topics which you told us were important to you: <ul style="list-style-type: none"> Access to Ōtaki Lakes Greater Wellington's Living Wage commitment Pest management in the Aorangī Forest Park Riding for the Disabled at Battle Hill Activity in our coastal marine environment.

Tā mātou ahunga, ā mātou ratonga

Our direction and delivery



Te aronga ki tua - Horizon scan

The changes we are expecting across our Region

Our planning is underpinned by an understanding of the changes our Region may face in the future and their potential impacts. We have developed an evidence-based picture of what we could expect in the region over the next five to 30 years.

These projections are the best estimate we can make with the information available and can aid us in being better prepared for the future. We have applied them across our work and our assumptions are reasonably consistent with those being made by the territorial authorities in our Region.



We have identified the following areas of change as potentially having significant impact on our role, our services, and our finances.

Population and demographic change

The Wellington Region is likely to continue to experience steady population growth. 164,000 additional residents are estimated over the next 30-years. This figure has been revised downwards since our previous assumptions in the 2021-31 Long Term Plan. The complex nature of population and demographic change creates a significant amount of uncertainty and flexibility.

Population growth is not expected to be evenly distributed across the region. Wairarapa and Lower Hutt are expected to experience the biggest population increases in the Wellington Region.

Over the next 10 years, our Region is likely to become more culturally and ethnically diverse. Māori and Pacific populations are expected to grow, particularly in Porirua and Lower Hutt. The Māori population is projected to increase between 0.7 and 2.5 percent annually until 2043. About 60,000 Māori live in the region and make up 12 percent of the population. More than half (58 percent) are under 30 years of age compared to 38 percent of non – Māori and the number of young Māori is projected to rise over the next 20 years. The Pacific population is projected to grow to 2.5 percent between now and 2043. The population of people of Asian descent is also projected to grow in the region, with forecasts between 0.7 and 4.3 percent annually between now and 2043.

An increasingly aged demographic is expected, with rates of population growth being highest at age 50 and over. This continues a long-term trend. The share of the population aged over 70 is expected to rise from 10 percent to 15 percent over the next 30 years.

General growth, combined with an aging population, will likely place increased pressure on a wide range of services and resources. It also has the potential to put pressure on the natural environment and the health of our waterways.



Economic uncertainty, affordability challenges, and resource shortages

The New Zealand economy is facing multiple challenges that contribute to an increasingly uncertain outlook. Mixed performance across the economy is forecast, particularly in the short term.

High interest rates have reduced domestic demand, and a weaker global economy has slowed the growth of New Zealand's exports. Increases in the cost of living and the associated equity challenges are expected to continue. The period of lower growth drives further slowing in the labour market, with the unemployment rate expected to increase. Treasury forecasts the economic slowdown to persist through 2024.

From 2025, interest rates are expected to fall, and growth is expected to pick up, averaging 2.8 percent per year from 2026 onwards. Unemployment is also expected to trend downward from 2026. We have a level of certainty around the financial data for the next three years but less certainty beyond this point.

The region has a diverse economy made up of different industries. The most dominant are professional, scientific, and tech services, which make up 21.4 percent of the working population. Property operators, real estate services, and construction services are also strong in the region. Horticulture, agriculture, forestry, and fishing make up a smaller proportion of industry at 3.3 percent.

Partnerships with mana whenua and engagement with Māori

Working in partnership with mana whenua and engaging with Māori is important to Greater Wellington.

The Māori population in our Region is growing and its expectations are changing. A Māori medium education combined with greater social awareness is shaping a new generation of Māori. Tino rangatiratanga and mana motuhake are drivers for iwi Māori who expect to see this reflected in how we work with them, and also in the work that is delivered with and for them.

There are significant opportunities for us to partner meaningfully with mana whenua in our environmental management, policies and decision-making processes. Te Tiriti gives effect to authentic partnership, enabled by funding, resourcing and representation.

Mana whenua of the region are redressing their historical grievances against the Crown with four of the six having settlement deeds in place.

Increasing risk from environmental change, climate change and natural hazards

Our climate has already changed and will continue to change. Climate change will have adverse effects on our natural environment, agricultural productivity, and our communities.

The region will continue to experience more frequent and intense rainfall events, and longer duration and more frequent drought events. The number of hot days will increase, and the number of frosts will decrease. There will be permanent sea level rise and more frequent and intense coastal flooding and erosion. Inland we will see more intense river flooding, and increased slips and landslides. The annual average temperature will rise. The region will also continue to be at risk from adverse natural events including earthquakes, tsunami and, increasingly, wildfires – all pose threats to life, property and livelihoods. These impacts will present significant challenges for our Region.

The state of biodiversity in New Zealand and our Region is in crisis. Pressures including introduced invasive species, changes in land, water and sea use, direct exploitation and harvesting, pollution as well as climate change are factors contributing to the worsening state of our environment.

Changes in government and legislation

It is important that we keep up to date with government proposals for reform and make sure we deliver on our vision and our existing commitments.

Local government has been facing the most significant period of legislative review and reform in 30 years. This significant programme of reform impacts governance structures, operational and financial capacity, roles, and responsibilities.

The policies agreed by the Government present further change and new directions. While timelines and processes are not yet clear, the Government's initial policy priorities include:

- The repeal of the Natural and Built Environment Act and Spatial Planning Act reverting the country to the Resource Management Act (RMA).
- The passage of the Fast Track Approvals Bill (introduced 2024) as a totally separate approval regime to the RMA (and other legislation), indicating its long-term goals include making it easier to gain approval for infrastructure and development projects, prioritising approval over the current regional planning framework.
- The repeal of all legislation relating to water services entities (contained in the Water Services Entities Act 2022, Water Services Entities Amendment Act 2023, and Water Services Legislation Act 2023) also known as Three Waters.
- A number of amendments to the existing RMA and secondary legislation including the National Policy Statement for Freshwater Management 2020 which will be reviewed and replaced.

For local government this evolving direction carries significant levels of uncertainty which we must prepare to navigate and respond to in ways that are best for our Region.

Technological change, information, and future of work

Advances in technology will be ongoing, rapid, and unpredictable. This will likely change many aspects of the way we live and communicate. New technology may help Greater Wellington improve the delivery of its services. Advances in technology outpace the policies which guide its design and use.

An overabundance of information, some accurate and some not, may make it hard for communities to find trustworthy sources and reliable guidance when they need it.

There is the expectation of increasing workforce diversity, and a wider and more inclusive perspective in decision-making. Widespread remote working may remain a permanent feature of the working environment. Research suggests many workers value working from home and are willing to change jobs or accept lower wages to continue in this way.

Tā mātou ahunga - Our direction

Represented by our whareniui, Greater Wellington's direction integrates key strategic drivers and frameworks that link us together and guide us toward success.

Our long term impact

Everything we do contributes towards improving the environmental, social, cultural, and economic wellbeing of our Region. We describe these long-term impacts through our Community Outcomes:

Nui te ora o te taiao

Thriving environment

Healthy waterways and coastal waters, clean and safe drinking water, unique landscapes, indigenous biodiversity, sustainable land use and a prosperous low emissions economy.

He hapori kotahi

Connected communities

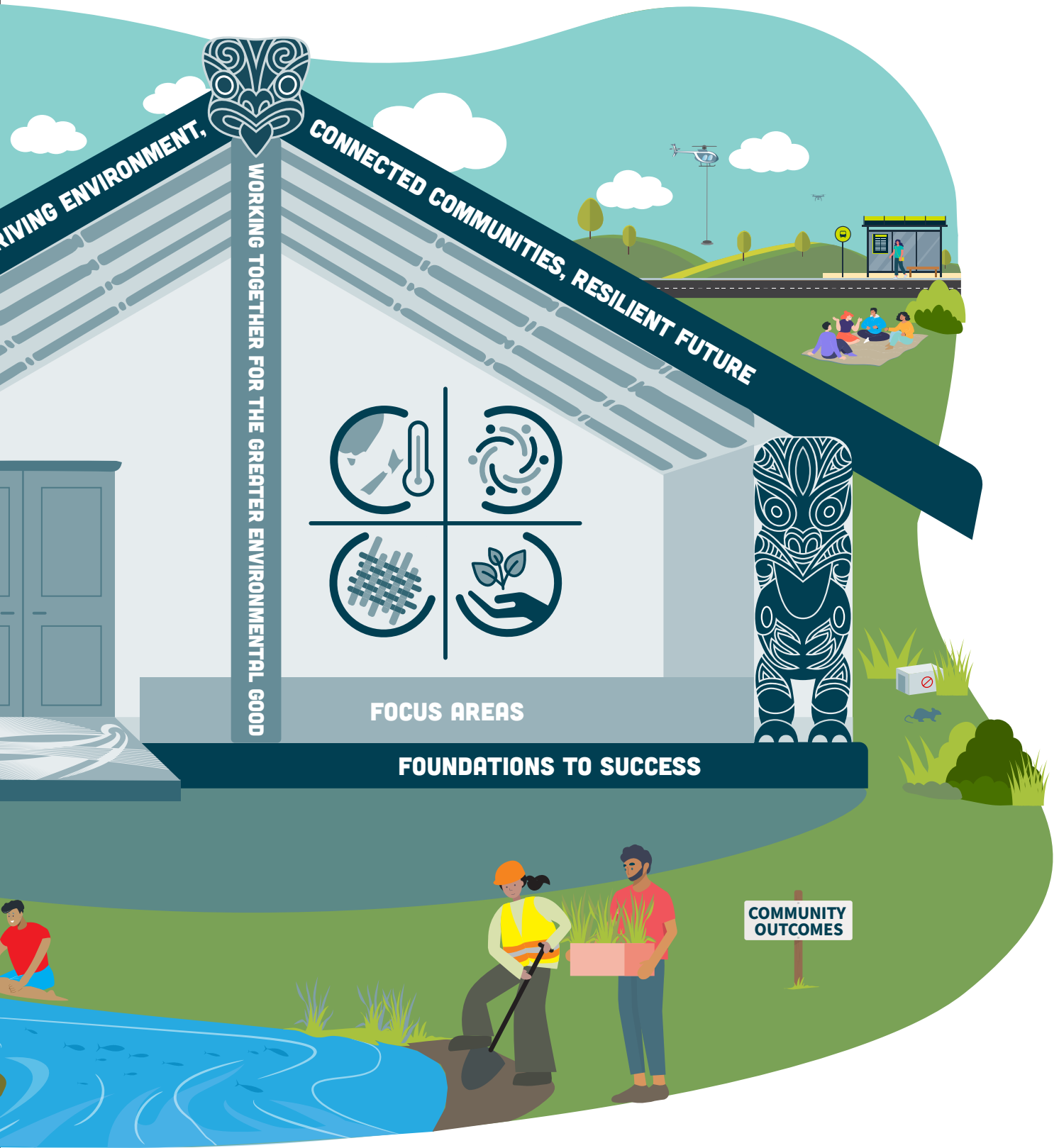
A vibrant and liveable region in which people can move around on safe, sustainable, and effective public transport, there is inclusive and equitable participation, and our sustainable rural and urban centres are connected to each other.

He manawaroa te āpōpō

Resilient Future

Safe and healthy communities, a strong and thriving regional economy, adapting to the effects of climate change and natural hazards, community preparedness and modern robust infrastructure.





Tā mātou ratonga - Our delivery

How we deliver

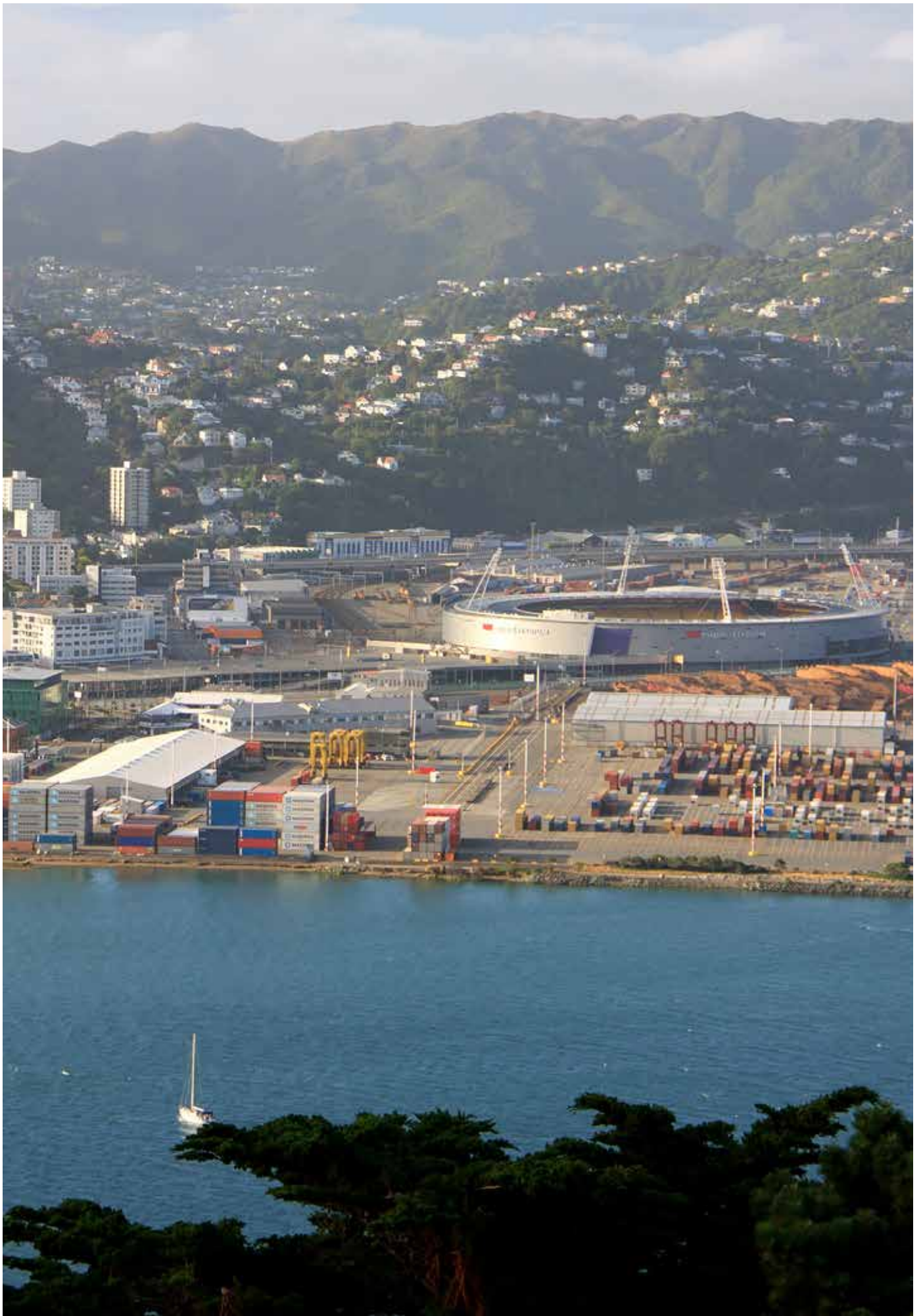
We deliver on our community outcomes through the work of our four key Activity Groups:

Environment, Metlink Public Transport, Regional Strategy and Partnerships, and Water Supply.

Activity Groups respond to our strategic direction through the work they do. We set expectations by describing levels of service the community can expect. We use performance measures and targets to help us report on our progress.

Examples of how we deliver on our community outcomes:

		Ko ngā hua mō te hapori - Community Outcomes		
		Nui te ora o te taiao - Thriving environment	He hapori kotahi - Connected communities.	He manawaroa te āpōpō - Resilient Future.
Activity Groups	Environment	We support and protect te taiao in the region to help it thrive.	We work with our communities to connect people with the environment in which they live.	We are looking to nature to help us respond to the causes and effects of climate change so that future generations can thrive.
	Metlink Public Transport	We contribute to a low emissions region by lowering the carbon emissions of our transport network.	We make sure our public transport network is accessible and efficient so people can get to the places they want to go.	We are future proofing our public transport network to ensure people can continue to move around the region.
	Regional Strategy and Partnerships	We lead by example to put the environment front and centre.	We actively work with our mana whenua partners. We support people to engage with us on the decisions that affect them.	We plan for the big issues by connecting the dots and ensuring the future is resilient.
	Water Supply	Water supply is respectful to the environment we live in.	Our water supply is safe.	Our water supply is resilient and sustainable as our Region evolves.



Our focus

We know the long term outcomes we want to achieve, and we want to make sure we are moving in the right direction over the next 10 years.

We have weighed up the challenges on the horizon, to come up with four strategic focus areas. These focus areas are Greater Wellington-wide priorities that guide our decisions and support us to focus our delivery in ways that contribute toward our vision of an extraordinary region – thriving environment, connected communities and resilient future.



Active mana whenua partnerships and participation for improved outcomes for Māori

This focus area is about recognising our Te Tiriti obligations to our mana whenua partners and Māori living in our region and ensuring our work gives effect to their rangatiratanga and mana motuhake as we work together. It is also about acknowledging mana ōrite mō te mātauranga Māori, which put simply means we are working with our mana whenua partners to give equity to traditional knowledge systems in our design, decision making, implementation and evaluation.



Holistic approaches to deliver improved outcomes for te taiao

This area of focus represents constructive relationships between Greater Wellington and mana whenua as we work together to restore and uphold the wellbeing of te taiao and its interconnected components, people, land and waterways. We will ensure there are clear plans to restore natural environments on land, in our waterways and in our Region's blue belt coastal marine environment. It is about delivering joined-up solutions that maximise investment and support us to deliver shared outcomes across our region. We are working to drive more nature-based solutions that help reduce risk and improve the wellbeing of our people and places over the long term.

This Long Term Plan will continue to support the Kaipupuri taonga ki te ao whanui framework¹ (a framework for restoring te taiao that was developed by and for the community) which provides a protecting cloak to surround the decisions we make for te taiao. The framework was developed by Mauri Tūhono ki te Upoko o te Ika a Māui, known as Mauri Tūhono, an independent working group made up of project partners and mana whenua from Te Rūnanga O Toa Rangatira, the Port Nicholson Block Settlement Trust, Ngāti Kahungunu ki Wairarapa Charitable Trust, and Ātiawa ki Whakarongota Charitable Trust Department of Conservation and Greater Wellington, as well as community members.

¹ The framework can be read at <https://maurituhono.org.nz>



Leading action for climate resilience and emissions reduction

Greater Wellington declared a climate emergency in 2019 and through the 2021-31 Long Term Plan, set in motion a programme to be climate positive (absorbing more carbon dioxide than the equivalent greenhouse gases we emit) by 2035². We are focused on being a low-emissions economy, supporting sustainable urban and rural development, and driving critical behaviour changes. Together with mana whenua, territorial authorities in our region, central government and a range of other organisations we will prepare, for and adapt to, the effects of climate change and natural hazards. This includes ongoing work to reduce organisational greenhouse gas emissions and build on our climate risk preparedness.



Improving access to services and equity of outcomes through participation with communities

We have a diverse range of communities in our region: whanau, hapū and iwi communities as well as many others. This new area of focus spans everything we do and supports us to deliver better results for our communities. As well as strengthening our knowledge and insights, we make information and opportunities accessible to enable public participation. Supporting meaningful behaviour change is important to meeting our climate goals, a key part of which is looking at access needs and how we provide public transport services that are accessible and serve our growing populations.

² In August 2019, Greater Wellington joined a growing community of local governments around the world by declaring a climate emergency. This declaration signalled a step change in how Greater Wellington addresses its response to the climate crisis. Our leadership is crucial, and the closing window of opportunity to prevent the worst effects of climate change demands an extraordinary response. As part of this response, Greater Wellington set ambitious greenhouse gas (GHG) emission reduction targets for itself. The ultimate goal of the organisation is that by 2035 we will remove more GHG emissions from the atmosphere than we emit (also known as being 'climate positive'), with an interim goal of being 'carbon neutral' from 2030. Carbon neutrality is reached when GHG emissions and the uptake of carbon dioxide by trees or other means (known as 'offsetting' or 'insetting') cancel each other out. All Greater Wellington activities, and the activities of our Council Controlled Organisations, are included in our GHG emissions targets, using an 'equity share' approach. By 'equity share' we mean for example: we own 76.9 percent of CentrePort Limited, so we account for 76.9 percent of their GHG emissions.

What we will deliver

The following section outlines what each of our activity groups plans to do over the next 10 years. We describe what's on the horizon for each and what we're keeping an eye on. We also describe any significant negative effects that delivering that activity may have on community wellbeing.

For each activity group we:

- Describe what they do.
- Provide a snapshot of expenditure, funding sources and rates contribution.
- Describe each of the key activities in three sections:
 - On the horizon – covers the assumptions we have made based on our horizon scan
 - Our response – responds to our assumptions and gives our key projects for the next 10 years to the assumptions
- Things we will be keeping an eye on – notes changes and any significant negative effects of delivering our activities
- Key projects - what we have planned for the next 10 years
- Use an icon to indicate which focus area they support.
- Provide performance measures – our list of performance measures and annual targets to monitor and assess the levels of service.
- Provide funding impact statements – identifies the levels and sources of funding and how they will be applied.

Our Activity Groups and activities

Environment	Metlink Public Transport	Regional Strategy and Partnerships	Water Supply
Environmental restoration, recreation and harbour safety	Public transport strategy and planning	Regional spatial planning	Bulk water supply
Planning and prioritising integrated work at a catchment scale	Public transport service delivery	Regional transport planning and programmes	
Environmental strategy, policy and protection	Public transport assets and infrastructure management	Regional economic development	
Environmental knowledge and insights		Democratic services	
Flood resilience		Regional partnerships with mana whenua and Māori	
		Emergency management	
		Climate change	

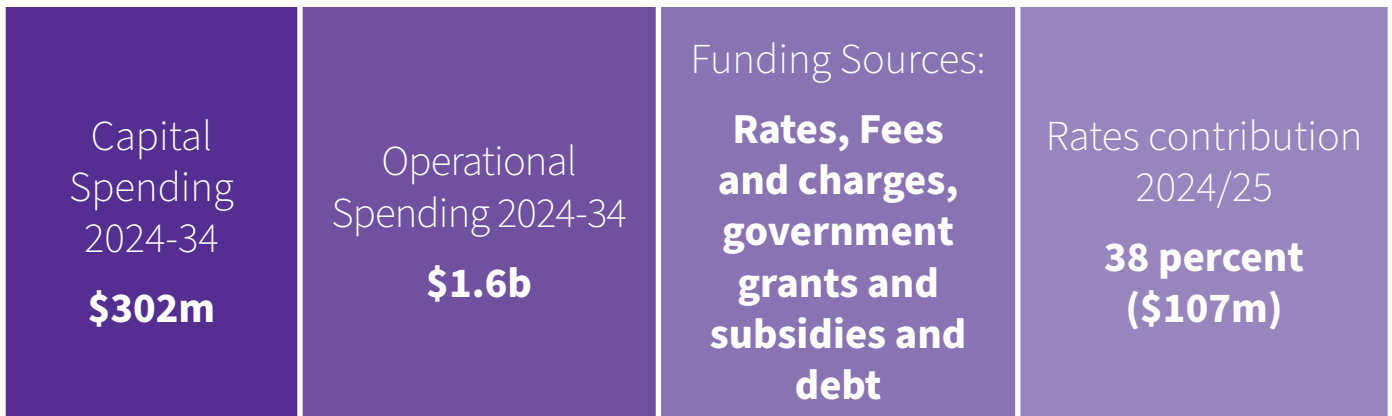
Te Taiiao Environment



In partnership with mana whenua, and working with the wider community, we are putting our collective effort towards the vision of a flourishing te taiao (natural environment).

We support the mauri (vital life-force energy) of our Region’s unique taiao, and recreation opportunities within it. This includes protecting and restoring our freshwater quality, wetlands, coasts, native biodiversity, harbours and marine areas, air quality, soil and ecosystem health. We carry out restoration planting and control pests in regional parks, important ecological sites, and across the wider landscape with positive outcomes for native biodiversity, climate resilience and community connection.

We monitor the state of our regional taiao, create and enforce rules to protect it from the harmful effects of development. We educate and advocate for its restoration, promote safe recreation and use of our regional parks and harbours, and protect significant parts of the region from flooding events. Much of our work is done alongside others, including mana whenua partners, territorial authorities, conservation organisations, volunteers, and private landowners.



Our new structure and catchment approach

The new structure and systems are designed to deliver outcomes more effectively for te taiao and people, and to build a more resilient region.

We are taking a catchment approach to consider how everything and everyone is connected and how the Environment Group's work can complement this. Our work will be delivered in a more holistic, integrated way within catchments and at a scale that is more meaningful for our mana whenua partners, communities, and other stakeholders. For example, partnering with mana whenua and working with local communities to restore waterways and wetlands. Together we can

reduce the risk of flooding and provide a more diverse environment, helping mitigate the effects of climate change.

We are working with our mana whenua partners in new ways that reflect our shared priorities. We want to move to a high trust model that is driven by mutual interests. We will do this by seeking to collaborate based on a shared vision, sharing power, and building high quality relationships for the long-term.

The Wellington Region is comprised of five super catchments, known as 'whaitua', with many sub-catchments.



Planning integrated work at a catchment scale

We take a catchment approach to our work in care of te taiao.

A catchment is an area of land where rainfall flows into a water body, whether that be a river, stream, lake, harbour or coast.

Catchments are bound by hills or mountains and have unique climate, soil, waterways, coastlines, and ecosystems, all of which are important to the mana whenua and communities that live in them.

On the horizon

The environmental challenges we face are complex and urgent. No one party has all the answers.

Strengthening partnerships and collaborations with mana whenua and communities, as well as other stakeholders, will take time. Understanding the connections between the challenges we face, and co-creating solutions, will also take time. This will require the right resources, and dedication to new ways of working and thinking. If we deliver our work separately across the region, we risk duplication, and missing opportunities for our work to be complementary.

Our response

An integrated catchment approach will enable Greater Wellington's work to be more effective within catchments. It will be easier to find areas of duplication, gaps, and opportunities to achieve better outcomes. This approach allows for

better communication with local mana whenua, communities, and other stakeholders. We will be able to form closer relationships and improve understanding between all involved. This will help to better identify priorities for action in a collaborative way.

The decisions we make about how we use land and waterways have a flow-on effect on the marine environment. For example, fine particles of sediment can enter waterways from land during high rain events and smother marine habitats. As we progress integrating our work across catchments, there will be opportunities to plan for restoring rivers, streams, wetlands and urban waterways in ways that more directly benefit the marine environment.

We will plan for the time needed to build strong partnerships. We cannot do it alone as the scale of the environmental challenge is great. We will need to strengthen collaboration with others in each of the five catchments so we can achieve more together. We will listen to community needs and aspirations and work together to find the best solutions.

Things we will be keeping an eye on

Planning, prioritising, integrating and delivering work on a catchment basis is a complex process that can take time and testing to get right. We are fully aware of this challenge and have dedicated a strong team to take the lead on this so that the right processes can be worked out with the mana whenua and communities involved.

There are no significant negative effects from this activity.



Waikanae Ki Uta Ki Tai

Waikanae Ki Uta Ki Tai³ is a collaboration between Ātiawa ki Whakarongotai Charitable Trust, Greater Wellington, the Department of Conservation, and Kāpiti Coast District Council to revitalise the Waikanae Awa, acknowledging the connectedness of water and its people from mountains to sea.

The vision is of Waiora: the community working together, under a Treaty House partnership, to enhance the lifeforce, vitality and special nature of the whole of the Waikanae Awa. The river is a living whole of which the community is an intertwined part. By protecting the river, community identity, wellbeing and prosperity are also enhanced.

We are exploring ways to make this a real and active partnership that will enable iwi to implement this vision within their rohe. The awa



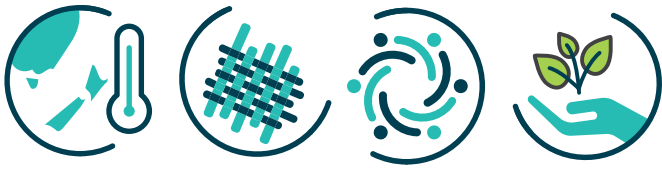
is not just the water – it is the landforms, rocks and soils. It is the vegetation cover, the wildlife, and the habitats. It is the entire catchment above and below, the flows of the water from the sky, through the earth, and in the plants, animals and people. It is out to the sea. It is the tap water and the wastewater. It is processes like flooding, erosion, fish migration and seasons. And it is people, connections to the awa, spiritual values, the place to fish, the place to play, and knowledge handed down through generations and into the future.

Key projects

Catchment planning	Carry out and implement catchment planning, working with our mana whenua partners, communities and other stakeholders to integrate the Environment Group’s work in catchments.	Ongoing
Wairarapa Coast Whaitua Process ⁴	Work with territorial authorities, mana whenua partners (Rangitāne ō Wairarapa Inc and Ngāti Kahungunu ki Wairarapa Charitable Trust) and the community to develop freshwater recommendations for the Wairarapa Coast Whaitua. Parts of this work will start in 2024.	2024-2027
Porirua Harbour Accord	A collaboration between Greater Wellington, Te Rūnanga O Toa Rangatira, Porirua City Council, Wellington City Council and Wellington Water to restore the health of Te Awarua-o-Porirua.	Ongoing
Waikanae Ki Uta Ki Tai	We are working with Ātiawa ki Whakarongotai Charitable Trust, Kāpiti Coast District Council, and Department of Conservation to coordinate actions towards the revitalisation of the Waikanae awa.	Ongoing
Whaitua implementation and reporting	Coordination of the Whaitua Implementation Programmes (WIPs) for Ruamāhanga, Te Awarua-o-Porirua, and Te Whanganui-a-Tara for freshwater and environmental outcomes. This will also include Kāpiti and Wairarapa Coast WIP implementation when their respective WIPs have been completed.	Ongoing

³ <https://www.waikanaeawa.org.nz/>

⁴ <https://www.gw.govt.nz/environment/freshwater/protecting-the-waters-of-your-area/>



Environmental restoration, recreation, and harbour safety

We protect and restore te taiao in the region, including forests, wetlands, rivers, coasts, harbours, and our eight regional parks. We do this by controlling impacts of pest plants and animals, planting native species, and protecting and restoring wetlands and waterways.

We support volunteer groups working on public land and provide advice to private landowners on protecting and restoring their land. We provide for, and promote, safe use of our harbours, parks, rivers and open spaces to provide connection to nature and economic benefit to the region.

On the horizon

Whenua, wetlands, waterways and urban coastal areas across our region are degraded or lost due to historical land use changes. Wetlands are in a critical state with less than three percent of their original extent remaining in our region.

Indigenous wildlife and plants are threatened throughout the region because their native habitats, such as forests, continue to be broken up or degraded.

Climate change and severe weather events will put further pressure on threatened species as habitats change and there are increased survival opportunities for pest plants and animals.

Ngā Hapū o Ōtaki and Te Atiawa ki Whakarongotai can expect to progress the settlement of their historical Treaty grievance claims against the Crown during this Long Term Plan. This will enable them to exercise their rangatiratanga in the areas of significance to them.

Our response

We are responding to the karanga (call) from te taiao by working with mana whenua in their role as kaitiaki (guardians), city and district councils and communities to restore the whenua.

We will uphold Te Tiriti partnerships across the region.

As part of our catchment-based approach we will draw on a wider range of knowledge so that our collective decisions lead to better outcomes for people and te taiao.

We are implementing targeted pest management measures to reduce the impact of invasive herbivores (i.e. feral deer, goats, rabbits and hares) on our established native ecosystems and new restoration planting sites.

We will continue large-scale planting of formerly grazed areas of our regional parks and ending current grazing licences to support te taiao to flourish in our regional parks.

In the next three years, we will increase our efforts to improve marine biosecurity. This involves monitoring for invasive pests (such as Mediterranean fanworm) that can occupy space that should be available to native species, disrupt food webs, and damage vessels and infrastructure. We will also prepare pest incursion response plans and educate vessel users in how to reduce the risk of spreading marine pests.

We also promote wider understanding and care for the marine and coastal environment. This includes hosting summer events such as snorkelling, delivered with the Mountains to Sea Wellington Trust, and supporting EnviroSchools Wellington which delivers a wide environmental education programme.

Key projects

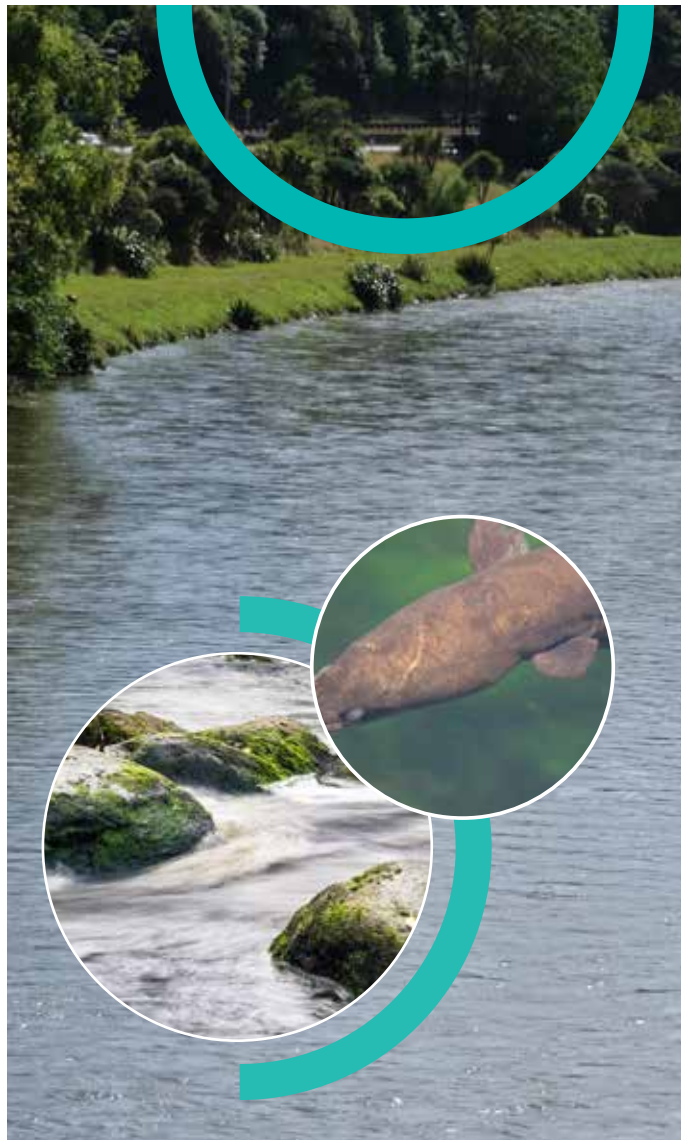
<p>Toitū Te Whenua Parks Network Plan implementation</p>	<p>Our long term vision for regional parks is to restore healthy ecosystems. It's a 10-year programme of work, delivered by many people in a wide variety of collaborations.</p> <p>Recloaking Papatūānuku is a key activity. Funded by Greater Wellington's Low Carbon Acceleration Fund, it delivers native planting to restore the formerly grazed areas of regional parks.</p> <p>Highlights include the collaborative work of the Roopu Tiaki group at Parangarahu Lakes, a joint management group established between Greater Wellington and the Port Nicholson Block Settlement Trust, in the East Harbour Regional Park. Also, working with the Rongoā Collective mātauranga and community groups in Queen Elizabeth Park.</p>	<p>2020-30</p>
<p>Parks asset management programme</p>	<p>This programme implements the Parks Asset Management Plan to maintain assets, support recreation experiences and protect natural and cultural values.</p> <p>Our focus will be on maintaining our existing facilities. There will be minimal development of new facilities during this Long Term Plan.</p> <p>Our work will include upgrades to meet new national standards, such as drinking water legislation, and support for restoration.</p>	<p>Ongoing</p>
<p>Freshwater Farm Plans</p>	<p>We will continue to support farmers to develop legislatively required farm plans that manage their farms' impact on freshwater. We will also provide general information and advice to the agricultural sector to encourage consistency and positive environmental outcomes.</p>	<p>Ongoing</p>
<p>Harbour channel improvement</p>	<p>Along with our Port and Harbour Marine Safety Code partner, CentrePort Limited, we have had an external review of how ships enter and leave Wellington Harbour, possible interactions, as well as options for improving this now and for future shipping changes. We are implementing some of these changes, starting with the routes in and out of the harbour and the associated navigation aids.</p>	<p>2024 onwards</p>
<p>Supporting kaimahi to deliver work on the ground</p>	<p>We will continue to provide support to mana whenua kaimahi (workers) to undertake environmental work within their rohe.</p>	<p>Ongoing</p>

Things we are keeping an eye on

Pest plant and animal control activities can create risks for the environment, animals and people if not carried out carefully and safely. This can come from the use of toxins for controlling both plants and animals, and methods for trapping and killing pest animals. We will continue to monitor and assess best practices and cost-effective methods for controlling pests. We will remain vigilant and considerate towards animal welfare, unintended impacts of control methods, and the people and environmental health risks of the tools we use.

We will monitor the success of restoration planting by survival rate and resilience to events such as fires, not just numbers of plants in the ground. This prompts robust planting planning to ensure we get the best return on investment for planting and the most benefits for mitigating climate change.

There are no significant negative effects from our activities.



Harbour management



Greater Wellington looks after the region's harbours and coastal waters, so they are safe to use and navigate. We monitor harbour shipping movements, provide and maintain navigational aids, and work on improving how ships navigate Wellington Harbour. We promote the safe use of harbours and coastal waters by educating recreational users and operating a harbour ranger service. Additionally, in partnership with other organisations we plan, prepare and train to respond to oil spills to minimise the risk of environmental harm.

Fish passage remediation

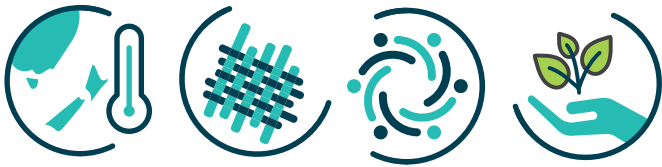
The Improving Fish Passage in the Wellington Region project aims to identify, assess and remediate barriers to fish migration across the region. It is a five-year project co-funded by the Ministry for the Environment. In the Porirua area the project is partnering with Te Rūnanga O Toa Rangatira to deliver the work, which has enabled knowledge systems to be shared. So far, the team has improved 120 structures to make it easier for fish to migrate up and downstream. They have also delivered a series of training workshops, contributed to wānanga, undertaken monitoring, and provided consent advice. The project is set to run for another two years.

Wairarapa Moana restoration

The Wairarapa Moana project has been a good example of a strong working relationship between Greater Wellington, Ngāti Kahungunu ki Wairarapa Charitable Trust, Rangitāne o Wairarapa Inc, Department of Conservation and South Wairarapa District Council

This project protects a wetland system through pest animal and plant management. Over 90,000 shrubs, trees, grasses and flaxes have been planted since July 2022. This wetland holds a rich history and significance for Māori and is recognised internationally as a Ramsar site. It is home to the nationally critical species, Matuku hūrepo/Australasian bittern where the population is thriving due to restoration efforts. With support, the local community has completed 10 years of annual surveys of the threatened and declining kākahi (freshwater mussel) species. Any future work in protecting and restoring the Wairarapa moana wetlands will come under the Wairarapa Moana Statutory Board which is a joint governance initiative. The members are post-settlement governance entities, local authorities and the Department of Conservation established through the Ngāti Kahungunu Treaty settlement.





Flood resilience

We are responsible for managing the risk of flooding in the Wellington Region for people, their homes and property, and the region's infrastructure.

Our focus has shifted to incorporate more nature-based solutions to build flood resilience. For example, the development of our Te Kāuru Floodplain Management Plan with Ngāti Kahungunu ki Wairarapa Charitable Trust and Rangitāne o Wairarapa Inc highlighted the need to have more native plants along the river to reduce erosion and create healthier ecosystems.

On the horizon

Extreme weather is on the rise and as a result there is more emphasis on emergency management and planning.

There is an increased risk of extreme flooding in our region, approximately 197,000 people (31 percent of the population) are at risk of flooding now, and approximately 230,000 people (36 percent of the population) could be at risk by 2110.

It is getting more expensive to maintain our flood resilience assets, which need to be renewed, improved, and maintained to ensure the community is safe from increased extreme weather events.

The expectation from some of our mana whenua partners and our communities, is that we will better manage the negative effects of manipulating the natural river pathways.

Our response

We are increasing our budget in flood risk management so that we can continue to maintain our flood resilience assets and keep communities safe.

We are broadening our approach to not only include hard infrastructure like the rock structures that bound many of the region's river systems, but also more nature-based solutions such as increasing room for river movement, using more native species in riverbank planting and exploring the use of wetlands to slow water flow. Investing in nature-based solutions is a sustainable and cost-effective way to make our region more resilient to the rising risk of floods over time. It allows us to work with rivers in a more natural way that also improves the habitat for native plants and animals.

We will develop nature-based solutions with our mana whenua partners to include mātauranga Māori in taking care of our waterways. For example, we are working with Rangitāne o Wairarapa Inc on a feasibility study for flood resilience options in the Waipoua River (funded by the Ministry for the Environment).

We will also plan for future flooding scenarios, provide information to the community and other councils about flood risk, and prepare to respond to floods.

Key Projects		
Maintaining existing flood protection assets and respond to legislation	<p>Continue to meet new legislative requirements and maintain our existing assets (e.g. stop banks and rock structures) that protect our communities from flood events.</p> <p>We will make improvements to our dam safety processes to comply with new legislation and ensure public safety.</p> <p>Funding will increase to cover the rising costs of this work.</p>	Ongoing
Te Wai Takamori Te Awa Kairangi – RiverLink	<p>Partnership project between Greater Wellington, Hutt City Council, New Zealand Transport Agency, Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira to protect Hutt City from significant flood damage and to revitalise Lower Hutt city centre. The project will widen the river corridor and create new stop banks to increase the level of flood protection, relocate Melling Train Station, construct a new interchange on State Highway 2, and build two new bridges over Te Awa Karangī/Hutt River (new Melling Bridge and City Link Bridge). We will be delivering the flood mitigation components of the project and the transport components will continue to be delivered by the New Zealand Transport Agency led Alliance.</p>	2024-2028
Regional flood resilience projects	<p>Constructing stopbanks and rock structures to improve flood resilience for the Hutt Valley, Kāpiti and Wairarapa.</p> <p>Greater Wellington is working with mana whenua to develop Floodplain Management Plans including the design, consenting and construction. We are working with Atiawa ki Whakarongotai Charitable Trust and Ngā Hapū o Ōtaki on Floodplain Management Plans related projects in Kāpiti and the Port Nicholson Block Settlement Trust and Te Runanga O Toa Rangatira Inc in the Hutt Valley.</p> <p>Working with Rangitāne O Wairarapa Inc and Ngāti Kahungunu ki Wairarapa Charitable Trust on a nature-based solutions feasibility study for flood resilience options in the Waipoua (note this is funded by the Ministry for the Environment).</p> <p>In the Lower Wairarapa Valley, we will also be improving barrage gates, moving stopbanks and purchasing land in important river areas to make wetlands.</p>	2024-2027
Flood hazard mapping, forecasting and warning	<p>We are developing flood hazard models for Wainuiomata River, Porirua Stream, Ōtaki River, Waitohu Stream, Mangaone Stream, Waikanae River, Donalds Creek and Lower Wairarapa Valley to help us predict and assess the risk and impact of flooding.</p> <p>We will also develop flood forecast models, improve our flood monitoring network, and carry out flood response planning to improve our ability to predict and recover from flooding.</p>	2024-2027

Key Projects continued

Developing strategic direction for flood resilience

With our mana whenua partners and the wider community, we will complete or review Floodplain Management Plans for Waiwhetu (Rūnanga O Toa Rangatira Inc and Port Nicholson Block Settlement Trust), Ōtaki (Ngā Hapū o Ōtaki), Waitohu (Ngā Hapū o Ōtaki), Waikanae (Atiawa ki Whakarongotai Charitable Trust), Waipoua and Mangatarere (Rangitāne o Wairarapa Inc and Ngāti Kahungunu ki Wairarapa Charitable Trust). We are looking to partner with Rangitāne o Wairarapa Inc, Ngāti Kahungunu ki Wairarapa Charitable Trust, the scheme committee and other partners to start the review of the Lower Wairarapa Valley scheme in the context of climate predictions and community aspirations.

2024-2027

Things we are keeping an eye on

Flood resilience projects take place within or alongside rivers that also provide habitat for native plants and animals. This means the projects can have negative effects on river ecology and natural character of rivers. We will minimise the effect on te taiao by following our Code of Practice, using methods such as riparian planting and linking our flood resilience work to other environmental restoration, and land-use planning work within catchments.

The way that we plan for land use is changing. National-level legislation such as the Resource Management Act 1991 and other key acts, are likely to require us to do more flood risk mapping and provide more advice to district councils about this. For example, we are currently developing flood hazard models for areas across the region such as Wainuiomata, Porirua Stream and Ōtaki.

We are keeping an eye on the outcome of national enquiries or reports on the recent North Island flood events, in particular Cyclone Gabrielle.

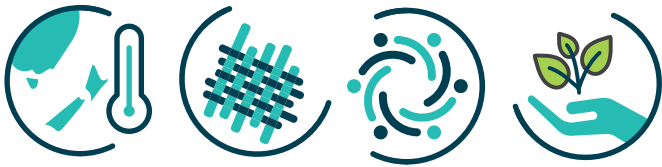


River Road with Ngāti Kahungunu ki Wairarapa Charitable Trust and Rangitāne o Wairarapa Inc

Greater Wellington, Ngāti Kahungunu ki Wairarapa Charitable Trust and Rangitāne o Wairarapa Inc are working together on the River Road project in Masterton. The project will protect an area along the Ruamāhanga river from flood and erosion, including the area from the closed landfill on Nursery Road, and keep the cemetery and residential properties safe from erosion.

Together with Ngāti Kahungunu ki Wairarapa Charitable Trust and Rangitāne o Wairarapa Inc, we identified the main flooding risks to people and the environment in the area and developed a plan to address those risks. We have started construction, including native planting along the area by Rangitāne o Wairarapa Inc. We are now working to implement the next stages of flood resilience for this area of the Ruamāhanga river.





Environmental strategy, policy, and protection

We are responsible for ensuring people use te taiao in a sustainable way. We will do this by creating and implementing environmental protection policies, identifying actions to be taken to improve the state of te taiao, and processing applications for resource consents. We will also ensure all our environmental activities are planned and delivered with a clear focus on achieving the right outcomes, and progress is measured to make sure what we do is effective.

On the horizon

Greater Wellington’s Whaitua Programme has provided clear direction from mana whenua and communities about their aspirations for freshwater and land management. Programmes developed as a result, have been consistent with government direction. We are now in a period of changing direction which may result in reviewing some of this work while still meeting the aspirations of our partners and communities.

One example is the Ruamāhanga Whaitua Implementation Programme, which was completed in 2018. Since then, there have been several iterations of the National Policy Statement for Freshwater Management, and a new mana whenua partner settlement resulting in new structures and organisations in the whaitua.

Our response

As we plan to protect te taiao, we will maintain a strong regional position in response to shifting central government direction. This means we will take an integrated regional approach to tackle our environmental challenges by working closely

Key Projects		
Changes to the Regional Policy Statement	Make changes to the Regional Policy Statement to align with government direction, respond to emerging environmental issues and achieve outcomes from Greater Wellington’s Whaitua Programme. This will result in better freshwater and environmental outcomes.	Annual to 2030
Changes to the Natural Resources Plan	Make changes to the Natural Resources Plan to align with government direction and achieve outcomes from Greater Wellington’s Whaitua Programme and national direction. This will result in better freshwater and environmental outcomes.	Annual to 2030
Environmental consenting & compliance	Continue to issue, monitor, and enforce environmental resource consents.	Ongoing
Setting up for Fast-Track Consenting frameworks	Establish a team to contribute to central government decisions on ‘fast-track’ consent applications. These are usually for large infrastructure or development projects and in 2024, the Government is legislating a new consenting framework.	Ongoing

with our territorial authorities, our mana whenua partners, and our sector and industry stakeholders.

Through the Regional Policy Statement (RPS) we create policies to protect and improve coastal marine environments and in line with these policies we regulate activities that may cause harm. Urban development or infrastructure in the coastal marine area can damage coastal ecosystems, and activities at sea can harm sea floor and reef habitats. The Natural Resources Plan (NRP) for the Wellington Region describes how these activities should be controlled or restricted, and we process resource consent applications to determine what can and can't be done in the coastal and marine environment. The NRP also identifies sensitive areas of high biodiversity that may have stronger restrictions applied to them. In addition, we advocate for marine protection through statutory processes (such as district plan changes) in line with our RPS policies.

Things we will be keeping an eye on

Shifting Government direction has an impact on Greater Wellington's work, so we will keep a close eye on the different legislative changes coming our way and respond to them as efficiently and effectively as possible.

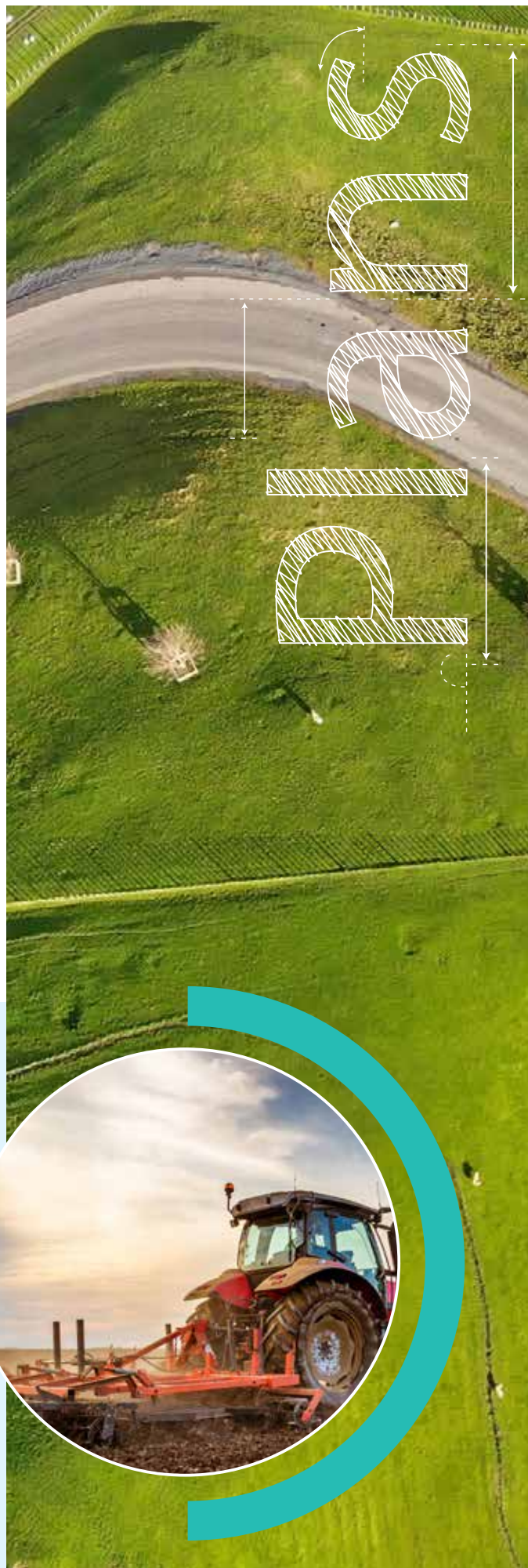
There are no significant negative effects from this activity.

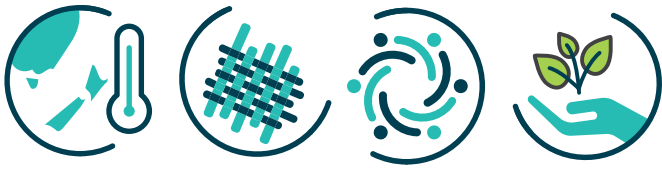
Farm Plans

Many farmers in the region have created plans that outline how their farm impacts the health of the whenua and wai around them. We have been helping farmers to create and implement these plans since the 1990s.

Our future focus for Farm Plans is engaging with landowners in catchments that have the greatest need. Our whitua implementation programmes, which outline aspirations from the community and mana whenua on freshwater in the areas, help to determine which catchments we should prioritise.

To find out more about Farm Plans visit our website.





Environmental knowledge and insights

We aim to use robust environmental science to inform our work for te taiao, and we are growing our capacity to work with wider knowledge systems, including mātauranga Māori and social science. We will collect and create knowledge and insights about land, air, water, soil, biodiversity and flood risk to ensure all the work that we do is evidence based. This means that we can deliver the right work for the best outcomes.

On the horizon

Our natural environment is changing rapidly. Our challenge is to find ways to monitor and measure these changes using new capability, tools and techniques. We are also building relationships to expand the sources of knowledge we use to inform our decisions.

Our response

We will regularly evaluate our work programmes to ensure they contribute to environmental and cultural, and social outcomes. We will support our mana whenua partners and communities to develop fit-for-purpose monitoring and research. We are developing systems that enable mana whenua to weave their mātauranga Māori into our decision-making, design and evaluation processes. We will also ensure that other knowledge systems such as social science, engineering and economics contribute to our programmes.

Key Projects		
Feasibility of nature-based solutions for mitigating flood risk	We are developing our understanding of how we could implement a suite of nature-based solutions to reduce flood risk, restore biodiversity, and enhance ecosystem services. Nature-based solutions might include wetland creation or restoration, restoring vegetation cover, soil management, and river naturalisation (giving the river room to move). This project is a co-development with mana whenua, communities and other stakeholders.	Ongoing
Kāpiti Whaitua collaborative monitoring programme	We are working with Kāpiti iwi – Te Rūnanga O Toa Rangatira, Te Ātiawa ki Whakarongotai Charitable Trust and Ngā Hapū o Ōtaki to co-design and co-deliver a freshwater monitoring programme to fill data gaps identified during the Kāpiti Whaitua process. Over the next year or more, we will be working closely with iwi to ensure they have the equipment, training and support to monitor their rohe.	2024/25
Review of our monitoring networks and outcomes	We are looking at how we rebalance our current networks to include more co-design and co-delivery with mana whenua and communities, to deliver timely, outcome-focused monitoring and research. Environmental monitoring should demonstrate progress towards enduring outcomes.	Ongoing

Through our Marine and Coastal Programme, we monitor changes in the environment and identify regional marine biodiversity hotspots through our coastal habitat mapping. This allows us to keep track of how marine environments are being affected by human activity and identify rare or vulnerable species that might require further protection. We work with mana whenua (e.g. co-designed approach to the Te Awarua-o-Porirua Harbour Accord). We also work with community groups and citizen science efforts to monitor and protect the marine and coastal environment, such as the three-yearly Guardians of the Pāuatahanui Inlet cockle survey.

As part of the Marine and Coastal Programme, we are also studying the impacts of climate change on our marine environment. We're considering how we can build resilience to climate impacts by maintaining marine potential for storing atmospheric carbon (e.g. seagrass beds) and dampening storm surge (e.g. kelp beds).

We will improve our communication so that we can more quickly influence outcomes. For example, we are trialling the use of 3D underwater photography to monitor and analyse our changing ocean environment. These systems help us to analyse information and create images that connect communities to our region's rich coastal habitats

The climate hub

We monitor the region's climate, including rainfall, river flows, temperature, and soil moisture to decide what work we should be doing and where we should be doing it.

All our monitoring is publicly available in the climate hub which contains daily climate maps, shows the big drivers of the region's climate such as El Nino, and provides an interactive space showcasing how our climate is changing, including sea level rise and temperature increases.

Detailed information is available on our website (gw.govt.nz).

Things we will be keeping an eye on

We will endeavour to shift away from a primary focus on monitoring the general state of and trends in the environment. We will move towards new types of monitoring that clearly inform the decisions we need to make about how local environmental work can deliver the best outcomes for people and te taiao.

There are no significant negative effects from this activity.



Ko ngā inenga mahi - Performance measures

Reference number	Community Outcome	Level of Service	Performance Measure	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
1	Thriving Environment	Water quality in the region is maintained or improved	Macroinvertebrate Community Index (MCI) score is maintained or improved ⁵	Achieved	Maintain National Objective Framework State ⁶ A = 6 sites (13%) B = 12 sites (27%) C = 19 sites (42%) D = 8 sites (18%)	Maintain National Objective Framework State A = 6 sites (13%) B = 12 sites (27%) C = 19 sites (42%) D = 8 sites (18%)	Maintain National Objective Framework State A = 6 sites (13%) B = 12 sites (27%) C = 19 sites (42%) D = 8 sites (18%)	Improve National Objective Framework State A = 8 sites (18%) B = 17 sites (38%) C = 18 sites (36%) D = 6 sites (13%)
2	Thriving Environment	Support landowners through incentive funding and advice to develop and implement Farm Environment Plan actions, which maintain or improve water quality by reducing nutrient and sediment discharges or enhancing biodiversity	Percentage of Greater Wellington incentive funding used to advance catchment context priorities or to enhance or protect threatened biodiversity, through completion of high impact actions on private land	94%	90%	90%	90%	90%
3	Thriving Environment	Deliver treatment programme on identified erosion-prone land to prevent sediment from entering streams and estuaries to maintain or enhance water quality	Erosion-prone hill country treated	1,405 ha	700 ha	650 ha	650 ha	650 ha

4	Thriving Environment	Provide effective environmental knowledge and information to stakeholders and communities	Stakeholders and communities are satisfied with the effectiveness of knowledge and information shared with them	New Measure – develop suitable communications processes to enable feedback and reporting.	Achieved	Achieved	Achieved	Achieved
5	Thriving Environment	Monitor high risk/priority resource consents	Percentage of active resource consents identified as high risk and high priority are checked for compliance and marked with a compliance rating	100%	100%	100%	100%	100%
6	Thriving Environment	Customer satisfaction for the resource consent service	Level of overall satisfaction with consent processing services	4.2/5.0	>4.0	>4.0	>4.0	>4.0

⁵Aquatic macroinvertebrates (i.e. animals without backbones that can be seen with the naked eye, e.g. shrimps, worms, crayfish, aquatic snails, mussels, aquatic stage of some insect larvae, such as dragonfly larvae, mayflies, caddisflies, etc.) are commonly used biological indicators for freshwater ecosystem health throughout New Zealand and around the world. Macroinvertebrates are widely used because they are abundant, easy to collect and identify, have relatively long life-cycles, and are sensitive to multiple pressures (e.g. pollution, habitat removal, floods, and droughts). This makes macroinvertebrate communities useful to identify where we need to improve our management of these pressures and to show when these pressures are sufficiently addressed.

⁶National Objective Framework contains the water quality criteria categorizing them from A as the highest water quality grade to D as the lowest.

Reference number	Community Outcome	Level of Service	Performance Measure	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
7	Thriving Environment	Protect and care for the environment, landscape and heritage	Indigenous species planted	158,000	350,000	200,000	250,000	250,000 per annum (to be confirmed in future plans)
			Public satisfaction with experiences in Regional Parks	84%	85%	86%	87%	88%
8	Connected Community	Customer satisfaction and improved public access	Provide pest animal and plant management as per Regional Pest Management Plan Operational Plans	Not Achieved	Achieved	Achieved	Achieved	Achieved
			Provide pest species control services across the region	Achieved	Achieved	Achieved	Achieved	Achieved
9	Thriving Environment	Provide pest species control services across the region	Provide pest species control services as agreed under Predator Free Wellington (PFW)	Achieved	Achieved	Working towards absence of PFW predators in phase 2 of the project	Absence of PFW predators in phase 3 of the project	Working towards absence of PFW predators in the remaining areas of Wellington.
			Provide pest species control services as agreed under Predator Free Wellington (PFW)	Achieved	Achieved	Working towards absence of PFW predators in phase 3 of the project	Absence of PFW predators in phase 3 of the project	Working towards absence of PFW predators in the remaining areas of Wellington.
10	Thriving Environment	Implement the objectives of the Greater Wellington Biodiversity Strategy	Biodiversity Strategy objectives are being actively progressed by Greater Wellington	Achieved 15 objectives progressed	All 15 objectives progressed	All 15 objectives progressed	All 15 objectives progressed	All 15 objectives progressed
			Biodiversity Strategy objectives are being actively progressed by Greater Wellington	Achieved 15 objectives progressed	All 15 objectives progressed	All 15 objectives progressed	All 15 objectives progressed	All 15 objectives progressed

11	Connected Communities	Collaboration at a catchment scale ⁷ is increased	Total number of catchment scale ⁸ collaborations for improving environmental outcomes	21	22	23	24	24
12	Resilient future	Progress towards completion of the RiverLink flood control works	Implement RiverLink in accordance with the Resource Consent Design and agreed Construction Programme	Construction started	Construction is progressed according to Programme	Construction is progressed according to Programme	Construction is progressed according to Programme	Completion of construction
13	Resilient future	Provide the standard of flood protection agreed with communities	Major flood protection and control works are maintained, repaired and renewed to the key standards defined in relevant planning documents ⁸	Not achieved	Achieved	Achieved	Achieved	Achieved

⁷ This is a new Level of Service for the 2024-34 Long Term Plan. Catchment-scale: is a scale intermediate between specific sites (e.g. a specific farm, specific park or single creek) and the wider Greater Wellington region ("regional" scale). For the purposes of this definition, a catchment-scale collaboration is any collaboration that spans at least one sub-catchment level (i.e. at least one biophysical catchment), recognising the importance of acting at a scale that creates impact.

⁸ Non-Financial Performance Measures Rules 2013, Flood Protection and Control Works (DIA Mandatory Measure).

Reference number	Community Outcome	Level of Service	Performance Measure	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
14	Resilient future	Provide information and understanding of flood risk in the community	Percentage of Greater Wellington-managed watercourses with current flood hazard mapping	29%	54%	93%	93%	100%
15	Resilient future	Manage the safety of marine activities in the region's waters ⁹	Maintain and operate our navigation aids to the relevant international standard for reliability in accordance with the Asset Management Plan Meet criteria and consider recommendations of the self-assessment in compliance to the Port and Harbour Marine Safety Code	98.1%	100%	100%	100%	100%
				Achieved	Achieved	Receive positive feedback from 4-year external review	Achieved	Achieved

⁹This Level of Service has been revised from a previous LTP and included in the 2024-34 Long Term Plan.

Environment and Flood Protection Prospective Funding Impact Statement

For the year ending 30 June

	Long Term Plan											
	Annual Plan	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding												
General rates, uniform annual general charge, rates penalties	73,700	92,464	107,086	118,397	120,987	128,036	132,100	134,987	137,977	140,576	143,470	
Targeted rates	12,745	14,825	18,203	21,912	22,945	25,403	26,806	27,066	28,074	28,705	29,423	
Subsidies and grants for operating purposes	3,160	2,699	1,333	910	-	-	-	-	-	-	-	
Fees and charges	3,587	214	218	223	228	233	237	242	247	252	256	
Interest and dividends from investments	422	481	459	464	492	530	577	627	684	735	806	
Local authorities fines, infringement fees, and other receipts	24,275	18,586	15,726	17,646	20,574	15,741	16,112	16,385	17,127	17,403	17,345	
Total operating funding	117,889	129,269	143,025	159,552	165,226	169,943	175,832	179,307	184,109	187,671	191,300	
Applications of operating funding												
Payments to staff and suppliers	70,581	90,466	96,521	103,562	101,544	101,209	103,560	106,291	109,115	111,258	113,360	
Finance costs	11,076	13,586	16,964	19,481	20,536	21,525	22,491	23,035	23,486	23,882	24,558	
Internal charges and overheads applied	23,092	28,275	30,359	32,354	33,578	34,908	36,418	35,543	36,176	36,756	37,567	
Total applications of operating funding	104,749	132,327	143,844	155,397	155,658	157,642	162,469	164,869	168,777	171,896	175,485	
Surplus/(deficit) of operating funding	13,140	(3,058)	(819)	4,155	9,568	12,301	13,363	14,438	15,332	15,775	15,815	
Sources of capital funding												
Increase (decrease) in debt	58,226	61,300	110,806	12,703	21,719	502	3,222	554	(291)	(1,343)	1,942	
Gross proceeds from sale of assets	-	138	527	666	746	811	747	813	824	753	755	
Other dedicated capital funding	10,000	-	-	-	-	-	-	-	-	-	-	
Total sources of capital funding	68,226	61,438	111,333	13,369	22,465	1,313	3,969	1,367	533	(590)	2,697	
Application of capital funding												
Capital expenditure—												
to improve the level of service	67,464	53,403	105,028	10,784	26,761	6,110	10,837	8,683	8,651	7,006	11,022	
to replace existing assets	3,913	3,986	4,452	6,057	4,325	6,401	5,212	5,642	5,569	6,467	5,690	
Increase (decrease) in reserves	9,367	310	375	19	255	373	506	653	761	777	794	
Increase (decrease) of investments	622	681	659	664	692	730	777	827	884	935	1,006	
Total application of capital funding	81,366	58,380	110,514	17,524	32,033	13,614	17,332	15,805	15,865	15,185	18,512	
Surplus/(deficit) of capital funding	(13,140)	3,058	819	(4,155)	(9,568)	(12,301)	(13,363)	(14,438)	(15,332)	(15,775)	(15,815)	
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-	
Depreciation on council assets	4,782	4,521	4,771	4,885	4,896	4,916	4,869	5,049	5,120	5,155	5,384	

Environment and Flood Protection Prospective Funding Information

For the year ending 30 June

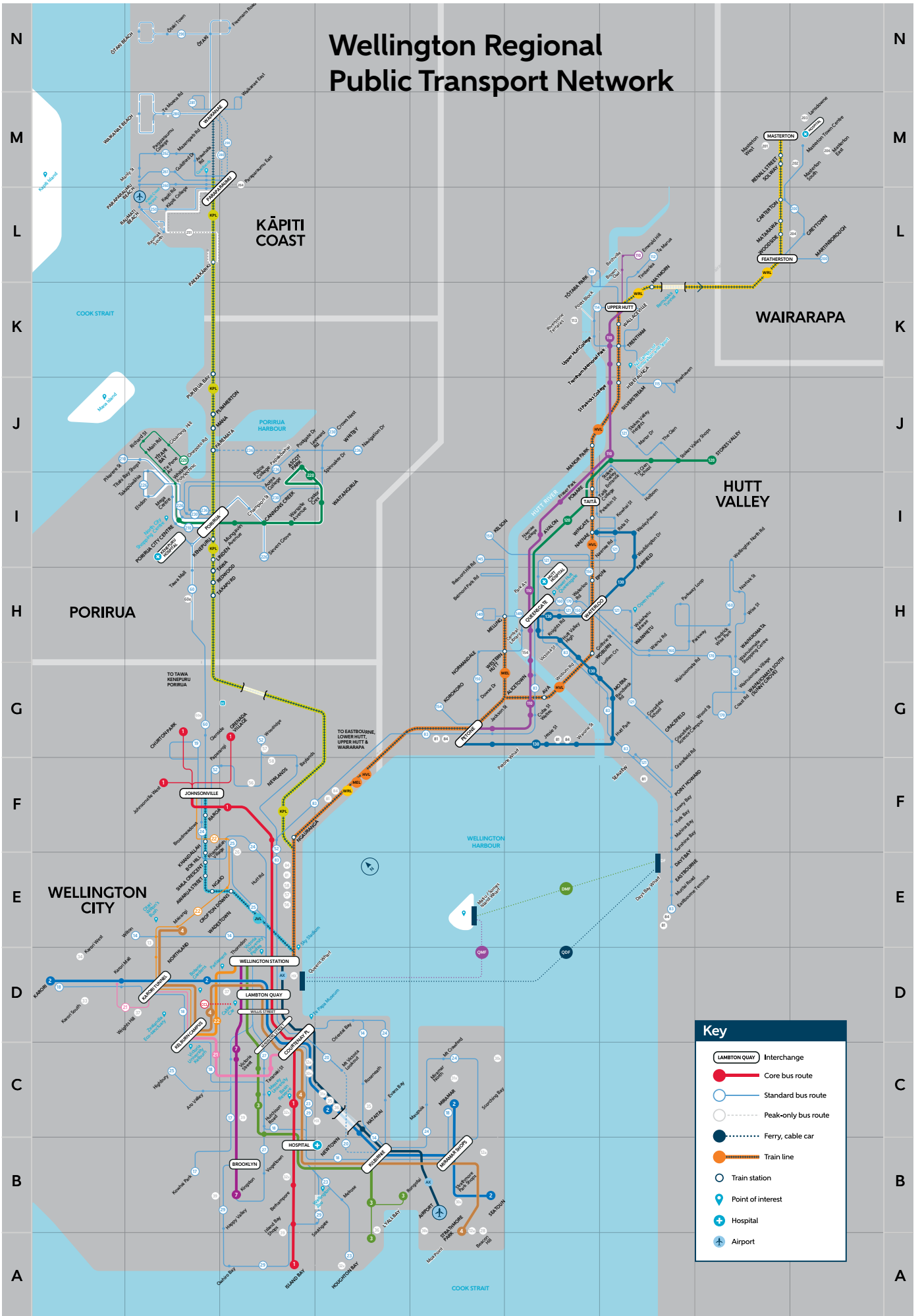
	Annual Plan	Long Term Plan										
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Sources of operating funding												
Regional parks	9,882	-	-	-	-	-	-	-	-	-	-	-
Resource management	31,139	-	-	-	-	-	-	-	-	-	-	-
Land management	10,784	-	-	-	-	-	-	-	-	-	-	-
Biodiversity management	8,505	-	-	-	-	-	-	-	-	-	-	-
Pest management	9,919	-	-	-	-	-	-	-	-	-	-	-
Harbour management	2,661	-	-	-	-	-	-	-	-	-	-	-
Environmental restoration, recreation and harbour safety	-	42,173	45,872	50,167	55,422	53,489	55,259	57,104	58,550	59,680	60,679	
Environmental strategy, policy and protection Planning and prioritising integrated work at a catchment scale	-	21,070	23,669	24,600	21,232	21,698	22,279	22,752	23,174	23,585	24,036	
Environmental knowledge and insights Flood resilience	-	6,151	5,930	6,041	6,203	6,386	6,557	6,579	6,700	6,818	6,950	
	44,999	39,976	45,951	56,286	59,252	64,308	66,933	67,876	70,261	71,725	73,335	
Total operating funding	117,889	129,269	143,025	159,552	165,226	169,943	175,832	179,307	184,109	187,671	191,300	

Environment and Flood Protection Prospective Funding Information

For the year ending 30 June

	Annual Plan	Long Term Plan										
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Applications of operating funding												
Regional parks	12,562	-	-	-	-	-	-	-	-	-	-	
Resource management	31,937	-	-	-	-	-	-	-	-	-	-	
Land management	10,805	-	-	-	-	-	-	-	-	-	-	
Biodiversity management	8,515	-	-	-	-	-	-	-	-	-	-	
Pest management	10,056	-	-	-	-	-	-	-	-	-	-	
Harbour management	2,636	-	-	-	-	-	-	-	-	-	-	
Environmental restoration, recreation and harbour safety	-	44,492	45,920	50,126	53,839	51,763	53,239	54,993	56,414	57,465	58,285	
Environmental strategy, policy and protection	-	20,965	23,407	24,380	21,232	21,698	22,279	22,752	23,174	23,585	24,036	
Planning and prioritising integrated work at a catchment scale	-	6,151	5,930	6,041	6,203	6,386	6,557	6,579	6,700	6,818	6,950	
Environmental knowledge and insights	-	22,213	23,132	22,738	22,909	23,205	23,532	23,582	23,988	24,203	25,181	
Flood resilience	28,238	38,506	45,455	52,112	51,475	54,590	56,862	56,963	58,501	59,825	61,033	
Total application of operating funding	104,749	132,327	143,844	155,397	155,658	157,642	162,469	164,869	168,777	171,896	175,485	
Capital expenditure												
Capital Projects	71,103	57,164	109,234	16,660	30,899	12,089	15,883	14,081	13,848	13,420	16,658	
Plant and Equipment	274	225	246	181	187	422	166	244	372	53	54	
Total Capital Expenditure	71,377	57,389	109,480	16,841	31,086	12,511	16,049	14,325	14,220	13,473	16,712	

Wellington Regional Public Transport Network



Key

- LAMBTON QUAY Interchange
- Core bus route
- Standard bus route
- Peak-only bus route
- Ferry, cable car
- Train line
- Train station
- Point of interest
- Hospital
- Airport

Ngā waka tūmatanui Metlink public transport





Our public transport network, Metlink, supports more than 37 million journeys a year on bus, rail and harbour ferry services. Every day we have thousands of people travelling with Metlink and every one of those journeys matters to us.

We work with our transport operators to deliver a connected, integrated network. We have five rail lines, 90 public bus routes, more than 80 school bus services and a harbour ferry service. This network connects the wider Wellington Region, including Wellington City, Hutt Valley, Porirua, Kāpiti Coast and the Wairarapa. We are also responsible for developing and maintaining public transport infrastructure, including railway stations, train maintenance depot, bus and ferry shelters, signs, and Park & Ride facilities. We are focused on becoming a smarter, cleaner region by encouraging more people to travel by bus, train and ferry.

Metlink’s activities comprise public transport service design and delivery, public transport commercial, strategy and investments, and assets and infrastructure management. KiwiRail, a state-owned enterprise, owns and maintains the Wellington Metropolitan Rail Network, and is responsible for providing and maintaining rail network infrastructure such as track, overhead power supply, signals and platforms.





Public transport service design and delivery

Across our bus, rail and harbour ferry services we continue to manage contracts and provide oversight of public transport network to ensure fit-for-purpose public transport services within the region.

Through our Te Hunga Whaikaha Total Mobility Services we continue to offer subsidised transport for members of the community with accessibility challenges who cannot use public transport.

We also undertake network planning and reviews where we design, plan, and review our network services and timetables to ensure our customers receive the service they need.

On the horizon

KiwiRail needs to complete a significant amount of work to bring the Wellington Metropolitan Rail Network up to a serviceable standard. The degradation of the network may put Metlink services at risk.

Risks from climate change and natural hazards are likely to increase and present challenges to the resilience of our network, which has impacts for service delivery.

The costs of running our public transport services have increased, along with rising capital and operational costs more broadly.

Constrained funding availability may affect the size and timing of our proposed service design and delivery of accessibility improvements for funding through the Regional Land Transport Plan.

Our response

We are currently engaging with KiwiRail and our train operator Transdev on contingency planning covering several potential scenarios and the resulting service disruptions. Where necessary and practical, services will be maintained by replacing trains with buses and service levels reviewed to accommodate any disruptions. We will continue to work closely with KiwiRail to minimise disruptions on the rail network.

When our control of public transport assets increases through the Strategic Public Transport Asset Control Strategy, we will take a more long term approach to investment and the growth of bus services across the whole region.

We will regularly review the network and the quality and capacity of our services to ensure that we are delivering services where they are needed the most. We will consider the impacts on mana whenua and Māori and opportunities to partner with mana whenua to support rangatiratanga and mana Motuhake within their rohe pōtae.

A review of contracts that begin to expire in 2027 will present opportunities to further improve our public transport service delivery, including driver workforce conditions and sustainability.

Amidst funding uncertainty around the National Land Transport Fund, we will continue to undertake detailed planning and co-design phases for a variety of activities in the Metlink Accessibility Action Plan. This will ensure activities that currently can't be accommodated within our short term operating budgets can be delivered without delay when funding becomes available.

Key Projects		
Network Operations Centre	Establishing a 24/7 Network Operations Centre, focused on the full network (ferry, rail and bus) means we can provide more reliable, timely and accurate information to our customers.	2025-34
New busways programme	There will be staged delivery of bus priority across Wellington City. We will work in collaboration with the relevant road controlling authorities (Wellington City Council and New Zealand Transport Agency). The focus is early delivery of projects considered crucial for reliable bus journeys and progressing towards a future busway solution along the regionally significant eastern and southern corridors.	Ongoing

Things we will be keeping an eye on

Population projections show that an additional 164,000 residents may be living in the region over the next 30 years, with higher rates of growth forecasted for the Wairarapa. To accommodate future growth, we will plan for and monitor public transport use to ensure service frequency and capacity continue to meet demand. The delivery of the Lower North Island Rail Integrated Mobility project and the purchase of new trains, as current rolling stock reach end of life, will also increase frequency and capacity on the Kāpiti and Manawatū lines to meet future growth.

We will continue to monitor our key performance Indicators, including public transport service reliability and punctuality (through information made publicly available on the Metlink website).

Our operators have successfully restored staff capacity in our bus and rail workforces. We will continue to monitor the situation to ensure that our services can be delivered as planned and maintain public confidence in our network. We will continue to monitor workforce numbers, identify

opportunities for the Māori economy to contribute to this activity and proactively identify support we can provide.

The road and rail networks we use for our operations require ongoing maintenance. We will continue to work with road authorities and KiwiRail to minimise the disruption to timetabled services maintenance might cause.

We will closely follow changes to central government's public transport policy, particularly in relation to future funding models and tools. Also, public transport asset control, following the passage of the Land Transport Management (Regulation of Public Transport) Amendment Act 2023 and the release of the latest Government Policy Statement on Land Transport.

There are no significant negative effects of this activity.



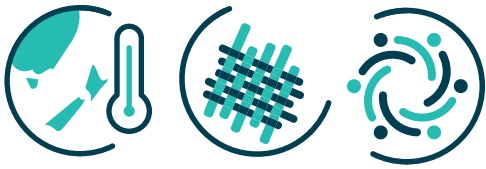
Accessibility Action Plan

This plan will deliver wide-ranging benefits in support of our focus area to improve access to services and equity of outcomes for our communities. This sets the way forward to realising our vision of an inclusive public transport network for all. Iwi across the region and Māori health and disability groups are key stakeholders in the activities set out in the Accessibility Action Plan.

This is building on foundations including the new Metlink Accessibility Charter which was adopted in September 2021 by Greater Wellington's Transport Committee and

continuation of the Metlink Accessibility Action Plan (visit Metlink's website) which sets out a pathway to planning public transport network improvements for users with accessibility requirements.

Accessibility improvements will include train stations, bus stops, and vehicles, including investigating automatic wheelchair ramps on buses, and audio announcements on trains to indicate which side the exit is on. We will deliver on the vision of a public transport network that is accessible for all with ease and dignity.



Public transport commercial, strategy and investments

Our strategy and planning focuses on future improvements to public transport to meet the needs of our mana whenua partners and communities. Our plans align with, and contribute to, the rollout of regional and national approaches and public transport policy.

We consult on significant policy reviews (including the Wellington Regional Public Transport Plan) to understand the needs and expectations of our mana whenua partners and communities, both in terms of service delivery and funding.

Public transport procurement includes bus, rail and harbour ferry contract services, Total Mobility services, technology services and project resources to provide public transport services within the region.

On the horizon

Changes in government policies and priorities may affect the level of funding available for transport projects through the National Land Transport Fund (NLTF). This is a ring-fenced fund for land transport administered by New Zealand Transport Agency.

We have proposed a significant package of accessibility improvements and asset investment activities for NLTF funding through the Regional Land Transport Plan. Constrained funding availability may affect the size and timing of these initiatives.

Public transport bus operator contracts will begin expiring in 2027. We will consider how we approach procurement of new contracts and how we may enhance these to deliver the best possible outcomes for our Region.

Reducing the emissions from our bus fleet involves securing access to strategic longer term bus assets and working with Wellington Electricity to make sure we have access to enough power at our depots. We are also working with bus operators and road controlling authorities on the efficient move from diesel to battery electric buses and the associated charging facilities.

Our response

We will continue to strengthen our links with central government, highlighting the many co-benefits that investments in our public transport network provide in alignment with national and regional priorities. Our investments intend to make our network safer and more environmentally friendly, while also reducing congestion on our roads.

Keeping our communities connected is important to us and we understand that transport users' needs vary. We recognise users require a web of support to connect to education, health services, wider hāpori networks, recreational activities and employment.

Through encouraging public transport uptake, we support the economic prosperity of our Region by keeping our communities connected.

Amidst funding uncertainty around the NLTF, Metlink will continue to undertake detailed planning and co-design phases for a variety of activities including the Metlink Accessibility Action Plan, public transport initiatives, and a variety of investments in strategic assets across the region. This will ensure projects that currently can't be accommodated within our short term operating budgets can be delivered without delay in the future.

Through the review of the Regional Public Transport Plan, we can collaborate with territorial authorities, key partners, community groups, and mana whenua, as well as consulting with the public at large, to receive their views on our bus operating model.

We have budgeted for an additional 100 buses over the next 10 years, as part of our bus growth strategy, to accommodate for future population growth.

Key Projects		
Planning for the delivery of the National Ticketing Solution	National Ticketing Solution is a convenient, reliable and cost-effective solution aimed at providing more ways for customers to pay for public transport.	Implementation 2025-2026
Delivering the Strategic Public Transport Asset Control Strategy	This strategy is our long term framework and direction for Public Transport Authority control of strategic public transport assets. The objective is for us to play a more active and strategic role in the planning and management of public transport infrastructure through a range of potential commercial arrangements.	Ongoing
Delivering the bus growth strategy	Budgeting for an additional 100 buses, which will create new bus routes and increase the frequency and capacity of our services. This will allow us to cater for the expected population growth of the region.	Ongoing
Bus fleet decarbonisation	We will continue reducing emissions from our bus fleet, through the staged replacement of diesel buses. This will support the reduction of CO ₂ and other harmful emissions.	2025-2035

Things we will be keeping an eye on

As part of our bus growth strategy, we will continue to use some existing diesel buses until all core service routes become decarbonised by 2030. This results in a slower than originally planned fleet decarbonisation when compared to our last Long Term Plan. However, we are confident we can achieve decarbonisation of our main routes by 2030. We have moderated some of our investments and we believe this is an appropriate balance between continued, sustainable growth and rates affordability.

To accommodate for future population growth, we have budgeted for an additional 100 buses over the next 10 years as part of our bus growth strategy.

The evolution of central government's public transport policy, particularly in relation to future funding models and tools and public transport asset control, following the passage of the Land Transport Management (Regulation of Public Transport) Amendment Act 2023 and the release of the latest Government Policy Statement on Land Transport.

Ministry of Transport's review of the Metropolitan Rail Operating Model, which may impact on the funding and contractual arrangements for the two key metro rail operators (Wellington and Auckland).

Bus contract review

Our current bus partnering contracts started in 2018 and most expire in either 2027 or 2030. We will need to consider how we approach procurement of new contracts and how we may enhance these to deliver the best possible outcomes for our Region's public transport users.



Public transport assets and infrastructure management

Our asset and infrastructure management activities ensure that all public transport assets and infrastructure, including data and transport technology systems, are well planned for and delivered to the right standard, for the right cost at the right time. We also work to improve the accessibility and quality standard of assets.

We continue to use well-established project management techniques to deliver timely and cost-effective improvements to our network operations and infrastructure.

On the horizon

The costs of maintaining and renewing our assets have increased, and pressures on the National Land Transport Fund (NLTF) are significant. New transport improvement projects in the region, including public transport asset ownership activities that would be guided by our Strategic Public Transport Asset Control Strategy, may be impacted by limited funding availability in the NLTF.

A changing climate is resulting in more frequent and severe weather events, and seismic disruption is an ever-present reality in our Region. Investment is needed in infrastructure improvements, particularly rail infrastructure, to build resilience and mitigate the effect of these events on our network.

On rail network performance and funding, KiwiRail needs to complete a significant amount of work to bring the Wellington Metropolitan Rail Network up to a serviceable standard. The degradation of the network raises concerns about risks posed to our ability to maintain existing services.

Our response

We will continue to advocate to central government to emphasise the importance of investing in our public transport infrastructure, to enable strategic access across the region and provide a safe, resilient environment for our public transport users and our public transport assets.

We will continue to work with KiwiRail, the Government, and key partners on identifying a way forward to meet current and future challenges across the rail network.

We will continue to invest in activities that will decrease our carbon footprint emissions, such as continuing the decarbonisation of the bus fleet, implementing the Lower North Island Rail Integrated Mobility project, and investing in bus charging infrastructure (as enabled by the Strategic Public Transport Asset Control Strategy).

We will continue to work alongside our mana whenua partners and Māori communities to understand their public transport requirements, transport requirements, and design and delivery of solutions.

Key Projects		
Asset Control – Southern Depot Development	Delivering a long term option for a southern bus depot, to replace the earthquake-prone depot that is reaching end of life in Kilbirnie.	2024-2029
Asset Control – Northern Depot Opportunity	Identifying and evaluating long term options for bus depots in the north of the region, with location dependent on land availability and/or opportunities.	2024-2028
Waterloo Station Transit Oriented Development	Replace ageing and unsafe building infrastructure at Waterloo Station with a mixed-use transport/commercial Transit Oriented Development.	2024-2029
Johnsonville Transport Hub/Interchange	As part of the redevelopment of the land currently owned by Stride Property Group, it is proposed to build a public transport hub, including a layover/driver break facility.	2025-2032
BRT (buses that replace trains) infrastructure improvements	Provide consistent and accessible levels of service for buses that replace trains, including Metlink buses, electronic payment and fully accessible stops.	Ongoing

Things we will be keeping an eye on

We will watch central government's plan to develop a National Infrastructure Agency, and what avenues this may provide to support investment in public transport assets and infrastructure.

We will also closely watch the Ministry of Transport's review of the Metropolitan Rail Operating Model, which may impact on the funding and contractual arrangements for the two key metro rail operators (Wellington and Auckland). We have expressed our concern about the state of rail infrastructure.

Executing our capital projects requires significant lead time to consult, per local government consultation requirements. We will continue to proactively manage our timeframes to ensure that we are delivering assets and infrastructure as planned.

The evolution of central government's public transport policy, particularly in relation to future funding models and tools and public transport asset control.

Across our work, there is the potential for public transport projects and ongoing operations to have negative effects on environmental wellbeing. Public transport has an overall positive effect on emissions in the region.

To mitigate possible negative effects, we will work to minimise the impact of public transport projects and operations e.g. by taking steps to further decarbonise the bus network, and appropriately managing the storm water run-off from sealed car parks.



Lower North Island rail integrated mobility



In 2023, the Government approved funding for the Lower North Island Rail Integrated Mobility (LNIRIM) project, which will deliver 18 new hybrid-electric trains to replace current rail stock that reaches end of life in 2027.

This is significant collaboration between Greater Wellington, Horizons Regional Council, and KiwiRail will unlock greater service capacity and frequency in the Lower North Island. Peak-time services doubling on the Wairarapa Line and quadrupling on the Kāpiti (Manawatū) Line.

Infrastructure upgrades, including substations and passing loops, will ensure that the Wellington metro network is fit for purpose to deliver the LNIRIM project.

This hybrid-electric fleet will contribute to the reduction of transport-generated carbon emissions, improve service efficiency, and support economic prosperity by providing enhanced strategic access across the region.

Our mana whenua partners have told us of the importance public transport can have in enabling them to travel to work and access services at neighbouring towns and cities.

Ngā Hapū o Ōtaki have commented on the extension of rail and bus services proposed to Ōtaki and they see the advantages of easier access services in Levin, Palmerston North and Wellington via public transport. This will help to resolve their long-standing concerns about the lack of connectivity to and from their town.

Ko ngā inenga mahi - Performance measures

Reference Number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
1	Connected Communities	Provide a consistent and high quality customer experience across the public transport network	(1) Passengers' overall satisfaction with the Metlink public transport ¹⁰	Bus 92% Rail 94% Ferry 97%	Bus 93% Rail 95% Ferry 98%	Bus 94% Rail 96% Ferry 98%	Bus 95% Rail 96% Ferry 98%	Bus >95% Rail >96% Ferry 98%
			(2) Passenger satisfaction with convenience of paying for Metlink public transport ¹¹	87%	87%	87%	89%	=/>90%
			(3) Passenger satisfaction with Metlink information currently available ¹²	75%	85%	87%	89%	>90%
			(4) Passenger satisfaction with Metlink public transport being on time ¹³	69%	>80%	>82%	>85%	>90%
			(5) Percentage of scheduled bus trips that depart their timetabled starting location on time (punctuality) – to 5 minutes ¹⁴	94.4%	95%	95%	95%	95%
			(6) Percentage of scheduled bus services delivered (reliability) ¹⁵	92.4%	98%	98%	98%	98%
			(7) Percentage of scheduled rail service delivered on-time (punctuality) – to 5 minutes ¹⁶	80%	95%	95%	95%	95%
			(8) Percentage of scheduled rail services delivered (reliability) ¹⁷	91.1%	99.5%	99.5%	99.5%	99.5%

¹⁰The Metlink Public Transport Passenger Satisfaction Survey, which is run twice yearly, is used to determine Customer Satisfaction. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: Thinking about the vehicle you are on now, how satisfied or dissatisfied are you with this trip overall?

¹¹The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: Thinking about your experience of public transport (including trains, buses and harbour ferries) in the Wellington Region over the last three months, how satisfied or dissatisfied are you with how convenient it is to pay for public transport?

¹²The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: Overall, how satisfied or dissatisfied are you with the information about public transport services that is currently available?

¹³The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: Thinking about the vehicle you are on now, how satisfied or dissatisfied are you with the service being on time (keeping to the timetable)?

¹⁴This measure is based on services that depart from origin, departing between one minute early and five minutes late.

¹⁵The bus reliability measure shows the percentage of scheduled services that ran, as tracked by Real Time Information and Snapper systems; targets are daily.

¹⁶This is a contractual measure; rail services delivered by rail replacement services are deemed to have met the punctuality measure.

¹⁷Rail reliability is a contractual measure which shows the percentage of scheduled services that depart from origin and key stations no earlier than 30 seconds before the scheduled time, meet the consist size for the scheduled service, and stop at all stations timetabled for the service. Rail replacement services are deemed to have met the reliability measure. Note that information on the number of rail cancellations and rail replacement services is reported on monthly and is available at: <https://www.metlink.org.nz/news-and-updates/surveys-and-reports/performance-of-our-network/#DataAndReports>.

Reference Number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027/34 target
2	Resilient Future	Promote and encourage people to move from private vehicles to public transport	Annual Public Transport boardings per capita	61.9	64.2	66	67.8	75.4
3	Resilient Future	Provide fit-for-purpose vehicles, infrastructure and services to continually deliver a high quality core network that meets ongoing demand	(1) Percentage of passengers who are satisfied with the condition of the station/stop/wharf ¹⁸ (2) Percentage of passengers who are satisfied with the condition of the vehicles (fleet) ¹⁹	91%	88%	89%	90%	>92%
4	Resilient Future	Gross emissions for Metlink's public transport fleet will be minimised, reducing the offsets required to reach net carbon neutrality	Tonnes of CO ₂ emitted per year on Metlink Public Transport Services *2021/22 verified result	21,019 tonnes 94%	19,300 tonnes 94%	17,900 tonnes >94%	17,800 tonnes >94%	16,300 tonnes >96%
5	Connected Communities	Maintain and improve access to public transport for all	Percent of people within 500m of an all day, 7 day a week public transport service with minimum 60 minute daytime frequency ²⁰	74.4%	Increase on baseline	Increase on baseline	Increase on previous	Increase on previous
6	Connected Communities	Increased patronage of Public Transport by disabled people (people with an activity limitation)	Increased boardings by people that use the Accessible Concession ²¹ (as a percent of total boardings)	New measure Current baseline (Dec22 – June 23) 0.9%	>1%	1.5%	2%	=/>4%





Central Government has agreed to contribute funding for 18 four-car, tri-mode trains (which will be operated by Metlink) for the Wairarapa and Manawatū rail lines as part of the Lower North Island Rail Integrated Mobility project. However, there is uncertainty due to there being no signed agreement in place for the funding. If we don't receive Central Government funding, the rail programme will have to be significantly revised.

¹⁸ The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: How satisfied or dissatisfied are you with the condition of the stop/station/wharf?

¹⁹ The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: How satisfied or dissatisfied are you with the condition of this vehicle?

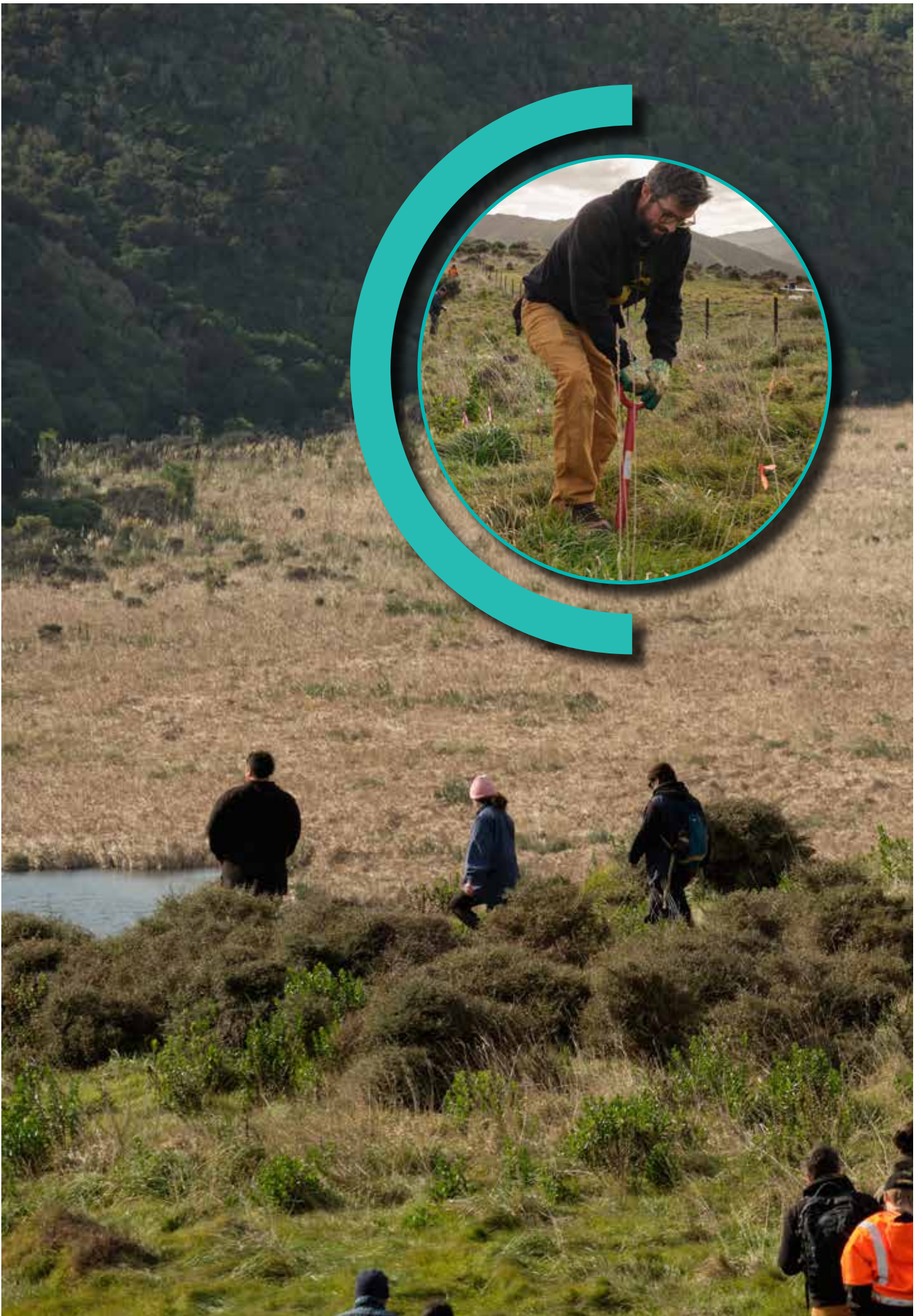
²⁰ This figure represents the projected emissions for the 2030-31 financial year, the midpoint of the 2027-34 period.

²¹ This is a new Level of Service for the 2024-34 Long Term Plan.

Metlink Public Transport Prospective Funding Impact Statement

For the year ending 30 June

	Long Term Plan										
Annual Plan	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
Targeted rates	113,009	137,937	154,311	170,508	192,581	202,568	210,186	220,293	226,059	224,278	228,586
Subsidies and grants for operating purposes	126,746	163,864	166,644	162,705	182,399	181,017	183,474	186,440	181,724	177,492	178,144
Fees and charges	108,265	96,577	103,617	109,823	116,689	123,884	131,456	138,554	147,188	153,625	158,977
Local authorities fines, infringement fees, and other receipts	6,844	7,793	7,947	8,120	8,297	8,470	8,638	8,809	8,984	9,154	9,326
Total operating funding	354,864	406,171	432,519	451,156	499,966	515,939	533,754	554,096	563,955	564,549	575,033
Applications of operating funding											
Payments to staff and suppliers	302,926	369,669	394,962	385,721	427,308	427,311	442,323	457,923	453,768	448,677	456,474
Finance costs	13,332	18,937	20,359	22,793	26,102	29,621	33,344	36,894	40,269	42,013	42,452
Internal charges and overheads applied	18,768	21,680	22,276	22,927	23,496	24,163	24,942	24,729	25,134	25,391	25,926
Total applications of operating funding	335,026	410,286	437,597	431,441	476,906	481,095	500,609	519,546	519,171	516,081	524,852
Surplus/(deficit) of operating funding	19,838	(4,115)	(5,078)	19,715	23,060	34,844	33,145	34,550	44,784	48,468	50,181
Sources of capital funding											
Subsidies and grants for capital expenditure	21,065	90,034	113,520	140,225	216,162	209,750	99,730	96,311	79,714	46,434	21,870
Increase (decrease) in debt	17,198	40,551	67,251	54,303	69,153	48,470	47,676	60,316	35,845	(513)	(26,034)
Total sources of capital funding	38,263	130,585	180,771	194,528	285,315	258,220	147,406	156,627	115,559	45,921	(4,164)
Application of capital funding											
Capital expenditure—											
to meet additional demand	224	27,020	38,945	47,598	-	-	-	-	-	-	-
to improve the level of service	7,383	17,745	27,551	20,515	118,002	89,634	50,112	75,739	51,085	52,053	2,952
to replace existing assets	20,467	5,897	6,347	21,918	12,144	12,398	6,567	6,755	6,948	7,079	7,214
Increase (decrease) in reserves	4,000	(2,507)	918	1,739	784	4,602	2,602	2,600	4,501	4,001	4,001
Increase (decrease) of investments	26,027	78,315	101,932	122,473	177,445	186,430	121,270	106,083	97,809	31,256	31,850
Total application of capital funding	58,101	126,470	175,693	214,243	308,375	293,064	180,551	191,177	160,343	94,389	46,017
Surplus/(deficit) of capital funding	(19,838)	4,115	5,078	(19,715)	(23,060)	(34,844)	(33,145)	(34,550)	(44,784)	(48,468)	(50,181)
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-
Depreciation on council assets	4,907	5,509	7,549	9,638	13,204	18,380	23,482	25,789	28,918	32,674	34,597





Ko te mahere
ā-rohe me ngā
rangapū

Regional strategy
and partnerships

We are responsible for addressing the complex issues faced by communities and responding with a region-wide approach.

We develop strategy, work in partnership with mana whenua and territorial authorities and coordinate across climate change, business resilience and emergency management, democratic services, spatial planning, regional transport planning, and

regional economic development. Our partnerships with mana whenua and engagement with mātāwaka Māori are critical when we are considering how to respond and deliver meaningfully across our Region.

<p>Capital Spending 2024-34</p> <p>\$0.6m</p>	<p>Operational Spending 2024-34</p> <p>\$329m</p>	<p>Funding Sources:</p> <p>Rates, external funding, government funding and debt</p>	<p>Rates contribution 2024/25</p> <p>7 percent (\$20.6m*)</p> <p>(* Excluding Warm Wellington)</p>
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Climate change

We will continue to respond to the challenge of climate change and our declared climate emergency in pursuit of a climate resilient Wellington Region. Our role is to reduce our organisational greenhouse gas emissions, strengthen regional climate action, and assist in regional adaptation planning.

On the horizon

The impact of extreme weather events is growing increasingly severe due to climate change. This includes intensification of heavy rain, cyclones, and the worsening of droughts in some districts.

The need to adapt to the effects of climate change is growing increasingly urgent. For example, flooding combined with other risks such as sea level rise presents several challenges for communities. One impact is on the unique relationship and spiritual connection of Māori to the land and its natural resources. It is difficult to move sites of cultural significance and this may reduce the ability for some Māori to retreat to other areas. We will work towards developing meaningful partnerships with mana whenua to recognise their kaitiakitanga within their rohe pōtae.

Our response

We are leading the regional transition to a low emissions economy by reducing our organisational greenhouse gas emissions, including our public transport emissions. As an organisation we declared a climate emergency in 2019. This declaration signalled a step change in how Greater Wellington addresses its response to the climate crisis. Our leadership is crucial, and the closing window of opportunity to prevent the worst effects of climate change demands an extraordinary response. As part of this response, we set ambitious greenhouse

gas emission reduction targets for our organisation – to become carbon neutral by 2030, and climate positive from 2035²².

Through the Wellington Regional Leadership Committee, we are working with other councils, central government agencies, utilities providers and mana whenua to develop a regional climate adaptation framework to support a coordinated approach to climate adaptation in the future.

Carbon Neutral

Where greenhouse gas emissions and the uptake of carbon dioxide by trees and other means [known as ‘offsetting’ or ‘insetting’] cancel each other out.

Climate Positive

Where we are removing more greenhouse gas emissions from the atmosphere than we emit.

Carbon

A common shorthand word for human-caused greenhouse gas emissions, measured in units of carbon dioxide equivalent (CO₂e).

²² All Greater Wellington activities, and the activities of our Council Controlled Organisations, are included in our GHG emissions targets, using an ‘equity share’ approach. By ‘equity share’ we mean for example: we own 76.9 percent of CentrePort Limited, so we account for 76.9 percent of their GHG emissions.



Key Projects		
Regional adaptation planning	We will increase our staff capacity to support regional climate adaptation planning and co-ordination. We will provide more data on climate impacts and risks to our mana whenua partners, stakeholders and our diverse community through improved online GIS tools and participate in the development of a Regional Climate Change Adaptation Framework.	2024/25-2033/34
Energy Transformation Initiative	<p>The initiative is about building renewable electricity generation assets, such as solar panels on buildings and solar farms on open flat land, to meet our growing electricity needs and eliminate our carbon emissions from purchasing electricity. This initiative has the potential to avoid thousands of tonnes of carbon emissions each year and help us and the country achieve our climate goals.</p> <p>This initiative will also build resilience by minimising disruption to our local energy supply.</p>	2024/25-2029/30

Things we will be keeping an eye on

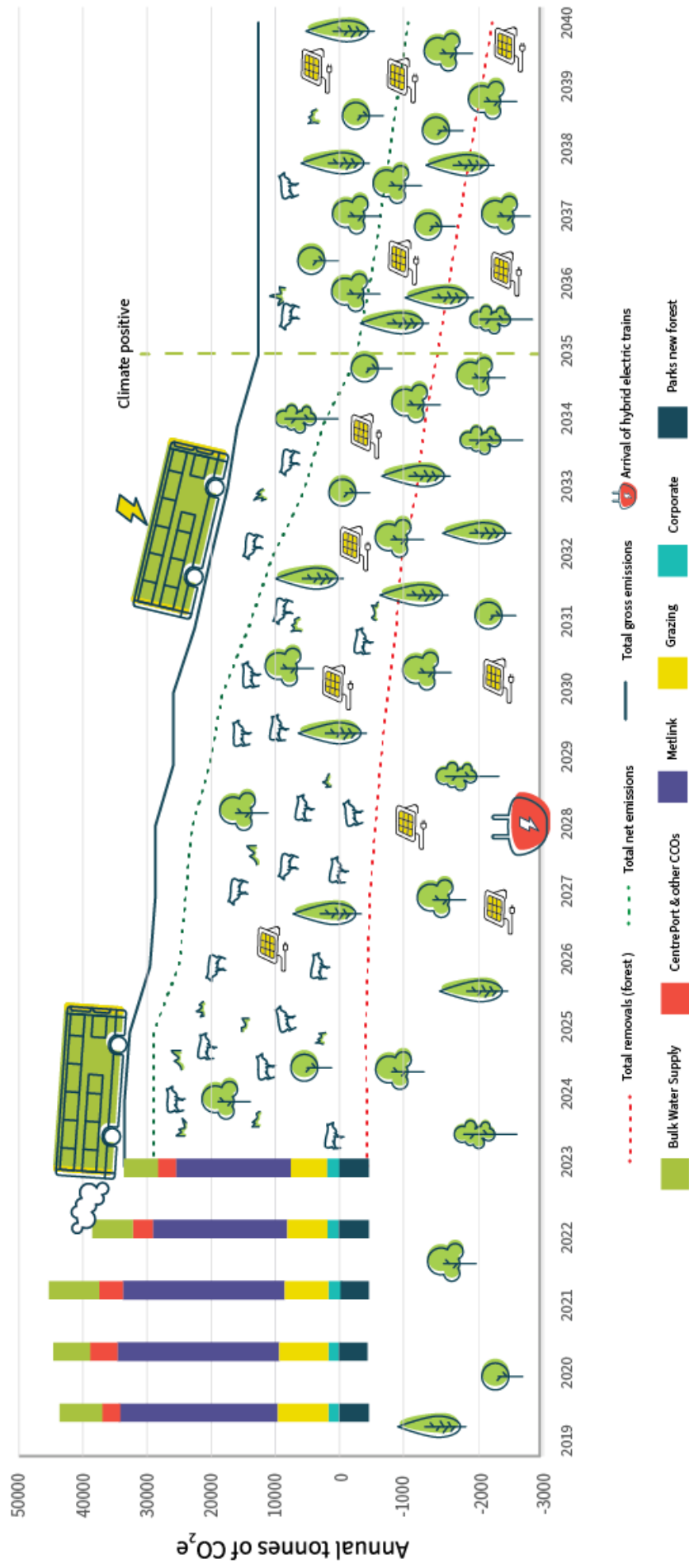
There are potentially significant negative effects associated with responding to climate change, such as high upfront costs or societal harms associated with relocating communities away from natural hazards. The intent behind any deliberate action by us in response to climate change is to minimise harm and maximise benefits, and we will carefully consider trade-offs.

We will also be keeping an eye on central government’s decisions on climate adaptation legislation, including the outcomes of the Environment Select Committee community adaptation inquiry.

We've reduced our emissions

We reduced our organisational greenhouse gas emissions by 23 percent in 2022/23 compared to our base year 2018/19. Operating electric buses and retiring grazing have been significant contributors to this effort. This demonstrates our emissions reduction efforts are working and delivering desired results.

GREATER WELLINGTON'S ACTUAL & PROJECTED EMISSIONS (tCO₂e)



Recloaking Papatūānuku

A major environmental restoration project for our regional parks. Queen Elizabeth Park, Baring Head and Kaitoke Regional Park have been almost entirely retired from all forms of animal grazing, closely followed by Battle Hill. Grazing at Belmont Regional Park has been reduced by 20 percent to date. Restoration of native ecosystems is also gaining momentum with 362,300 natives planted across our parks last year. The emissions removal from these newly established forests is a critical component of achieving our target of becoming an organisation that removes more greenhouse gases from the atmosphere than we emit by 2035.



Our partnerships with mana whenua and engagement with mātawāka across the region

Greater Wellington partners with mana whenua and engages with Māori to enable conditions for success.

Success can be described as prosperous Māori communities evidenced by strong partnership arrangements, equitable outcomes, effective and meaningful engagement, and mana whenua reporting that Greater Wellington people have the capability, capacity, and confidence to partner and engage successfully with Māori. We aim to strengthen the capacity of mana whenua as kaitiaki to engage at all levels through mutually agreed arrangements for both urban and rural

environments. We will build on our relationships with mātawāka Māori through their marae on key projects in which they have shared interests with mana whenua. This programme supports the advancement of Māori Economic Development through the implementation of the strategy Te Matarau a Māui (Māori Development Strategy), towards building prosperous outcomes for Māori of the region.



On the horizon

Government reforms that impact on Te Mana o Te Wai (the fundamental concept of the Essential Freshwater regulations introduced by the Government in 2020). How we partner with mana whenua to create the conditions for success is often through our legislative framework. Changes in direction from central government carry significant levels of uncertainty which will need to be factored into what we will do. We note that until a new National Policy Statement is drafted, consulted on and legislated for, the current National Policy Statement for Freshwater Management, with Te Mana o Te Wai, remains in force.

Fast track consenting practices impacting mana whenua rights and interests. This will impact on the ability of mana whenua to demonstrate their tino rangatiratanga and as a result we will need to look to

how we are able to create the conditions for success through other pathways.

Our response

Make sure we have high quality policy and advice so we can enact our Te Tiriti o Waitangi obligations, commitments, and responsibilities to ensure equitable outcomes for Māori across the rohe.

Respond to the needs of mana whenua and Māori of the region through providing detailed analysis, recommendations, and support deliver timely and valued advice to ensure that decision makers have the right information.

Continue to develop our capability to understand and work with our mana whenua partners as well as ensuring that we have culturally sound practices to support our activities.

Use Te Tiriti and mātauranga framed work programmes that apply Kaupapa Māori to decision making. Kaupapa investments and Tūāpapa funding will support our mana whenua partners build capacity to advance outcomes that are important to them as kaitiaki.



Key Projects		
Te Whāriki	The key organisational programme to be an authentic treaty partner and deliver outcomes for mana whenua and Māori. This is supported by Te Iti Kahurangi (Māori capability framework), Te Whaia Rongomaio (Partnership and engagement framework), and our Mātauranga Māori framework.	2024/25–2033/34
Joint sponsorship of Mauri Tuhono	We work to support Mauri Tūhono so it can grow and develop independently of Greater Wellington. Mauri Tūhono is network that works towards te taiao flourishing in the region.	2024/25–2033/34
Te Matarau a Māui (Wellington Regional Māori Economic Development Plan)	Greater Wellington supports the Te Matarau a Māui Board to implement the Te Matarau a Māui strategy, which establishes greater regional social procurement capacity and processes to facilitate Māori job creation, empowers Maori businesses to deliver value to their members, and develops and supports key Māori industry strategies. Established in 2020, Te Matarau a Māui works collaboratively with mana whenua, iwi, local and central government and the innovation ecosystem in Whanganui-a-Tara, to support the interests of Māori in business, education, community connectivity, te taiao and more.	2024/25–2033/34
Wairarapa Moana Statutory Board – Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Settlement Trust and Rangitāne Tū Mai Ra Trust	We are supporting the establishment and delivery of the Wairarapa Moana Statutory Board through secretariat services and development of papers and advice.	2024/25–2033/34

Things we will be keeping an eye on

We actively monitor the impact of legislative changes so we can effectively respond and create the conditions for success. Legislative changes have the potential to impact how we partner and fund mana whenua. There is a need to be able to understand and communicate to our partners around the impacts and opportunities arising from these changes.

There are no significant negative effects of this activity.

Te Tiriti Komiti

In an important step towards achieving our objectives to honour the principles of Te Tiriti and meet our statutory obligations to Māori, we established Te Tiriti o Waitangi Komiti as part of our new council committee structure after the 2022 Local Government elections. This enables Greater Wellington to implement robust decisions that uphold Te Tiriti o Waitangi. The Komiti also helps align conversations happening across central, regional and local government with those happening among hapū and iwi. This will help ensure there is a shared understanding of issues and potential solutions, and the perspectives of people caring for their rohe on the ground are properly considered by all levels of government.

Te Tiriti audit

We commissioned an independent audit to assess our performance in acting in accordance with Te Tiriti o Waitangi. The audit showed us where we were successfully meeting our obligations and where further work is needed, so we can focus our attention in the right areas. It will allow us to put in place the right capability, tools and resources so we can continuously improve outcomes for mana whenua and Māori. The Audit identified seven key areas and provided recommendations on moving forward, the areas are:

- Knowledge of Obligations
- Policies
- Processes and procedures
- Roles and responsibilities
- Governance and decision making
- Capability building
- Monitoring and reporting.

Mātauranga training

Available for all Greater Wellington staff, this allows our staff to grow their knowledge in Te Reo Māori and Te Ao Māori, to build their ability to meaningfully engage with our mana whenua partners.



Restoring Wairarapa Moana

The Wairarapa Moana Statutory Board has been established as Treaty settlement redress for Ngāti Kahungunu ki Wairarapa and Rangitāne o Wairarapa.

The Board comprises members from Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Settlement Trust, Rangitāne Tū Mai Ra Trust (the two post settlement governance entities), the Department of Conservation, Greater Wellington and South Wairarapa District Council. It will play a role in managing not only the lakes and reserves around them, but also in resource management of the whole of the Ruamāhanga River Catchment. This is an exciting opportunity for mana whenua, local Government and central Government to work together, in a holistic way, and on a much more even footing to restore Wairarapa Moana.

Regional transport, planning, and economic development

Regional transport

We lead regional transport planning for the region. We work with local councils, New Zealand Transport Agency, KiwiRail, and other key partners to develop the long term direction of the region's land transport network and set the investment priorities. The Regional Transport Committee brings the region's diverse views together to agree priorities, advocate for greater regional outcomes and enable stronger collaboration across regional and district boundaries.

Regional spatial planning

We support regional perspectives in spatial planning. This includes working with, and in, places across the region. We are committed to supporting the Wellington Regional Leadership Committee, a union of councils, iwi, and central government which works together to positively shape the future of the region.

Regional economic development

We look for opportunities to ensure the region is equipped to adapt and thrive economically alongside our partners. We work closely with the Wellington Regional Economic Development Agency (Wellington NZ) and Te Matarau a Maui to enhance prosperity in our Region.

On the horizon

Funding challenges for local government. Local government is under significant pressure from unprecedented levels of funding required for local and regional transport projects, for which it seeks investment from the National Land Transport Fund. An urgent review of how land transport is funded should identify mechanisms to provide adequate funding so that regions can deliver the regional priorities and outcomes of their Regional Land Transport Plans.

The New Zealand economy is facing multiple challenges that are contributing to an increasingly uncertain outlook. Mixed performance across the economy is forecast which could present several challenges for the region, particularly in the short-term.

It is important we align with government direction, while also delivering on existing commitments. Changes in government policy present significant levels of uncertainty which we must prepare to navigate and respond to in ways that will have the best outcomes for our Region while maintaining our role as kaitiaki and considering the needs of future generations.

Understanding population growth and change is a challenge. Our growth is highly dependent on migration patterns. Increased growth puts pressure on a range of services and infrastructure. Accommodating for this growth requires consideration, ensuring development is positive and sustainable requires careful planning.

Our response

Continuing to leverage our relationships with territorial authorities and stakeholders, to maintain a long term systems view of the outcomes our Region seeking to achieve and the progress being made towards these.

Strengthen our relationship with government in advocating for a comprehensive review of land transport funding.

Continuing to gather data and insights to understand how the region is changing. This will help us deliver better and more informed decisions.

Key Projects		
Regional Land Transport Plan	A collaborative document shared by all councils in the region, New Zealand Transport Authority, KiwiRail, and the Department of Conservation. The Regional Land Transport Plan aims to enable a connected region, with safe, accessible and liveable places, and sets the direction for transport in the region for the next 10-30 years. It identifies regional priorities and includes the list of transport projects the region intends to deliver. In 2024, we are conducting a mid-term review of the Regional Land Transport Plan 2021, and we will adopt a new Regional Land Transport Plan in 2027.	2024/25-2033/34 (Recurring cycle of new plan every six years and review every three with a minimum ten year forecast period.)
Regional Climate Change Adaptation Framework	A shared strategy to address the impact of climate change on our Region. Greater Wellington will support the Wellington Regional Leadership Committee which is leading the delivery of the project.	2024/25-2026/27
Future Development Strategy	A 30-year strategy (legislatively required and developed by the Wellington Regional Leadership Committee) to ensure a 'well-functioning' urban environment across the Wairarapa-Wellington-Horowhenua region. The strategy replaced the Wellington Regional Growth Framework and shows where growth will be, in what form, and what infrastructure is needed to support that growth. This will help us collectively plan with a regionally agreed strategic direction. An implementation plan is being prepared to realise this strategic direction. We will have a key part in implementation through the Regional Land Transport Plan, Regional Policy Statement and the Natural Resources Plan.	2024/25-2033/34

<p>Wellington Regional Economic Development Plan (WREDP)</p>	<p>Through the regional economic development targeted rate, we fund WellingtonNZ to support the implementation of the Wellington Regional Economic Development Plan (WREDP). This plan guides the long term direction of our regional economy, identifies issues and opportunities, and helps prioritise regionally significant initiatives over the next 10 years).</p> <p>Key sectors and enablers of regional economic development include:</p> <ul style="list-style-type: none"> • Screen, creative and digital • Science, technology, engineering and high-value manufacturing • Visitor economy • Primary sector, food and fibre • Māori economic development • Skills, talent and education • Water accessibility and security • Resilient infrastructure. <p>WellingtonNZ is leading the implementation of the WREDP, to ensure integration and coordination across multiple delivery agencies. Te Matarau a Māui is leading some Māori economic development initiatives.</p>	<p>2024/25-2033/34</p>
<p>Regional Deal</p>	<p>The coalition government has tabled the idea of City/ Regional Deals to establish targeted packages for a city or region. Overseas these tend to relate to improving economic development outcomes, housing, infrastructure and social outcomes. We are awaiting direction from this government on what a deal might include/how it might be established - this is expected towards the end of 2024.</p> <p>The Wellington Regional Leadership Committee is leading the development of an initial framework for a regional deal, and this includes Greater Wellington and the other councils and iwi partners.</p>	<p>2024/25 onwards</p>

Things we will be keeping an eye on

We will keep up to date with our key stakeholders’ objectives and plans so that we can collaborate and support them where we can.

There are no significant negative effects of the activity.



Movin' March

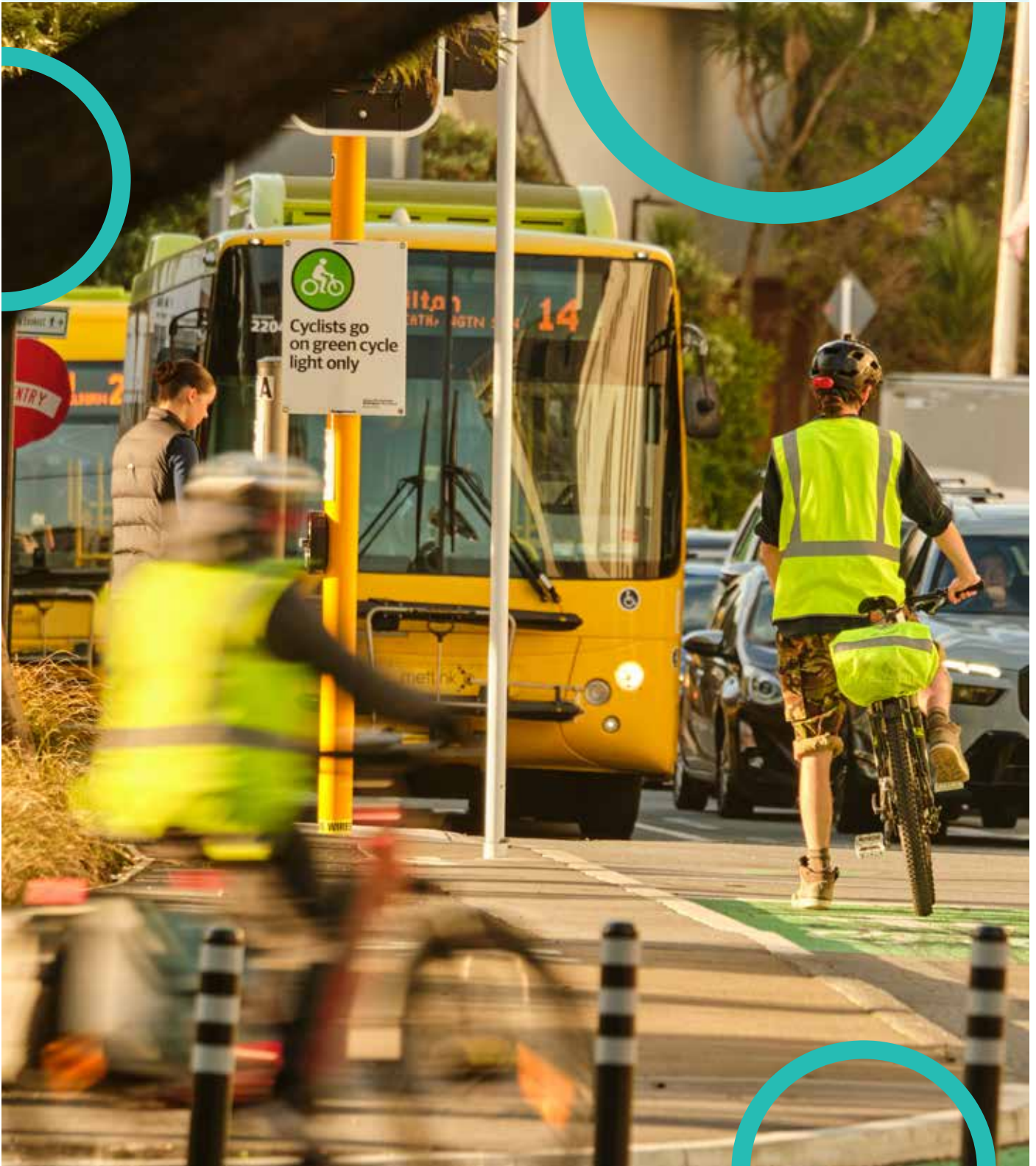
Coordinated by Greater Wellington's Travel Choice team, Movin' March is a programme that encourages school students, and their whānau, to get involved in active travel and enjoy the benefits of walking, scooting, and biking to school during the month of March. In 2023, the programme welcomed record-breaking commitment to active travel from 140 schools, with nearly 38,000 students recording their participation in active travel. Movin' March is a gateway that encourages future school engagement, connects with other Travel Choice programmes such as

Pedal Ready, and provides tools and resources to families and schools that support active travel via its Getting to School website.

Regional Emissions Reduction Plan

The Regional Emissions Reduction Plan (led by the Wellington Regional Leadership Committee) presents key actions necessary to transition to a net-zero emissions region that meet community needs and aspirations. It identifies key shifts and priority actions that need to happen at a regional level to reduce greenhouse gas emissions.

The plan also supports the Future Development Strategy to achieve its objective of cooperating across boundaries to reduce emissions.



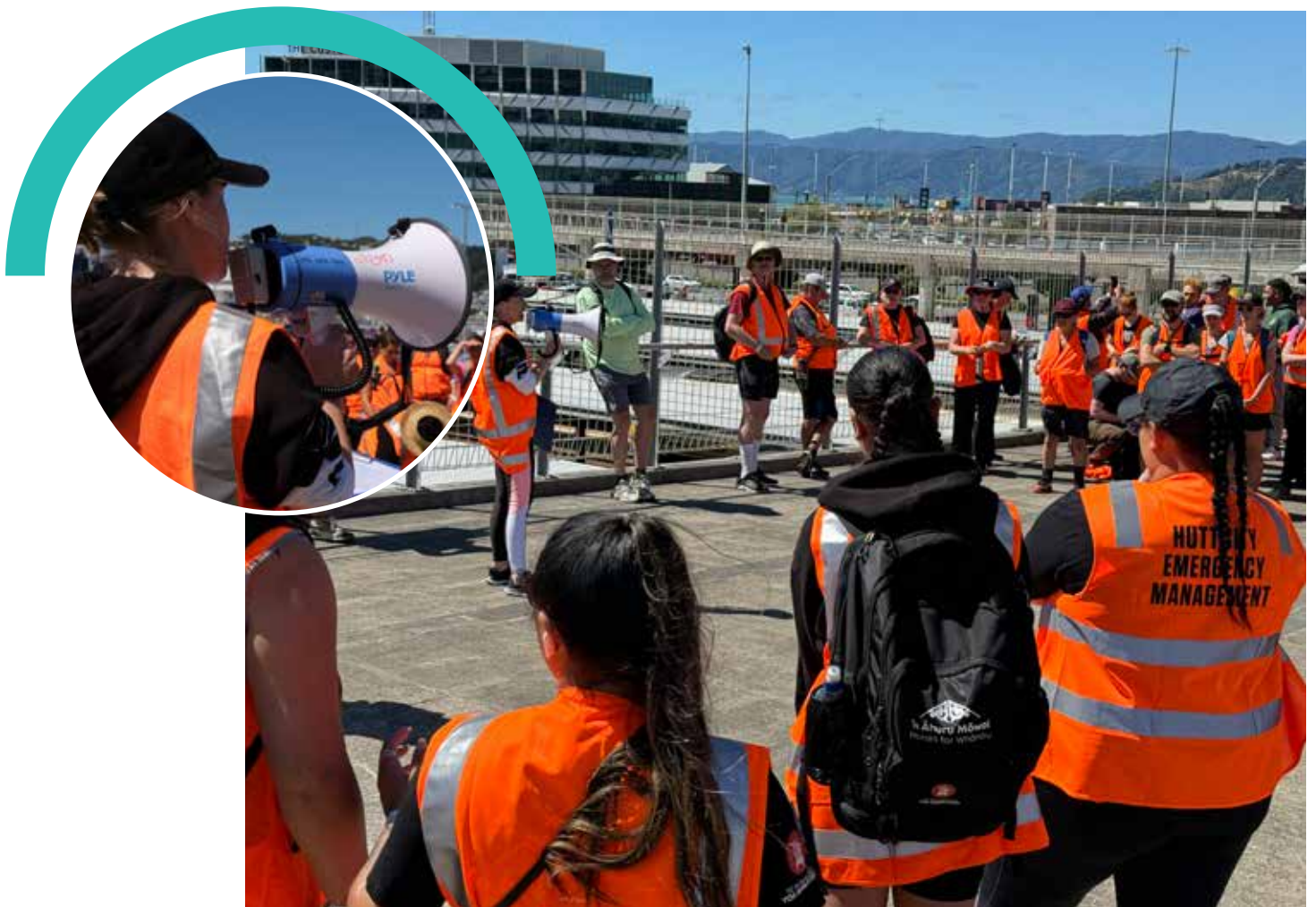
Emergency management

Greater Wellington provides equipment and trained staff to operate the regional Emergency Coordination Centre in the case of a civil defence emergency.

We will continue to provide advice on emergency management, crisis management, and business continuity. We also contribute to Wellington Region Emergency Management (WREMO) to coordinate Civil Defence Emergency management services on behalf of the region.

Mana whenua are a key part of our regional civil defence. As we saw with the Kaikoura earthquake and Cyclone Gabrielle, marae are often the first port of call for those who have lost their homes or who are stranded by these massive events. To ensure mana whenua and their marae committees can continue to offer this support, they are involved at each level of our regional civil defence network.

The Wellington Region Civil Defence Emergency Management (CDEM) Joint Committee is the governance of the Civil Defence Emergency Management Group. The committee consists of local authority elected representatives and two mana whenua representatives in an advisory capacity. The Coordinating Executive Group of the Civil Defence Emergency Management Group is a committee of local authority Chief Executives and the heads of the emergency services, health, and lifelines group and representatives of all six mana whenua. The Māori Warden organisation also attend this committee. Wellington Region Emergency Management Office work with marae to enable them to be resilient, they are embarking on a programme of resilience planning for marae across the region.



On the horizon

Ensuring infrastructure and emergency management functions and capacity are robust enough to respond to emergency situations. This includes the ability to recover quickly.

As weather extremes increase in severity the expectation to respond increases. This comes with

several challenges including funding for recovery and building resilient communities.

Ensuring Greater Wellington can deliver products and services at acceptable, predefined levels following a disruptive incident.

Our response

Having emergency management workforce capability and capacity targets to ensure we can respond to emergencies. Ensuring there are documented procedures that guide organisations to respond, recover, resume and restore to predefined level of operation following disruption.

We actively partner with territorial authorities to enable WREMO, which empowers communities to build the resilience and continuity necessary for the region to be prepared to respond to, and recover from, emergencies.

Key Projects		
Funding WREMO as part of the regional local authority collective agreement	Greater Wellington funds WREMO as agreed in the regional local authority collective agreement and the CDEM Group Plan to carry out community engagement, public education, regional planning, training, exercising and being a CDEM centre of excellence. WREMO reports to the elected representatives on the CDEM Joint Committee and the senior managers on the Coordinating Executive Group on a regular basis on the challenges and progress made.	Ongoing

Things we will be keeping an eye on

Our relationships with key stakeholders are vital to our effectiveness and are important for us to maintain well. There are no significant negative effects of this activity.



Exceeded Emergency Coordination Centre capacity targets

We exceeded our targets of trained Greater Wellington staff that are ready to respond to an activation of the Emergency Coordination Centre. This enables us to meet community expectations in an emergency

Alternate Emergency Coordination Centre in Cuba Street office

We are learning from recent events such as the Auckland Floods and Cyclone Gabrielle and are responding by increasing internal preparedness. We now have an alternate, operational ECC base in Cuba St. The Emergency Coordination Centre provides for coordination of low impact/high frequency events (including an increase in extreme weather event activations).

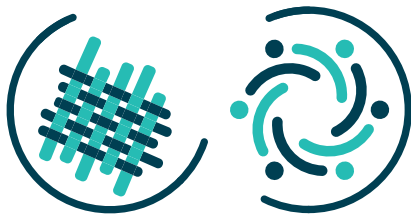
Democratic services

We will continue to enable citizens and communities to engage with our decision makers for the benefit of the region.

This includes providing advice to council, support to run council and committee meetings, supporting reviews of Greater Wellington’s representation, as well as managing council elections every three years and other elections and polls as they are required. We also respond to official information requests and manage Greater Wellington’s privacy responsibilities.

On the horizon

An overabundance of information, some of which is accurate and some not – increasingly making it hard for communities to find trustworthy sources and reliable guidance when they need it. Navigating political polarisation and social tension.



Our response

We promote open and transparent access to information. We provide the community with responses to requests for official information in a timely manner. We ensure that the details of council and committee meetings, including meeting documents, are publicly available.

We will continue to support robust and transparent decision-making by supporting council and committee meetings.

We are moving to livestreaming council and committee meetings in 2024 to support increased community awareness, participation, and access.

Key Projects		
2024 delivery of the Representation Review.	Councils are required to review their representation arrangements at least once every six years. We will look at the number of elected members, the different boundaries in the region, and the number of members that represent each area in the region.	2024/25
Local Government Elections	2025 delivery of local government elections and associated governance arrangements.	2024/25-2025/26

Things we will be keeping an eye on

Changes in the political environment that might affect our work. There are no significant negative effects of this activity.



Long Term Plan Committee

In 2023, Greater Wellington established a Long Term Plan Committee which includes all council members and representatives from each of our six mana whenua partners. The committee has prioritised our work programme and budget by taking into consideration challenges and opportunities ahead, as well as mana whenua interests. This new committee structure ensures mana whenua views are considered as part of the governance process and facilitates an increasingly active partnership relationship.

Ko ngā inenga mahi - Performance measures

Reference number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
1	Resilient Future	Reduction of Greater Wellington's gross organisational greenhouse gas emissions	The organisation's total tonnes of CO ₂ equivalent emissions (gross) ²³	48,438 *2021/22 verified result.	34,700	31,700	31,500	29,100 ²⁴
2	Resilient Future	Greater Wellington as an organisation and as a Region has planned the steps they will take to adapt to climate change ²⁵ .	Greater Wellington will deliver an Organisational Climate-related risk Assessment and an Organisational Adaptation Plan and will have worked with others to deliver a Regional Climate Adaptation Framework.	New measure	Organisational Climate-related Risk Assessment (OCRA) completed	Regional Adaptation Framework completed Organisational Adaptation Plan completed	Regional Adaptation Framework and Organisational Adaptation Plan implementation initiated	Regional Adaptation Framework and Organisational Adaptation Plan implementation continued
3	Resilient Future	Wellington Regional Leadership Committee provides a forum for regional alignment and shared work programmes	As the Administering Authority, Greater Wellington will ensure the Committee has an agreed annual work programme and regular progress reporting	Work programme agreed by January 2024	Work programme agreed by January 2024	Work programme agreed by January 2025	Work programme agreed by January 2026	Work programme agreed annually Annual Report prepared annually

²³ This measure is for all of Greater Wellington's corporate greenhouse gas emissions. This includes all business units, and the share for the jointly owned Council controlled Organisations based on ownership share.

²⁴ This figure represents the projected emissions for the 2030-31 financial year, the midpoint of the 2024-27 period.

²⁵ This is a new Level of Service for the 2024-34 Long Term Plan.

Reference number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
4	Resilient Future	Maintain a state of readiness of the Emergency Coordination Centre (ECC) function that is appropriately staffed and equipped to respond to an emergency	(1) Greater Wellington will meet the emergency management workforce capability and capacity targets. (2) Greater Wellington will have fit for purpose response and recovery platforms including an ECC function, and technology, and tools ²⁶ .	78 trained people ready to work in the ECC	78	82	84	To be reviewed
5	Resilient Future	Greater Wellington (GW) will partner with the Councils in the Wellington Region to enable the Wellington Region Emergency Management Office (WREMO) ²⁷ .	Greater Wellington will comply with their part of the WREMO Partnership Agreement.	Ensure full GW compliance with the Partnership Agreement.	Ensure full GW compliance with the Partnership Agreement.	Ensure full GW compliance with the Partnership Agreement.	Ensure full GW compliance with the Partnership Agreement.	Ensure full GW compliance with the Partnership Agreement.
6	Connected communities	Regional transport, planning, leadership, advice, and coordination to guide development and delivery of an integrated, multi-modal regional transport network	(1) Wellington Regional Land Transport Plan is prepared and updated in accordance with the LTMA ²⁸ and central government guidance (2) Increase in regional public and active transport mode share	34% (TBD)	Increase	Increase	Increase	Increase

²⁶ This is a new measure for the 2024-34 Long Term Plan.

²⁷ This is a new Level of Service for the 2024-34 Long Term Plan.

²⁸ LTMA = Land Transport Management Act.

Reference number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
7	Resilient Future	Timeliness of responses to requests for official information ²⁹	Percentage of logged official information requests responded to in accordance with statutory deadlines	New measure	100%	100%	100%	100%
8	Connected communities	Effective Partnering with mana whenua* *Note: reference Te Whāriki and the relevant page number to provide additional clarity	Mana whenua report evidence of strong partnership arrangements and progress towards positive outcomes ³⁰	Success determined through annual partnership health check	Achieved	Achieved	Achieved	Achieved
9	Connected communities	Engagement for equitable outcomes ^{31*} *Note: reference Te Whāriki and the relevant page number to provide additional clarity	Greater Wellington complete the audit recommendations arising from independent Te Tiriti o Waitangi Audit ³²	New Measure	33% of audit response actions are complete	66% of audit response actions are complete	100% of audit response actions are complete	33% ^{**} **first year implementing action plan from second triennial audit hence reduced target.
10	Connected communities	Supporting strong, prosperous and resilient Māori communities ^{33*} *Note: reference Te Whāriki and the relevant page number to provide additional clarity	(1) Greater Wellington will increase its proportion of workforce that self-identify as Māori year-on-year (2) Greater Wellington will increase its proportion of spend with Māori businesses year-on-year	New Measure Establish baseline prior to adopting LTP	Achieved	Achieved	Achieved	Achieved

Reference number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
11	Connected communities	Support a capable workforce ³⁴	Annual increase on % of staff who have completed Māori capability training modules*** *** noting upcoming training review which may need a reset of the numbers throughout the LTP period.	45%	75%	75%	75%	TBC Review and reset numbers.

²⁹ This Level of Service has been revised from a previous Long Term Plan and included in the 2024-34 Long Term Plan.

³⁰ This measure focuses on reporting through a dedicated mechanism that mana whenua feed directly into.

³¹ This is a new measure for the 2024-34 Long Term Plan.

³² Completion of allocated percentage of audit response actions.

³³ This is a new measure for the 2024-34 Long Term Plan.

³⁴ This is a new measure for the 2024-34 Long Term Plan.

Regional Strategy and Partnerships Prospective Funding Impact Statement

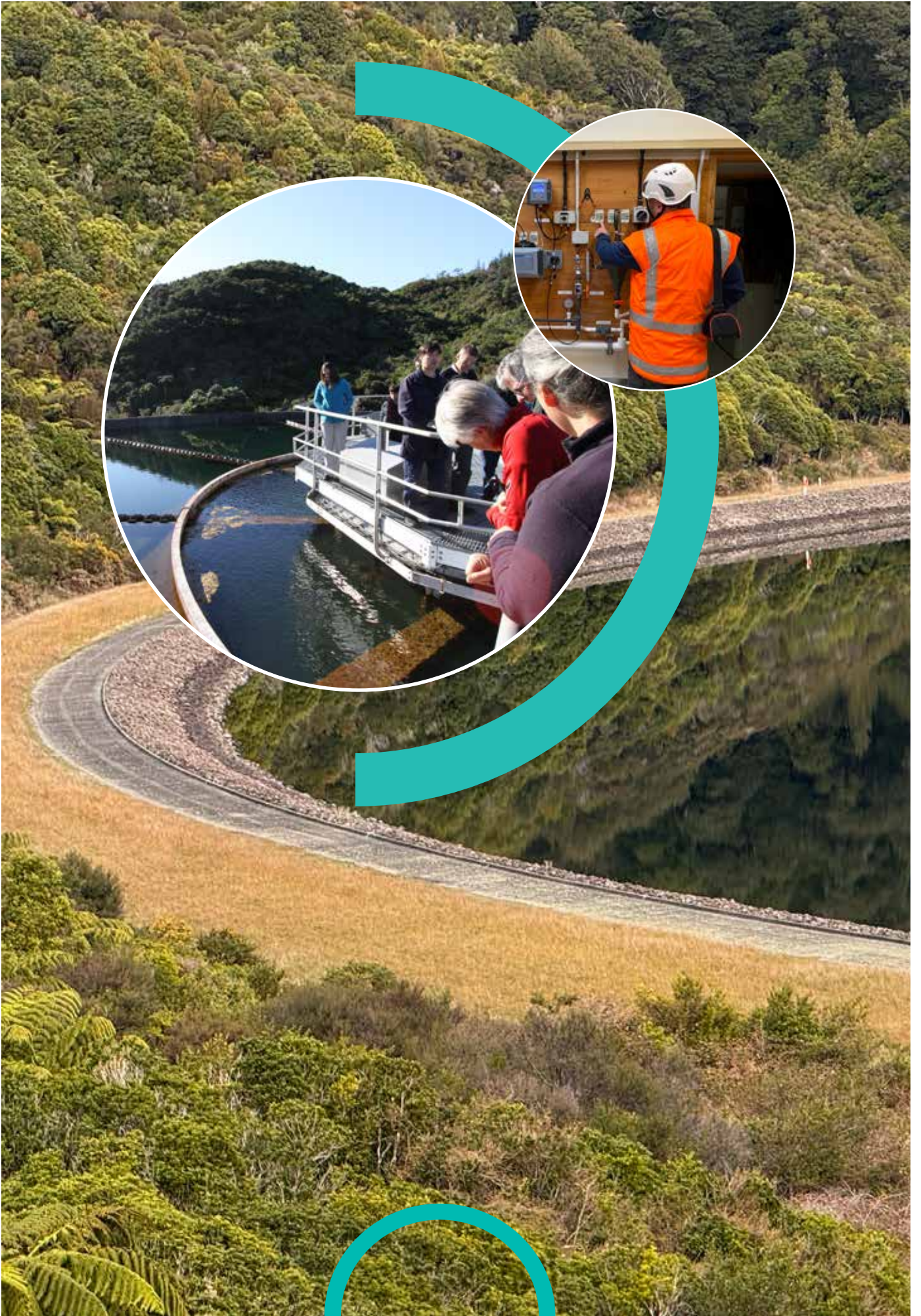
For the year ending 30 June

	Annual Plan	Long Term Plan										
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Sources of operating funding												
General rates, uniform annual general charge, rates penalties	16,490	15,653	17,113	17,654	17,838	18,453	18,824	18,994	19,448	19,616	19,945	
Targeted rates	5,844	5,732	5,705	5,683	5,669	5,644	5,679	5,698	5,780	5,830	5,941	
Subsidies and grants for operating purposes	2,600	2,485	2,572	2,803	2,923	3,007	3,078	3,094	3,156	3,220	3,274	
Fees and charges	20	21	21	22	22	22	23	23	24	24	25	
Local authorities fines, infringement fees, and other receipts	4,734	5,654	5,539	5,591	5,786	5,834	5,951	6,070	6,191	6,309	6,428	
Total operating funding	29,688	29,545	30,950	31,753	32,238	32,960	33,555	33,879	34,599	34,999	35,613	
Applications of operating funding												
Payments to staff and suppliers	43,987	23,814	25,370	25,293	25,959	27,220	26,901	27,180	28,602	27,933	28,453	
Finance costs	1,581	108	73	59	59	66	77	88	91	93	90	
Internal charges and overheads applied	6,031	4,736	5,677	6,039	6,036	6,285	6,504	6,373	6,484	6,590	6,723	
Total applications of operating funding	51,599	28,658	31,120	31,391	32,054	33,571	33,482	33,641	35,177	34,616	35,266	
Surplus/(deficit) of operating funding	(21,911)	887	(170)	362	184	(611)	73	238	(578)	383	347	
Sources of capital funding												
Subsidies and grants for capital expenditure	113	33	67	46	47	48	49	-	-	-	-	
Increase (decrease) in debt	20,905	(626)	(300)	(51)	127	125	241	28	45	(116)	(82)	
Total sources of capital funding	21,018	(593)	(233)	(5)	174	173	290	28	45	(116)	(82)	
Application of capital funding												
Capital expenditure—												
to improve the level of service	200	64	131	89	91	93	95	-	-	-	-	
to replace existing assets	15	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in reserves	(1,108)	230	(534)	268	267	(531)	268	266	(533)	267	265	
Total application of capital funding	(893)	294	(403)	357	358	(438)	363	266	(533)	267	265	
Surplus/(deficit) of capital funding	21,911	(887)	170	(362)	(184)	611	(73)	(238)	578	(383)	(347)	
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-	
Depreciation on council assets	67	54	49	53	41	38	18	18	17	15	14	

Regional Strategy and Partnerships Prospective Funding Information

For the year ending 30 June

	Long Term Plan											
	Annual Plan	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding												
Regional economic development	2,388	2,551	2,232	2,150	1,738	1,634	1,591	1,520	1,518	1,486	1,514	
Emergency management	5,100	6,316	6,321	6,333	6,470	6,608	6,744	6,858	6,992	7,120	7,256	
Democratic services	2,795	1,946	2,002	2,018	2,056	2,170	2,130	2,167	2,333	2,241	2,279	
Relationships with mana whenua and Māori	5,082	6,180	6,497	6,680	6,868	7,057	7,233	7,317	7,455	7,588	7,737	
Regional transport and planning programmes	8,124	6,281	7,539	8,060	8,419	8,655	8,878	8,920	9,065	9,192	9,321	
Regional spatial planning	4,921	4,921	5,019	5,129	5,242	5,352	5,459	5,569	5,680	5,788	5,898	
Climate change	1,278	1,350	1,340	1,383	1,445	1,484	1,520	1,528	1,556	1,584	1,608	
Total operating funding	29,688	29,545	30,950	31,753	32,238	32,960	33,555	33,879	34,599	34,999	35,613	
Applications of operating funding												
Regional economic development	1,721	1,969	1,956	2,160	1,939	1,845	1,931	1,701	1,709	1,486	1,514	
Emergency management	5,100	6,316	6,321	6,333	6,470	6,608	6,744	6,858	6,992	7,120	7,256	
Democratic services	2,690	1,680	2,535	1,751	1,789	2,703	1,863	1,900	2,867	1,974	2,013	
Relationships with mana whenua and Māori	5,187	6,180	6,497	6,680	6,868	7,057	7,233	7,317	7,455	7,588	7,737	
Regional transport and planning programmes	30,830	6,245	7,455	7,958	8,305	8,526	8,736	8,772	8,923	9,081	9,240	
Regional spatial planning	4,921	4,921	5,019	5,129	5,242	5,352	5,459	5,569	5,680	5,788	5,898	
Climate change	1,150	1,347	1,337	1,380	1,441	1,480	1,516	1,524	1,551	1,579	1,608	
Total operating funding	51,599	28,658	31,120	31,391	32,054	33,571	33,482	33,641	35,177	34,616	35,266	
Capital expenditure												
Capital Project Expenditure	200	64	131	89	91	93	95	-	-	-	-	
Plant and Equipment	15	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditure	215	64	131	89	91	93	95	-	-	-	-	



Ngā puna wai Water supply



Water is a fundamental need for our communities, so we will continue supplying a sustainable, clean, and safe drinking water supply. Respecting the environment and tackling climate change are a key consideration in how this is achieved.



Capital Spending
2024-34
\$702m

Operational Spending
2024-34
\$829m

Funding Sources:
Bulk Water Levy and
debt.

Rates contribution
2024/25
**\$0, funded by water
levy which makes
up the Territorial
Authority rates**



Greater Wellington is responsible for collecting, treating and distributing safe and healthy drinking water to Wellington, Hutt, Upper Hutt and Porirua City councils. This work is carried out for Greater Wellington by Wellington Water Limited (WWL), a joint council-owned water management company. City and district councils are responsible for the distribution of water to households and businesses through their own networks. Providing the bulk water supply to the city councils involves managing a network of infrastructure, ensuring safe, high-quality, secure, and reliable water sources, and that our freshwater is sustainable.

On the horizon

Regulatory reforms, stricter water quantity and quality rules, decarbonisation, adapting to climate change, natural disasters, urban growth and demand and the structural ageing of infrastructure all require changes to what was business-as-usual service delivery.

We are not meeting our one in 50-year drought resilience level of service. Changes in climate, water shortages during drought years and as demand from increases in population will contribute to our ability to meet current and future demand.

Funding and delivery of a significant capital work programme to maintain levels of service and support growth.

Reducing emissions associated with taking, treatment, and supply of drinking water as well as construction of new carbon-intensive (concrete, steel) assets.

Skills shortage at all levels of the engineering industry from experienced consultants and contractors to skilled labourers is limiting the availability of staff to progress programmed works. The limited availability is also leading to increased costs and timeframes for delivery.

Our response

Embracing and realising Te Mana o te Wai (the fundamental concept of the Essential Freshwater regulations introduced by the Government in 2020) to ensure that WWL manages bulk water in a way that prioritises the health and wellbeing of our water (quantity, quality and ecology) alongside a kaupapa Māori approach in our work programmes and services.

We expect that WWL will raise community awareness of the value of water supply services and their provision, will drive proactive leak detection and effective water conservation initiatives.

We will work with WWL and councils to establish a regulator and the broader reform process to ensure a consistent standard of safe and reliable drinking water across the country, but also health and wellbeing of all waters across the whole water cycle.

Climate change impacts are being felt now and within the lifetime of this Long Term Plan will be felt more keenly. We will require WWL to make deliberate, evidence-based decisions in the short term, to enable our long term, well-planned adaptation approach, including how, and where, we deliver water assets and services.

We will monitor Wellington Water Limited's key projects

Te Marua Water Treatment Plant Capacity Optimisation	Upgrade at Te Marua Water Treatment Plant to increase its treatment capacity to improve the security of supply to the region.	2024/25
Te Marua Water Treatment Plant Scheme Expansion Stage 1 (Pakuratahi Lakes 1 and 2) - Pre-construction	Concept design, consenting, preliminary design and procurement planning for additional storage lakes.	2024/25 and 2030/31
Regional Fluoridation Improvement Stage 2 ¹	Upgrade fluoride dosing equipment to provide permanent reliable dosing systems for the region.	2027/28 and 2028/29
Te Marua Pump Station Capacity Upgrade	Upgrade the pump station at Te Marua Water Treatment Plant to increase the amount of water that can be delivered from the treatment plant to customers, and increase the operational resilience of the pump station.	2026/27 and 2028/29
Kaitoke main on Silverstream Bridge ²	Replacement of the critical supply pipeline across the Hutt River at Silverstream, which supplies treated water to Porirua City and Northern/Western Wellington City, to reduce its risk of failure and improve resilience .	Ongoing – 2024/25
Relocation of Te Marua/ Ngauranga pipeline	Relocation of Te Marua to Ngauranga pipeline from Haywards Substation to Haywards Reservoir to minimise risk of damage due to landslips expected following a significant seismic event .	2030/31 and 2032/33
Gear Island and Waterloo Wells Replacements - Part 2	Progressive installation of new boreholes to replace those approaching the end of their service life. The objective is to reduce the risk of asset failure and interruption/ limitation to supply .	2024-2026 2028/29
Wainuiomata Water Treatment Plant - Washplant Capacity & Quality Upgrade	Treatment plant improvements.	2027/28 and 2030/31
Wellington Metro Water Treatment Plant Planned Renewals	Replacement of critical parts within the Wainuiomata, Waterloo, Te Marua and Gear Island Water Treatment Plants, which are approaching the end of their service life, to reduce the risk of their failure and interruptions to supply.	Continuous
Water Supply Pump Station Renewals	Replacement of critical parts within the water supply pump stations, which are approaching the end of their service life, to reduce the risk of their failure and interruptions to supply.	Continuous

¹ <https://www.wellingtonwater.co.nz/resources/topic/drinking-water/whats-in-your-water/fluoride-at-water-treatment-plants/>

² <https://www.wellingtonwater.co.nz/projects/silverstream-pipe-bridge-project/>

<h2 style="margin: 0;">Water Storage Lakes</h2>	<p>We are planning for continued ownership of bulk water supply assets as part of the Government’s move from Three Waters to ‘Water done Well’. We will continue to have a role supplying safe bulk drinking water to Wellington, Porirua, and the Hutt Valley through WWL which operates and maintains our assets. We do not manage stormwater or wastewater.</p> <p>In the long term, we need to increase the amount of bulk water we supply to the Wellington, Porirua and Hutt and Upper Hutt City councils by building two more water storage lakes. These lakes will ensure we have sufficient water supply in the summer to meet demand in Wellington, Porirua and the Hutt Valley.</p> <p>Wellington Water Limited will develop concept designs, and work through consenting. The cost to build the lakes will be high and, as a region, we need to first reduce our use of water by fixing leaks in the parts of the system owned by the city councils, and by reducing demand. Construction of any new water storage lakes will be subject to community consultation and resource consent approvals.</p>	<p>2024-2027</p>
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Things we will be keeping an eye on

Water supply infrastructure for the collection, storage, treatment and distribution of water can have a negative effect on environmental wellbeing. Taking water reduces flows in rivers and groundwater impacting aquatic ecosystems. Use of electricity and chemicals for treating and pumping water also has carbon emissions and other environmental impacts.

We will address this by identifying the environmental impacts of existing water supply activities and very closely monitoring these through resource consents and an ISO 14001 accredited environmental management system. We are also reducing our impacts by continuing to use electricity and chemicals more efficiently and by encouraging people to use water wisely.

We will monitor the delivery of WWL’s key activities.

Kaitoke Bridge Replacement

The Kaitoke flume bridge is a critical asset for Greater Wellington, conveying approximately 50 percent of the raw water supply to the region. The bridge is a 70-year-old 3-span concrete box structure on 20m high concrete piers, crossing Te Awa Kairangi (Hutt River).

The Kaitoke Flume Bridge Seismic Resilience project provides a water supply network resilient to shocks and stresses. This is being achieved by replacing the existing flume with a new pipe bridge and connecting pipeline.

The new pipe bridge and pipeline have been designed to meet the latest seismic standards. The pipe on the bridge has been supplied by a Japanese company which specialise in the manufacture of seismically resilient pipe and will be largest diameter they have installed in New Zealand. The 2.5-year contract is to construct a new single span steel Network Arch Bridge that supports a 1.5m diameter seismic resilient ductile iron pipe; pedestrian and maintenance walkway and approach ramps and new downstream pipeline to connect to the existing sand trap.



Whakawhirinaki Silverstream Pipe Bridge

Whakawhirinaki is an essential asset for the bulk water supply to Porirua City and north Wellington, and therefore is significant for the resilience of the region. The Te Mārua to Karori pipeline (also known as TM2K or the Kaitoke main) runs from the Te Mārua water treatment plant to the Karori pump station. The project involves upgrading the pipeline that runs across the Silverstream Road Bridge and then along State Highway 2. Under normal supply conditions, the proposed upgraded section of

the Kaitoke main at the Silverstream Road bridge supplies drinking water to 100 percent of Porirua City and approximately 40 percent of Wellington City.

WWL is improving the resilience of the bulk water supply network by replacing pipelines in the Silverstream area and constructing a new bridge spanning the Te Awa Kairangi/Hutt River. Construction is currently taking shape with the bridge materials arriving on site over the next three months to allow erection of the steel bridge sections from May through to October 2024. The main arch section is planned to be installed from mid-2024.

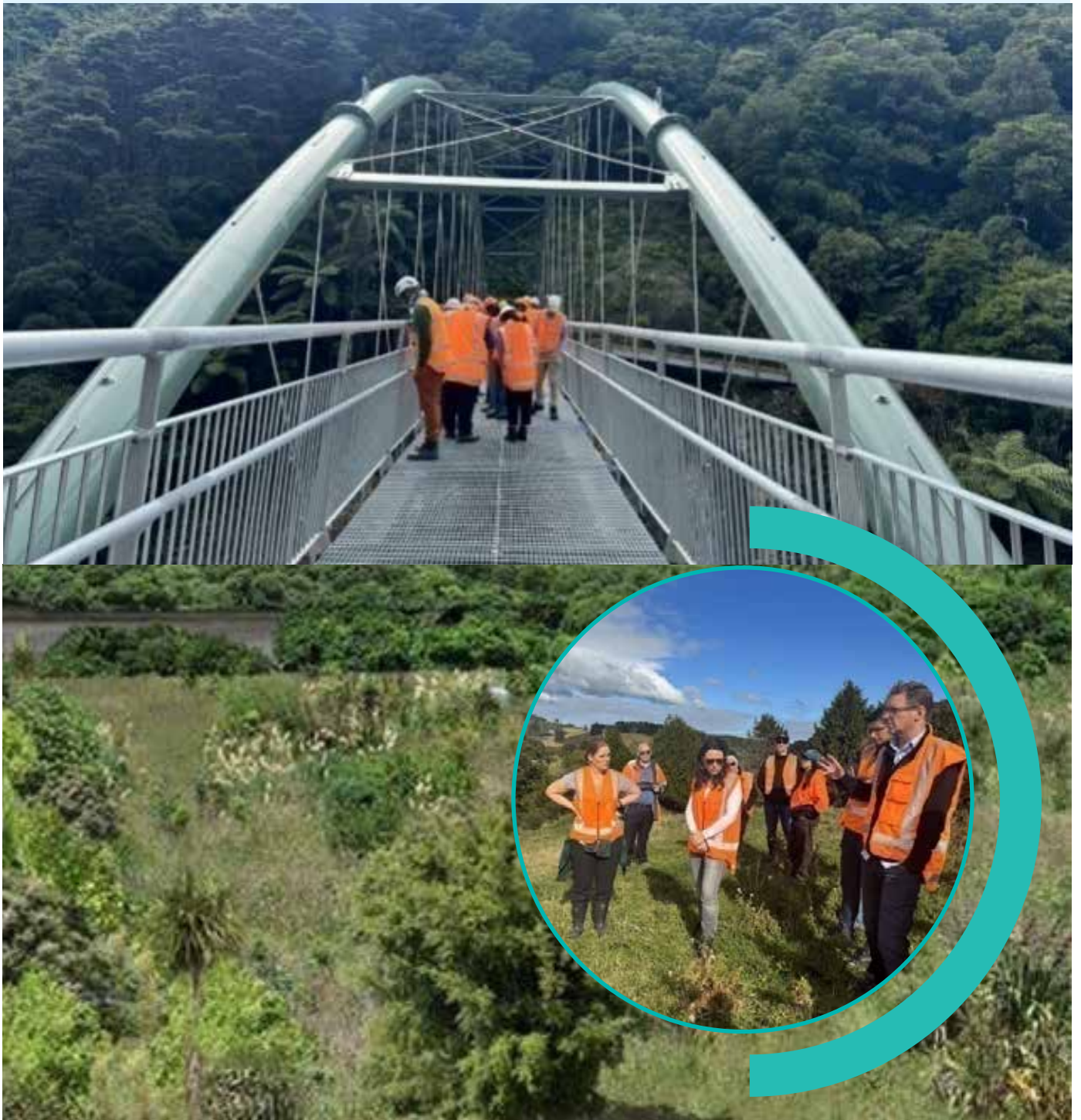


Councillors visit key treatment plants for a first-hand understanding

Greater Wellington councillors and officers spent the better part of a day in early April touring Macaskill Lakes, the site for the proposed new lakes, the Kaitoki Flume Bridge replacement, and the Te Marua Dissolved Air Flotation system project. The impressive scale of each project was not lost on the visitors, and their feedback was that they now have a more in-depth knowledge of the different projects WWL are undertaking to continue to improve

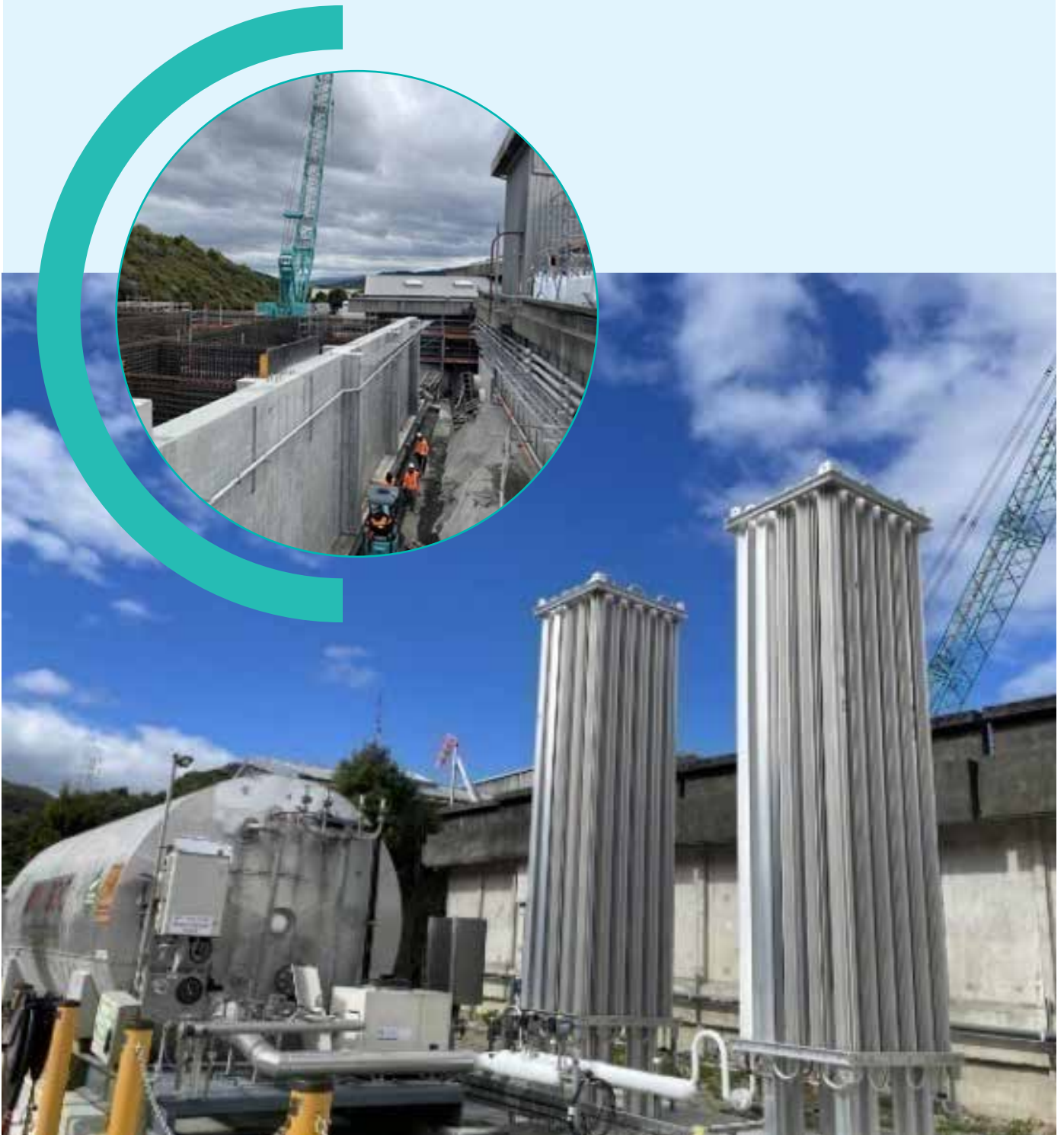
resilience. It was an opportunity for WWL to show what they have been investing in and explain the challenges that lie ahead.

Each pipe section for the Kaitoke pipe bridge replacement was put together on a support cradle with access walkway built on top. Engineers from Japan provided extra support to WWL's crews to ensure the pipes are installed correctly.



The Te Marua Water Treatment Plant Capacity Optimisation project is making good progress with a new caustic soda tank installed and upgrades are underway to allow the sludge dewatering system to handle the additional sludge resulting from the Dissolved Air Flotation system. Another key milestone is that detailed commissioning planning workshops for the Dissolved Air Flotation also got underway in March. This

technology involves using air bubble flotation to remove suspended solids, oils, and other contaminants from raw water. The Dissolved Air Flotation system is manufactured by Canadian company AWC Process Solutions, a word-leader in these systems. The project is expected to be completed around May 2025, taking our potential treatment capacity at Te Marua from 80 to a maximum of 140 mega litres per day.



This diagram illustrates the bulk water supply pipes that Greater Wellington owns and maintains.



Ko ngā inenga mahi - Performance measures

Reference number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target
1	Thriving environment	Provide water that is safe and pleasant to drink.	1) The extent to which the local authority's drinking water supply complies with bacteriological drinking water standards ³⁵	Non-complaint	100%	100%	100%	100%
			2) The extent to which the local authority's drinking water supply complies with protozoa drinking water standards ³⁶	Non-compliant	100%	100%	100%	100%
			3) The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections ³⁷	0	0	0	0	0
			4) Number of waterborne disease outbreaks	0	0	0	0	

³⁵ The Non-Financial Performance Measures Rules 2013 (the rules) require local authorities to report their compliance with the bacterial and protozoal contamination criteria of the New Zealand Drinking Water Standards 2005. In July 2022, these standards were superseded by the Water Services (Drinking Water Services for New Zealand) Regulations 2022 (the regulations) introduced by Taumata Arowai (the new Drinking Water Regulator), but the rules have not been updated to reflect this. The supply of safe drinking water is the major aspect of Greater Wellington's provision of bulk drinking water. Greater Wellington has therefore decided to voluntarily report against the bacterial and protozoal criteria in the regulations pending an update of the rules.

³⁶ Greater Wellington Regional Council does not have a direct customer relationship.

³⁷ Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).

³⁸ Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).

³⁹ Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).

⁴⁰ Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).

⁴¹ Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).

Reference number	Community outcome	Levels of Service	Performance Measures	Baseline 2022/23	2024/25 target	2025/26 target	2026/27 target	2027-34 target	
2	Resilient future	Provide a continuous and bulk water supply	<p>1) Average consumption of drinking water per day per resident within the TA districts³⁸</p> <p>2) The percentage of real water loss from the local authorities' networked reticulation system³⁹</p> <p>3) Response times to attend urgent call-outs in response to a fault or unplanned interruption to the network reticulation system⁴⁰</p> <p>4) Response times to attend non-urgent callouts in response to a fault or unplanned interruption to the network reticulation system⁴¹</p> <p>5) Number of events in the bulk water supply preventing the continuous supply of drinking water to consumers</p> <p>6) Sufficient water is available to meet normal demand except in a drought with a severity of greater than or equal to 1 in 50 years</p>	<p>398L/d/p</p> <p>0.03%</p> <p>Time to reach site: 0 min (no urgent callouts)</p> <p>Time to confirm resolution: 0 hours (no urgent callouts)</p> <p>Time to reach site: 0 hours (no non-urgent callouts)</p> <p>0</p> <p>6.7 %</p>	<375L/d/p	<375L/d/p	<375L/d/p	<375L/d/p	<375L/d/p
					+/-0.25%	+/-0.25%	+/-0.25%	+/-0.25%	
					Time to reach site <90min	Time to reach site <90min	Time to reach site <90min	Time to reach site <90min	
					Time to confirm resolution <8hours	Time to confirm resolution <8hours	Time to confirm resolution <8hours	Time to confirm resolution <8hours	
					Time to reach site <72 hours	Time to reach site <72 hours	Time to reach site <72 hours	Time to reach site <72 hours	
					0	0	0	0	
					<2%	<2%	<2%	<2%	

Water Supply Prospective Funding Impact Statement

For the year ending 30 June

	Long Term Plan										
Annual Plan	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
Interest and dividends from investments	2,857	2,943	2,809	2,887	3,129	3,431	3,800	4,200	4,646	5,055	5,611
Local authorities fines, infringement fees, and other receipts	53,455	67,880	76,115	80,894	85,216	92,761	100,079	107,777	115,181	122,280	130,102
Total operating funding	56,312	70,823	78,924	83,781	88,345	96,192	103,879	111,977	119,827	127,335	135,713
Applications of operating funding											
Payments to staff and suppliers	35,369	38,958	41,889	43,731	45,199	47,868	48,821	50,596	52,568	54,261	57,127
Finance costs	11,721	18,353	20,439	21,381	23,584	27,266	32,253	36,495	40,400	44,203	47,990
Internal charges and overheads applied	2,207	3,189	3,373	3,486	3,466	3,538	3,637	3,593	3,668	3,724	3,776
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	49,297	60,500	65,701	68,598	72,249	78,672	84,711	90,684	96,636	102,188	108,893
Surplus/(deficit) of operating funding	7,015	10,323	13,223	15,183	16,096	17,520	19,168	21,293	23,191	25,147	26,820
Sources of capital funding											
Increase (decrease) in debt	70,600	97,618	39,224	24,428	56,133	71,330	77,869	57,936	60,453	49,838	40,990
Total sources of capital funding	70,600	97,618	39,224	24,428	56,133	71,330	77,869	57,936	60,453	49,838	40,990
Application of capital funding											
Capital expenditure—											
to meet additional demand	-	1,024	5,279	5,394	8,523	8,702	8,885	57	184	188	191
to improve the level of service	38,300	53,908	10,451	6,635	28,871	22,730	37,094	29,623	11,555	-	-
to replace existing assets	36,529	49,470	32,174	22,095	29,106	51,387	44,658	42,749	64,659	67,142	59,408
Increase (decrease) in reserves	(71)	(270)	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	2,857	3,809	4,543	5,487	5,729	6,031	6,400	6,800	7,246	7,655	8,211
Total application of capital funding	77,615	107,941	52,447	39,611	72,229	88,850	97,037	79,229	83,644	74,985	67,810
Surplus/(deficit) of capital funding	(7,015)	(10,323)	(13,223)	(15,183)	(16,096)	(17,520)	(19,168)	(21,293)	(23,191)	(25,147)	(26,820)
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-
Deprecation on council assets	20,469	20,681	21,381	20,916	20,997	22,614	23,487	24,903	27,618	28,660	30,616
Water supply levy	53,140	67,731	75,963	80,739	85,057	92,612	99,927	107,622	115,023	122,119	129,938

Water Supply Prospective Funding Information

For the year ending 30 June

	Annual Plan		Long Term Plan										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000		
Sources of operating funding													
Water Supply	56,312	70,823	78,924	83,781	88,345	96,192	103,879	111,977	119,827	127,335	135,713		
Total operating funding	56,312	70,823	78,924	83,781	88,345	96,192	103,879	111,977	119,827	127,335	135,713		
Applications of operating funding													
Water Supply	49,297	60,500	65,701	68,598	72,249	78,672	84,711	90,684	96,636	102,188	108,893		
Total operating funding	49,297	60,500	65,701	68,598	72,249	78,672	84,711	90,684	96,636	102,188	108,893		
Capital Expenditure													
Water Sources	-	10,556	9,285	574	1,071	21,878	20,048	3,190	10	1,653	2,718		
Water treatment plants	30,482	54,608	18,357	21,057	51,986	40,016	44,435	37,066	24,708	29,975	41,593		
Pipelines	42,651	28,906	2,913	3,967	7,851	10,646	13,095	5,819	26,412	24,874	11,302		
Pump Stations	604	6,077	15,318	7,320	4,387	8,943	10,144	14,266	12,044	9,596	2,768		
Reservoirs	875	2,197	812	14	14	123	1,680	10,800	11,902	16	16		
Monitoring and Control	217	2,058	1,219	1,192	1,191	1,213	1,235	1,288	1,322	1,216	1,202		
Capital project expenditure	74,829	104,402	47,904	34,124	66,500	82,819	90,637	72,429	76,398	67,330	59,599		
Total Capital Expenditure	74,829	104,402	47,904	34,124	66,500	82,819	90,637	72,429	76,398	67,330	59,599		

On 21 May 2024, Wellington Water Limited advised us that they needed an extra \$9 million over the first three years of the 2024-34 Long Term Plan. This amount is to cover increased capex costs. We have debt funded this capex to reflect intergenerational benefit according to our financial strategy. This change has no impact on the Water Levy in 2024/25 but will increase the levy for the rest of the Long Term Plan period. Debt funding this change does not have a material impact on any of our debt benchmarks.



Tā te kaunihera rōpū me ngā mahi haumi Council controlled organisations and investments

Greater Wellington has separate organisations that deliver services to our Region and they operate through a variety of structures which are explained here. These organisations are “council organisations” as defined in the Local Government Act 2002 (section 6).

A council controlled organisation (CCO) is an organisation in which the council (or councils) either controls, directly or indirectly, 50 percent or more of the shareholding votes or has the right, directly or indirectly, to appoint 50 percent or more of the directors, trustees or managers. A CCO can be a company, trust, partnership, incorporated society or joint-venture, for example Creative HQ Limited.

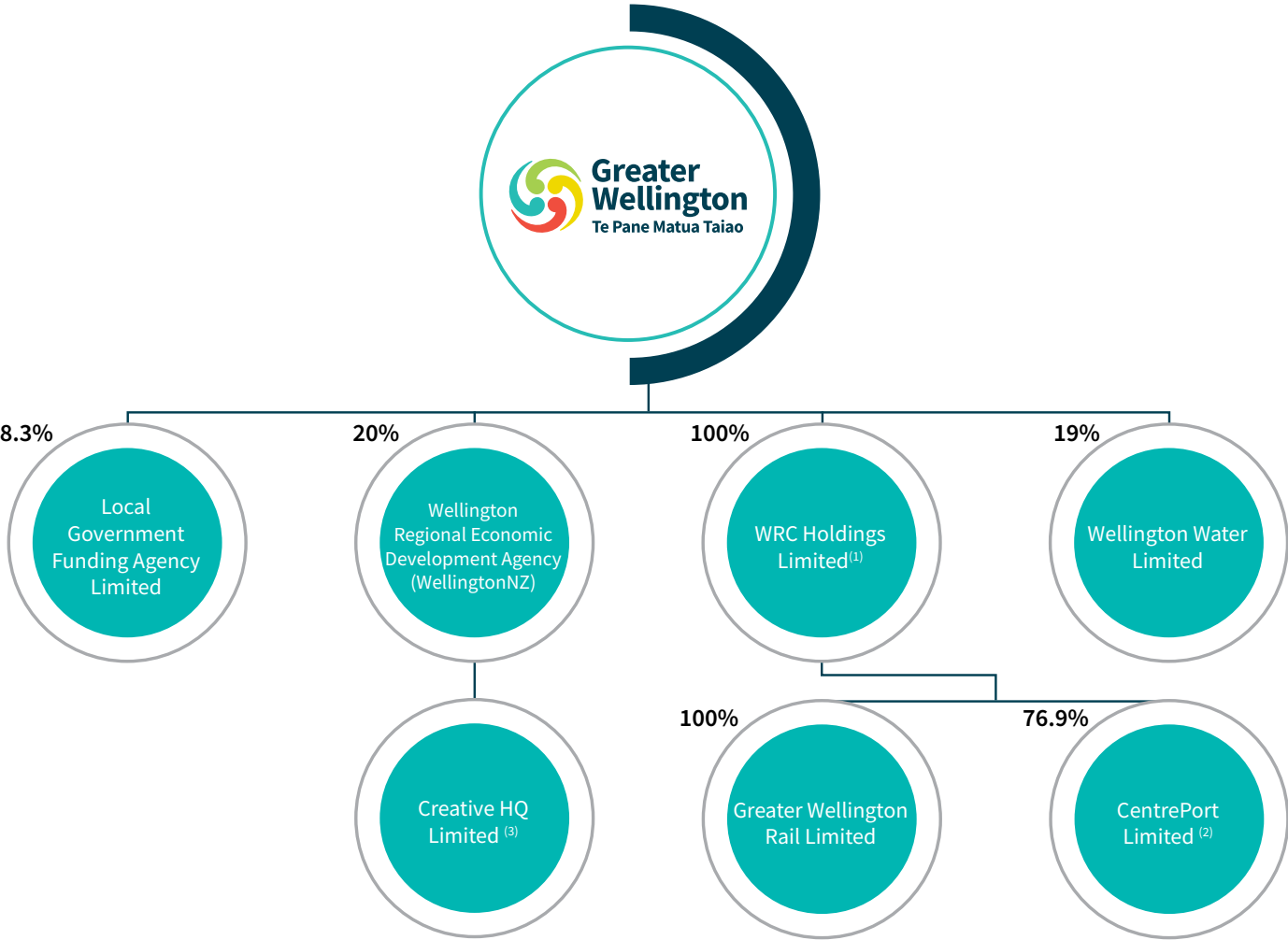
A council controlled trading organisation (CCTO) is a CCO that operates to make a profit, for example WRC Holdings Limited.

A council organisation (CO) is any organisation in which the council has a voting interest or the right to appoint a director, trustee or manager (however described). This is a wide-ranging definition, covering several bodies including CCOs and CCTOs, for example Predator Free Wellington.

An investment is an asset or item purchased by Greater Wellington to generate income or appreciate.



Council controlled organisations and investments



(1) Council Controlled Trading Organisation in accordance with the Local Government Act 2002
 (2) Commercial Port Company pursuant to the Port Companies Act 1988 and not a Council Controlled Organisation in accordance with the Local Governance Act 2002
 (3) Council Controlled Organisation in accordance with the Local Government Act 2002

WRC Holdings Group

WRC Holdings Limited is Council's holding company and is 100 percent owned by us. The primary objectives of WRC Holdings Limited are to:

- Operate successful, sustainable and responsible businesses for the benefit of future generations.
- Impose commercial discipline on the Group's activities and generate a commercial rate of return.
- Manage its assets prudently.
- Support Greater Wellington's strategic vision.

WRC Holdings Limited has adopted policies that prudently manage risks and protect the investment. The two subsidiary companies in the Group are CentrePort Limited and Greater Wellington Rail Limited. Each year WRC Holdings Limited provides to Greater Wellington, as 100 percent shareholder, a Statement of Intent for the WRC Holdings Group. The WRC Holdings Group structure was set up for the following reasons:

- Appropriate separation of management and governance.
- Impose commercial discipline on the Group's activities to produce a commercial rate of return where appropriate.
- To determine appropriate strategies for the Group and its subsidiary companies.
- To provide a structure to allow external directors with commercial background to provide advice and expertise at the governance level.

CentrePort Limited

CentrePort Limited (CPL) is a Commercial Port Company pursuant to the Port Companies Act 1988. CPL is 76.9 percent owned by Greater Wellington through WRC Holdings Limited and 23.1 percent owned by Horizons Regional Council through MWRC Holdings Limited. CPL is a commercial organisation and is run by an independent board of directors, unrelated to Greater Wellington. CPL provides a commercial return to WRC Holdings Limited by way of dividends.

The major activities of CPL are to provide:

- Port infrastructure (land, wharves, buildings, equipment, utilities).
- Shipping and logistical services (pilotage, towage, berthage, cruise ships).
- Operational service (cargo handling, warehousing, facilities management, property management, security, emergency services).
- Integrated logistics solutions (networks, communications, partnerships).
- Property services (development, leasing management).
- Joint ventures (coldstore, container repair, cleaning, packing, unpacking and storage).



Greater Wellington Rail Limited

Greater Wellington Rail Limited (GWRL) is 100 percent owned by WRC Holdings Limited which is wholly owned by Greater Wellington. The board of GWRL has external directorships providing advice and expertise. These directors are in common with WRC Holdings Limited. GWRL owns rolling stock and rail infrastructure and contracts out the maintenance of these assets.

GWRL owns Greater Wellington's investments in metro rail assets, which include:

- 18 – Suburban Wairarapa carriages
- 6 – Suburban Express carriages
- 1 – Auxiliary Generator luggage van
- 2 – remote controlled electric shunt crabs
- 83 – Matangi two car units
- Thorndon electrical multiple unit depot and train wash, metro wheel lathe and building
- 48 – rail stations (excluding Wellington Central Station)
- 11 – pedestrian over-bridges
- 11 – pedestrian underpasses
- Various carparks, other station improvements and ancillary rail related assets

GWRL is responsible for all aspects of asset management, procurement and stewardship, through a management contract with Greater Wellington. An asset management plan is in place which details a structured programme to minimise the life cycle costs of asset ownership, maintain levels of service and sustain the assets. Operational delivery of the services is the responsibility of Greater Wellington, delivered via a performance based 'partnering contract' with Transdev Wellington Limited for the provision of passenger rail services and rolling stock maintenance. Transdev have subcontracted the rolling stock maintenance services to Hyundai-Rotem Company. Hyundai-Rotem were the manufacturers of the GWRL Matangi fleet.

Wellington Water Limited

Wellington Water Limited (WWL) was established in September 2014. Greater Wellington, Wellington City Council, Hutt City Council, Upper Hutt City Council, and Porirua City Council own 19 percent each, and five percent by South Wairarapa District Council.

WWL is run by an independent board of directors and is accountable to the Wellington Water Committee. This is a joint committee of elected representatives from each of the shareholding councils and mana whenua representatives. WWL manages water supply activities, delivers capital works programmes and provides councils with asset management and planning advice. WWL manages the water treatment and supply, stormwater and waste-water service delivery in the Wellington Region.

WWL manages Greater Wellington's bulk water supply function. The work WWL does on our behalf is detailed in the Water Supply Activity Group section of this plan.

WellingtonNZ

Wellington Regional Economic Development Agency (WellingtonNZ) was established in late 2014. It is jointly owned by Wellington City Council and Greater Wellington (20 percent Greater Wellington and 80 percent Wellington City Council). The ownership reflects the proportion of funding by the two shareholding councils. It is run by a board of directors.

WellingtonNZ is the key provider for economic development in the region and leads the implementation of the Wellington Regional Economic Development Plan across Wellington-Wairarapa-Horowhenua region, as well as tourism, providing support for businesses to grow and innovate, running civic venues and major events management for Wellington city.

In November 2023, **Predator Free Wellington** celebrated predator eradication in Te motu kairangi, Miramar Peninsula. Approximately 1000ha were cleared of the target species.



PFW operated in and around schools, businesses, parks, bush, coast and in the backyards of approximately 20,000 residents. Support for the project from Miramar locals was consistently high and many volunteered their time. This huge support contributed significantly to successful eradication of pests on the Miramar Peninsula

The Miramar phase of the project has given insights into how collaboration between local community, territorial authorities and private investors works. It was also a model for how an urban eradication programme can be rolled out. PFW has found ways to make the operation 75 percent more cost efficient.

The outcomes of eradication have been clear including a 71 percent increase in native bird numbers. Wētā numbers have also improved and lizard sightings around the peninsula have increased dramatically since the operation kicked off.

Predator Free Wellington Project

Predator Free Wellington Limited (PFW) is a small charitable company with a very large goal. The project aims to eradicate invasive predators from 300km² around Wellington – possums, rats and mustelids, including both urban and rural environments. This will be a world first for an entire city.

Greater Wellington’s long standing pest control programme provides the foundational knowledge and expertise to achieve the vision of a predator free capital city. Our PFW Team was set up in partnership with PFW Limited, to deliver the operational arm of the project. We have comprehensive infrastructure, which can be scaled to deliver a large landscape level project, such as PFW. We employ 26 expert staff to design, plan and deliver ground operations including analysis of data, community relations and predator eradication using numerous tools.

We work in collaboration to complement workstreams delivered by PFW Limited.

Greater Wellington is a financial partner and shareholder alongside Wellington City Council and The NEXT Foundation. Predator Free 2050 Limited is a major funder and there are smaller contributors. Taranaki Whānui ki te Ūpoko o te Ika are also an active participant in PFW.

Greater Wellington and Wellington City Council have the right to jointly appoint one of three directors to the PFW Limited board or individually appoint two of five directors to the PFW Limited board.

The three shareholders in PFW Limited contribute \$500,000 each in funding per annum. We are committed to funding of \$500,000 per annum until 30 June 2028.

Wellington Regional Stadium Trust (SKY Stadium)

SKY Stadium was established as a charitable trust to provide a high-quality, multi-purpose venue for sporting and cultural events. Greater Wellington and the Wellington City Council appoint one Councillor each to the Wellington Regional Stadium Trust and, together appoint other trustees. We also monitor the Trust's performance against its Statement of Trustee Intent.

Civic Financial Services Limited

Greater Wellington has a minority interest in the New Zealand Local Government Insurance Corporation, trading as Civic Financial Services Limited. This investment is owned directly by Greater Wellington rather than via the WRC Holdings Group.

New Zealand Local Government Funding Agency Limited

(8.3 percent owned by Greater Wellington)

The New Zealand Local Government Funding Agency Limited (LGFA) was established by statute in December 2011. Greater Wellington is a founding shareholder in the LGFA and we have subscribed to \$1.9 million shares. The LGFA assists local authorities with their wholesale debt requirements by providing funds at better rates than are available directly in the marketplace. We source term debt requirements from the LGFA and receive an annual dividend.

As part of the arrangement Greater Wellington has guaranteed the debt obligations of the LGFA along with the other shareholders in proportion to its level of rates revenue. Greater Wellington believes the risk of this guarantee being called on is extremely low. The internal liquidity arrangements of the LGFA, the lending covenants, and the charge-over rates the LGFA has from all council borrowers contribute to this low risk.

The LGFA provides savings in annual interest costs for all participating local authorities. It makes longer term borrowings available and enhances the certainty of access to debt markets for participating local authorities. This is subject always to operating in accordance with sound business practice and offering more flexible lending terms to participating local authorities.

The LGFA monitors the quality of its asset book by ensuring it understands each participating local authority's financial position and the general issues confronting the local government sector. The LGFA raises debt funding either domestically and/or offshore in either New Zealand dollars or foreign currency and provides debt funding to New Zealand Local Authorities. It may undertake any other activities considered by the Board to be reasonably related or incidental to, or in connection with, that business.

Participating local authorities must comply with the LGFA's lending policies. A full list of the specific targets for the LGFA can be found in their statement of intent on the LGFA website.

Investments

Greater Wellington has a significant portfolio of investments, including:

- Liquid financial deposits
- Contingency investments for flood protection and bulk water supply
- Material damage property insurance contingency fund
- Forestry.

Equity investments in the:

- WRC Holdings Limited (including CentrePort Limited and Greater Wellington Rail Limited)
- Local Government Funding Agency
- Wellington Water Limited and the Wellington Regional Economic Development Agency (WellingtonNZ).

Greater Wellington's approach in managing investments is to balance risk against maximising returns. We recognise that as a responsible public authority, investments should be held for the long-term benefit of the community, with any risk being managed appropriately. We also recognise that lower risk generally means lower return.

From a risk management point of view, we are very aware that investment returns are exposed to the success or otherwise of three main investments – the WRC Holdings Group (including CentrePort Limited), our liquid financial deposits and our contingency fund.

Treasury management

Treasury management is a process of managing an organisation's liquidity, money market instruments, banking, concentration, and disbursement activities. At Greater Wellington, these are carried out centrally to maximise our ability to negotiate with financial institutions. We then on-lend these funds to activities, allowing the true cost of debt funding to be reflected in the appropriate areas. Any surplus from the treasury management is used to offset general rates.

Liquid financial deposits

We hold \$33 million in liquid financial deposits as a result of selling our interest in CentrePort Limited to one of our wholly owned subsidiary, WRC Holdings Limited. We hold these liquid financial deposits in accordance with general provisions of our Treasury Management Policy.

Contingency Investments for Flood Resilience and Water

Greater Wellington holds several short term contingency investments. They have been established so that we have funds available to pay for the uninsured damage to water supply and flood resilience assets if disaster (earthquake, major floods etc.) strikes.

Forestry

Greater Wellington and our predecessor organisations have been involved in forestry for many years, primarily for soil conservation and water quality purposes. We currently hold 6,000 hectares of forested land of which around 4,000 hectares is in the western or metropolitan part of the region, with the remaining 2,000 hectares in Wairarapa. The cutting rights to these forests were sold for a period of up to 60 years in the 2013/14 financial year. Our overall investment policy is to maximise long-term returns while meeting soil conservation, water quality and recreational needs.

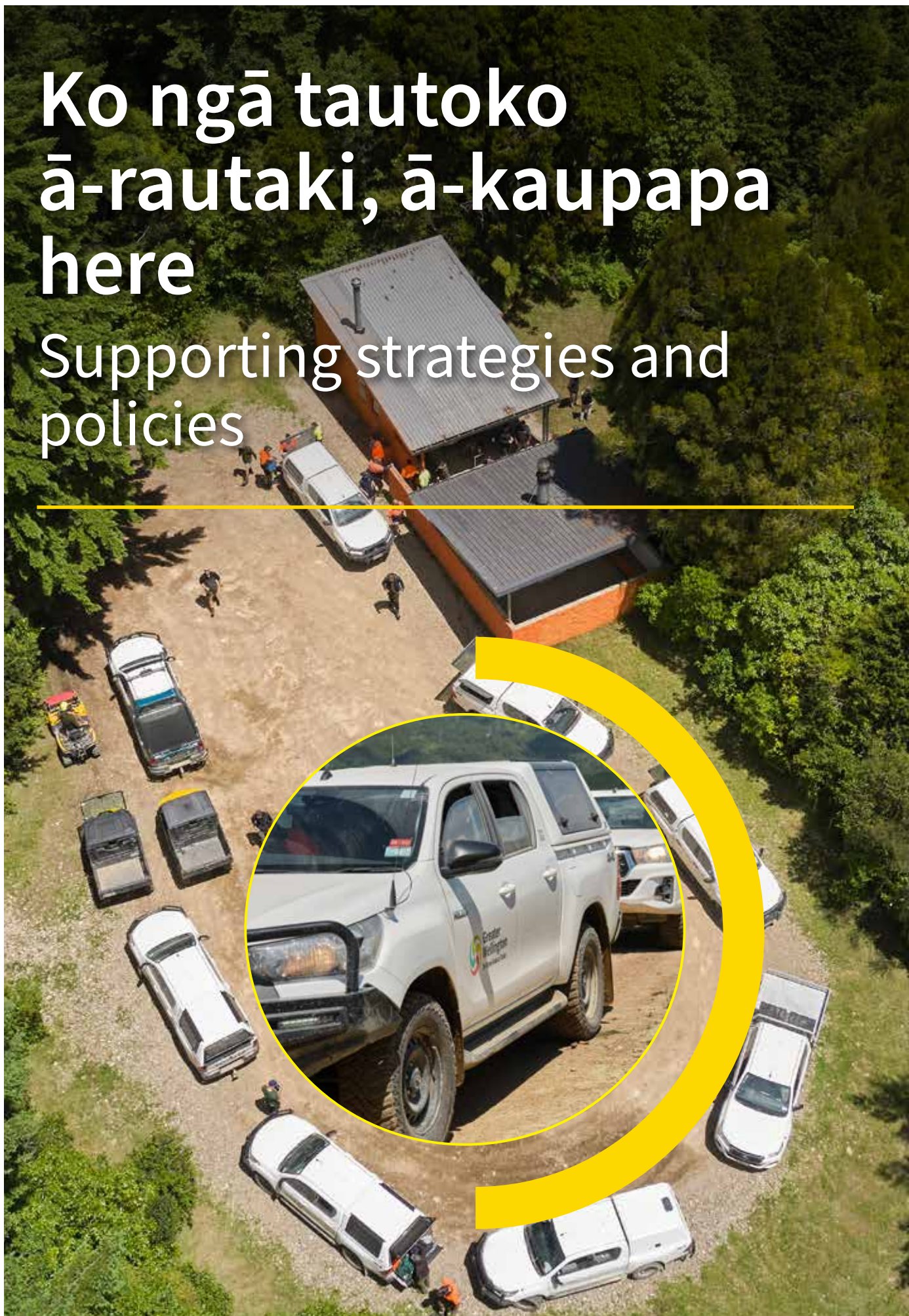
Investments Prospective Funding Impact Statement

For the year ending 30 June

	Long Term Plan										
Annual Plan	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	(13,700)	(14,560)	(14,413)	(8,207)	(11,196)	(8,295)	(10,301)	(12,103)	(16,938)	(12,975)	(13,269)
Targeted rates	-	-	353	587	837	1,031	1,066	1,072	1,079	1,084	1,092
Internal charges and overheads recovered	34,224	52,969	59,877	65,861	72,529	80,719	90,341	98,529	106,193	112,225	117,153
Interest and dividends from investments	8,701	13,033	10,869	10,366	10,362	10,475	10,690	10,874	11,071	11,173	11,465
Local authorities fines, infringement fees, and other receipts	1,800	2,080	-	-	-	-	-	-	-	-	-
Total operating funding	31,025	53,522	56,686	68,607	72,532	83,930	91,796	98,372	101,405	111,507	116,441
Applications of operating funding											
Payments to staff and suppliers	2,479	142	3,144	3,217	3,424	533	158	161	164	167	171
Finance costs	36,487	56,332	59,443	64,008	69,509	76,653	83,950	91,634	98,381	102,559	106,886
Internal charges and overheads applied	2,291	745	292	300	305	311	319	324	330	338	343
Total operating funding	41,257	57,219	62,879	67,525	73,238	77,497	84,427	92,119	98,875	103,064	107,400
Surplus/(deficit) of operating funding	(10,232)	(3,697)	(6,193)	1,082	(706)	6,433	7,369	6,253	2,530	8,443	9,041
Sources of capital funding											
Increase (decrease) in debt	8,249	758	6,840	(434)	1,381	(5,721)	(6,609)	(7,542)	(1,662)	(1,525)	(2,051)
Total sources of capital funding	8,249	758	6,840	(434)	1,381	(5,721)	(6,609)	(7,542)	(1,662)	(1,525)	(2,051)
Application of capital funding											
Capital expenditure—											
to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	(4,799)	(3,617)	-	-	-	-	-	-	-	6,000	6,000
Increase (decrease) of investments	2,816	678	647	648	675	712	760	(1,289)	868	918	990
Total application of capital funding	(1,983)	(2,939)	647	648	675	712	760	(1,289)	868	6,918	6,990
Surplus/(deficit) of capital funding	10,232	3,697	6,193	(1,082)	706	(6,433)	(7,369)	(6,253)	(2,530)	(8,443)	(9,041)
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-
Depreciation on council assets	-	-	-	-	-	-	-	-	-	-	-

Ko ngā tautoko ā-rautaki, ā-kaupapa here

Supporting strategies and
policies





Te Rautaki Hanganga Infrastructure Strategy 2024-54

Executive summary

Greater Wellington's Infrastructure Strategy tells you how we plan to manage our infrastructure over the next 30 years.

To support the extraordinary region: thriving environment, connected communities, resilient future vision we have for the region, this strategy defines the nature of the challenges we face, our approach and options for dealing with those challenges; and the implications of these actions as we work towards intergenerational equity.

The Infrastructure Strategy is informed and delivered by the following asset management plans:

- Metlink Public Transport
- Flood Resilience
- Regional Parks
- Environmental Knowledge and Insights
- Harbours
- Water Supply – Resource Services Plan.

Our strategy for Greater Wellington infrastructure responds to some big regional challenges:

- Ensure Te Taiao is protected, and its resilience retained
- Climate change and adverse natural events
- Managing forecast change in demand
- Managing risks, infrastructure performance and cost within our changing context.

Introduction

Infrastructure is the Greater Wellington's biggest area of activity (regulator, funder and provider). Greater Wellington is responsible for \$2.2 billion of assets.

The core infrastructure assets we own for bulk water supply, flood protection, and public transport constitute the majority of Greater Wellington's asset value. These require our largest annual operating expenditure commitments. These assets all enable and support our activities and outcomes for the region, as well as playing a key part of its critical kaitiakitanga (guardianship) role - ensuring the well-being of our local communities and environment.

Scope of Strategy

The strategy identifies our significant issues, the most likely scenarios and significant decisions we need to make, against the 30-year timeframe.

Greater Wellington manages the following infrastructure portfolios:

- Water Supply
- Metlink Public Transport
- Flood Resilience
- Regional Parks
- Environmental Knowledge and Insights
- Harbours.



This Infrastructure Strategy provides details of the level and timing of investment needed to operate, replace, renew and upgrade existing facilities and the Financial Strategy outlines the required rating and debt levels to fund these investments. Together the two strategies outline how Greater Wellington intends to balance investment in assets and services with affordability. No material assumptions used in the preparation of this document have a high level of uncertainty. We have applied a precautionary and prudent approach to the consideration of available options and scenarios presented within this strategy.

What has changed since 2021

Much of the information and high-level assumptions in our preceding infrastructure strategies are valid today. Some things have changed over that time. The scale of our infrastructure network has continued to grow. Our operating and maintenance commitments have also grown. Scopes of planned work have changed. Keeping budgets realistic and in-line with our expected workload is fundamental to prudent asset management.

The type of work Greater Wellington needs to do has not changed. However, we continue to review and adjust how we operate and how we deliver our services. Programmes of work originating from our previous Infrastructure Strategies continue through into the 2024 strategy addressing issues that continue to hold relevance today (Table 1).

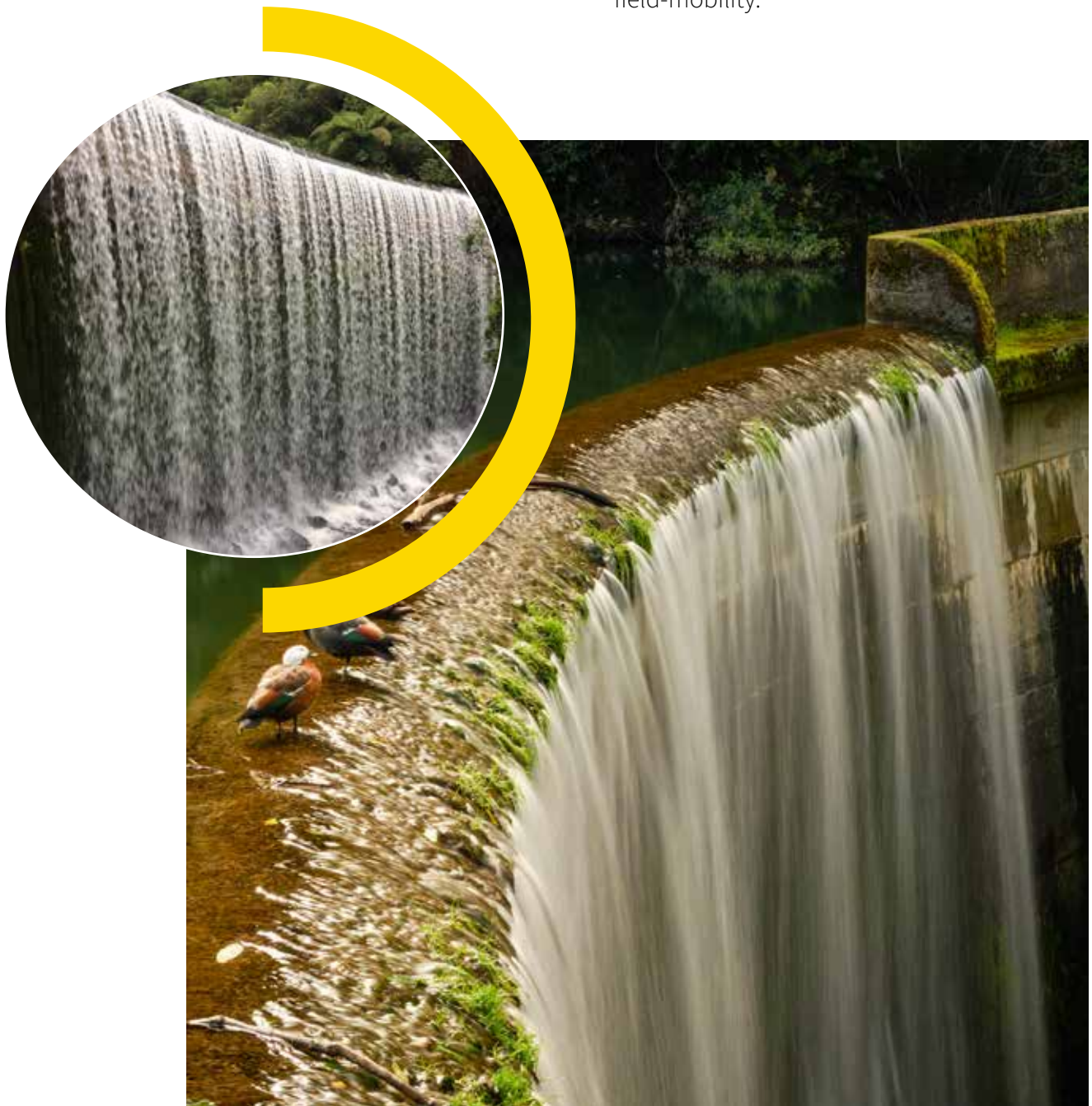
Table 1: The status of issues and options proposed in 2021's Infrastructure Strategy

2021 Issue	Timing of project	Principal Option	Costs (\$'000)	Status 2023
Achieving Carbon Neutral	2022-24	Belmont (Waitangirua) recreational facilities Low Carbon Acceleration Fund Renamed 'Recloaking Papatūānuku' – upscaled to \$29.3m (2024-33)	\$830k	
	2024 -26	Bus Layover Decarbonisation	\$4.3m	Rephased 2024-28
Asset renewals as a critical enabler of resilience and adaptation	2021-51	Deliver major Floodplain Management Plans projects	\$223m	As planned
	2021-24	Queen Elizabeth Park Coastal Erosion Plan – Managed Retreat	\$2.3m	Project rephased 2025-27 \$2.7m
	2021-22	Ground strengthening Waterloo treatment plant	\$4.4m	Initial geotechnical assessment and ground injection trials complete. Options being reconsidered
	2021/22-2023/24	Replacement of Kaitoke main, Silverstream Bridge	\$30.5m	Underway - construction planned until 2025 (expected cost \$92m)
	2021/22	Kaitoke Flume Bridge Seismic Upgrade	\$4.2m	Project budget increased to \$42m. Construction expected to be complete in 2025

2021 Issue	Timing of project	Principal Option	Costs (\$'000)	Status 2023
Delivering an efficient, accessible, and low carbon public transport network	2021/22 - 2049/50	Metlink Bus new capex	\$28m	
	2023-2026/27	Waterloo Interchange	\$22m	Revised to \$115m 2024-28
	2021/22 – 2023/24	Integrated ticketing solution	\$48.4m	Rephased 2024/25 estimated \$60m
	2023/24 -2029/30	Upgrading rail station customer amenities	\$19m	
		Wairarapa and Manawatu rail service and capacity enhancements	\$568m	As planned – Crown bid approved. Greater Wellington contribution \$57m 2024-29
Delivering our critical assets	2022-30	Gear Island and Waterloo wells replacement	\$18m	As planned
	2032-36	Kaitoke intake	\$36m	Budget and timing to be confirmed
	2021/22 -2049/50	Metlink Bus Capex renewals	800k to \$1.7m	
	2021/22 to 2050/51	Lower Wairarapa Development Scheme, including the George Blundell Barrage	\$220.1m	As planned. \$104.1m 2024-54 overall
Meeting future demands	2021-23	Installation and provision of regional-scale monitoring and structures	\$468k	As planned
	2021-25	Te Marua capacity optimisation	\$38.9m	Project budget upscaled to \$59m. In design and construction phase.
	2021/22 -2032/33	RiverLink - Te Wai Takamori o Te Awa Kairangi	\$76.5m (Flood)	As planned – budget revised to \$287.2m 2024-33
	2032-49	Water Supply assets to support growth	\$19m	Budgets and timing to be confirmed

Other factors have had an impact on what and how we deliver services and when, including:

- Effects of Water Reforms.
- Continued change in the carbon neutrality and climate change areas – with increasingly ambitious change programmes, infrastructure investment and policies.
- Inflationary pressure on our economy following COVID-19 and world-wide commodity prices pressures from the Russia/Ukraine conflict combined with labour shortages affecting key sectors including public transport.
- Since the last Infrastructure Strategy, we have reviewed and revised our Catchment and Environment activities, culminating in the creation of the new Rōpū Taiao (Environment Group) – with new operating models, functional groupings and management structures.
- We have implemented of our new asset management information system along with an update to our business processes. Our asset data structures have been updated, with allowance for spatial data improvements and field-mobility.



Our strategic direction

Our vision and priorities

Greater Wellington’s Strategic Framework (Fig. 1) recognises the importance of infrastructure for delivering our vision and focus areas. The framework

links draws together high-level planning principles across Activity Management Plans, the Finance Strategy and the Infrastructure Strategy.

A high-level integrated overview of the principles that guide our planning

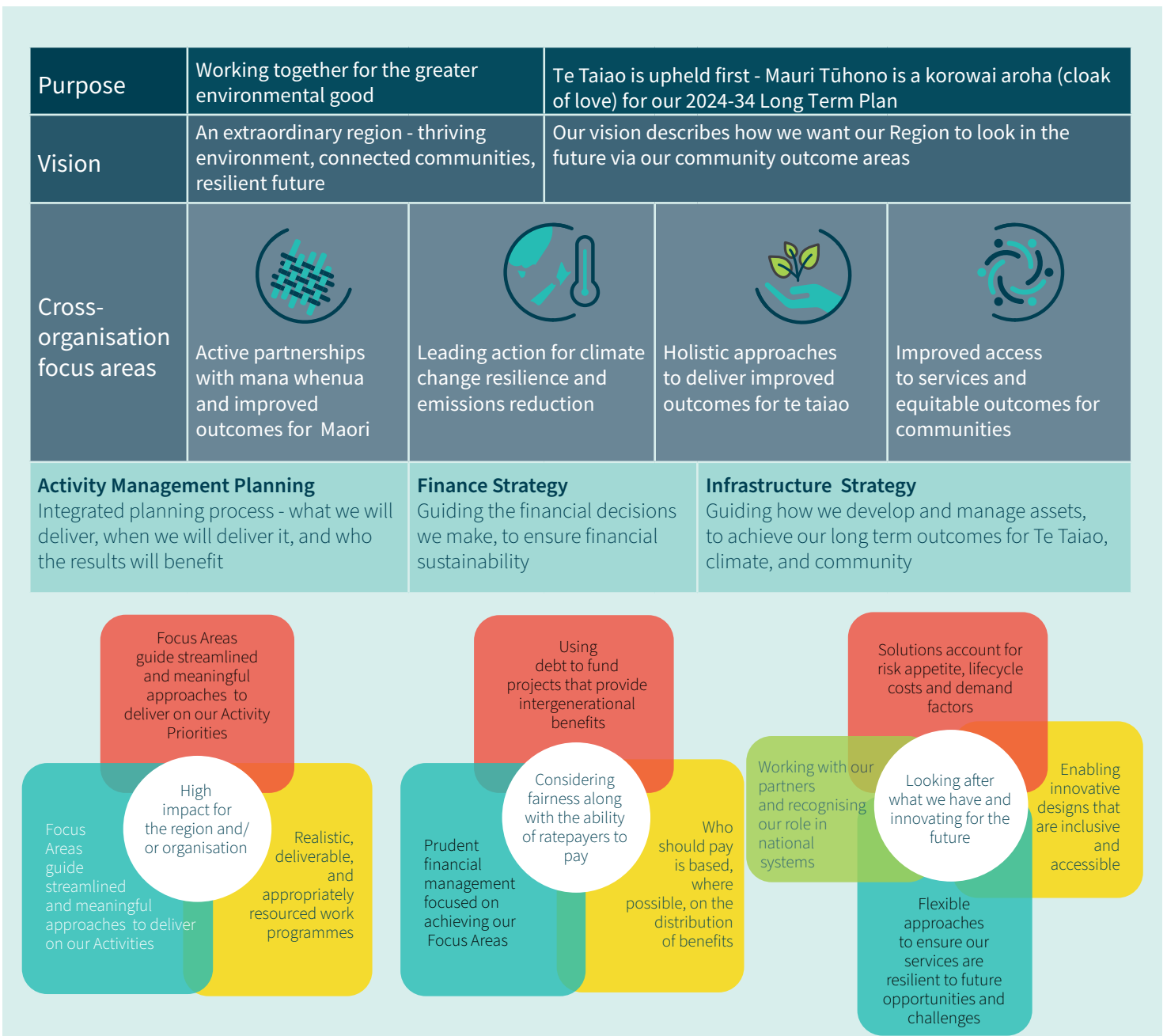


Figure 1: Greater Wellington’s Strategic Framework for the 2024 Long Term Plan

This framework outlines how our assets and the activities they support will contribute to achieving our vision and focus areas. Working with our partners and recognising our role in national systems.

Infrastructure Strategy Principles

We take a principles first approach to how we manage our assets, ensuring a consistent and considered approach.

- Solutions account for risk appetite, life cycle costs and demand factors.
- Enabling innovative designs that are inclusive and accessible.
- Flexible approaches to ensure our services are resilient to future opportunities and challenges.
- Working with our partners and recognising the role our infrastructure plays in national systems.
- Underpinning these is a central principle 'Looking after what we have and innovating for the future'.

Our assets and the services they provide

Water Supply

The bulk water supply assets include a network of pipelines, pumping stations, reservoirs, treatment plants and other assets. Greater Wellington owns the bulk water supply assets.

Greater Wellington provides bulk water supply to four of the region's cities - Wellington, Porirua, Hutt, and Upper Hutt. Those cities supply water to the end consumer through their local reticulation networks. Wellington Water Limited, a council-controlled organisation owned by the six local authorities, is contracted to manage the water supply activity on the Councils' behalf.

Assets	Levels of Service	Performance (2022/23 Annual Report)
Distribution pipework 187 km	Provide water that is safe, and pleasant to drink	This performance measure has been met
Treatment Plants (4)		
Tunnels 9 km		
Water storage (3)	Provide a continuous and secure bulk water supply	This performance measure has not been met
Pump stations (15)		
Roads and tracks 45 km		Sufficient water cannot be guaranteed to meet normal demand in a drought with a severity of greater than or equal to one in 50 years.
Raw water intakes and wells 2,688		
Aquifer wells (18)		

Metlink public transport

Greater Wellington plans, funds and operates the Metlink Public Transport network of train, bus and harbour ferry services throughout the region. We own and maintain parts of the public transport network including trains, railway stations, and

bus shelters. We contract companies to operate the train, bus and harbour ferry services on our behalf. Ownership of the buses or the ferries is predominantly with operators.

Assets	Levels of Service	Performance (2022/23 Annual Report)
Rail Rolling Stock (108) Buses 'On Demand' (6) Buildings (Bus 634; Rail 126) Structure – Rail (235) Barrier lines – Rail (189) 13,477m Footpaths and Tracks – Rail (21) 2,899m ² Signs (Bus 7,373, Rail 2,336) Furniture (Rail 2,738, Bus 114) Equipment incl. CCTV/security (Rail – 1,953, Bus - 37)	Provide a consistent and high quality customer experience across the public transport network	Both satisfaction of Rail services overall and convenience of paying for Metlink services met target. Punctuality targets were not met as were affected by speed restrictions on rail network and affecting passenger satisfaction. Punctuality of bus services and passenger satisfaction affected by bus driver staff shortages and route compliance. Satisfaction with information services affected by delays and disruptions
	Promote and encourage people to move from private vehicles to public transport	Per capita boardings recovering but still reduced compared to pre-COVID levels
	Provide fit-for-purpose vehicles, infrastructure and services to continually deliver a high quality core network that meets ongoing demand	Station/stop/wharf satisfaction possibly affected by severe weather events, although satisfaction with condition of the vehicle fleet met targets
	Gross emissions for Metlink's public transport fleet will be minimised, reducing the offsets and amount of insetting required to reach net carbon neutrality	Emissions reported (21,019t) above reduction target (19,223t)
	Reduction of accidental death and serious injury on the public transport network and prioritisation of safety and maintenance on the Public Transport network to encourage safe behaviours	Targeted 5% reduction not met - 3 incidents of serious injuries and no deaths

Flood resilience

We manage flood risk from the region's rivers and streams. We investigate flood hazards, develop floodplain management plans and maintain and build flood protection works in accordance with these plans. We also provide an advice and consultation service for internally and externally

in relation to flood and erosion risks. In providing this activity we also enable public recreational use and enjoyment of river corridors and contribute to the restoration of the natural and cultural values of rivers.

Assets	Levels of Service	Performance (2022/23 Annual Report)
Buildings (23)	Progress towards completion of RiverLink - Te Wai Takamori o Te Awa Kairangi flood control works	This performance measure has been met
Structure (4,971)		
Erosion control vegetation areas (1,202 by Model Category)		
Footpaths and Tracks (562) 230,733 m ²		
Barrier lines (58) 67,477 m	Provide the standard of flood protection agreed with communities	Tracking ahead of target with Flood Management Plans. Consulting delays affecting consenting of proposed works. Work delivery has been affected by weather
	Provide information and understanding of flood risk in the community	

Regional parks

Greater Wellington manages a network of Regional Parks and Forests for the community's use and enjoyment. This includes a range of unique natural areas for recreation and conservation. We plan for the future of these, provide services and facilities for visitors and work with mana whenua and community groups to protect and restore the environment of regional parks.

Assets	Levels of Service	Performance (2022/23 Annual Report)
Amenity area (70)	Protect and care for the environment, landscape and heritage	Behind target for grazed land retirement and restoration, although more than doubled the target for indigenous species planted.
Building (197)		
Environmental area (39)		
Park furniture (440)		
Heritage feature (166)		
Sign (1,856)		
Structure (1,083)		
Footpaths and tracks (2330) 454,826 m ²	Customer satisfaction and improved public access	Parks visits (1.68m) declined from previous years. New online method tracking user satisfaction results have shown a reduction (to 84 percent)
Barrier lines (1,316) 357,266 m		

Environmental knowledge and insights

We monitor rainfall, river flows, groundwater levels and quality, freshwater coastal water quality, air quality and land quality and biodiversity. We gather this information to carry out our regulatory functions, to monitor the state of the environment and measure the effectiveness of policy statements and plans, and to make the information available to the public.

Sites (number)	Levels of Service	Performance (2022/23 Annual Report)
Air Quality Monitoring (8)	Provide environmental information to the community and our stakeholders	This performance measure has been met
Auto Freshwater Quality (8)		
Auto Groundwater Level (92)		
Auto Lake Level (8)		
Auto Rainfall (82)		
Auto River Level (71)		
Auto Tide Level (2)		
Auto Wetland Level (7)		
Meteorological (24)		

Harbours

We provide aids to navigation to assist all users of the region's coastal waters to navigate safely. This includes providing accurate, relevant and timely information via our Harbour Communication Station (Beacon Hill).

Assets	Levels of Service	Performance (2022/23 Annual Report)
Buildings (9) (incl. 6 lighthouses and 1 Signal Station operated 24/7)	Manage the safety of marine activities in the region's waters	Risk reviews tracking behind target
Equipment (179)		
Structure/pile light (12)		
Vessels (3)		

Critical assets

Central to managing risks, hazards and resilience is the criticality of assets. Critical assets are those that, were they to fail, would likely result in significant financial, environment and social cost in terms of impact on strategic priorities and agreed level of service, the environment, the organisation's reputation or priorities, or economic and financial impacts.

A criticality framework is used to ensure a consistent approach to assessing the probability and consequence of failure. The criticality ranking aligns with the Global Criticality Rating, subsequently developed by the NZ Treasury – National Infrastructure Unit. The criticality of all Greater Wellington's assets (1 (Insignificant) to 5 (Extreme)) has been established and used to inform their lifecycle management and prioritise associated work programmes.

Asset management approach

Greater Wellington is committed to best practice asset management. By managing assets and long-term works programmes we aim to deliver agreed levels of service, in the most cost-effective manner, throughout their lifecycle.

Greater Wellington uses its asset management plans as a basis for, and to deliver, the Infrastructure Strategy. Our approach is guided by the International Infrastructure Management Manual. Asset management is a continuous exercise and Asset Management Plans are reviewed every three years, to deliver activities and contribute strongly to Greater Wellington's priorities.

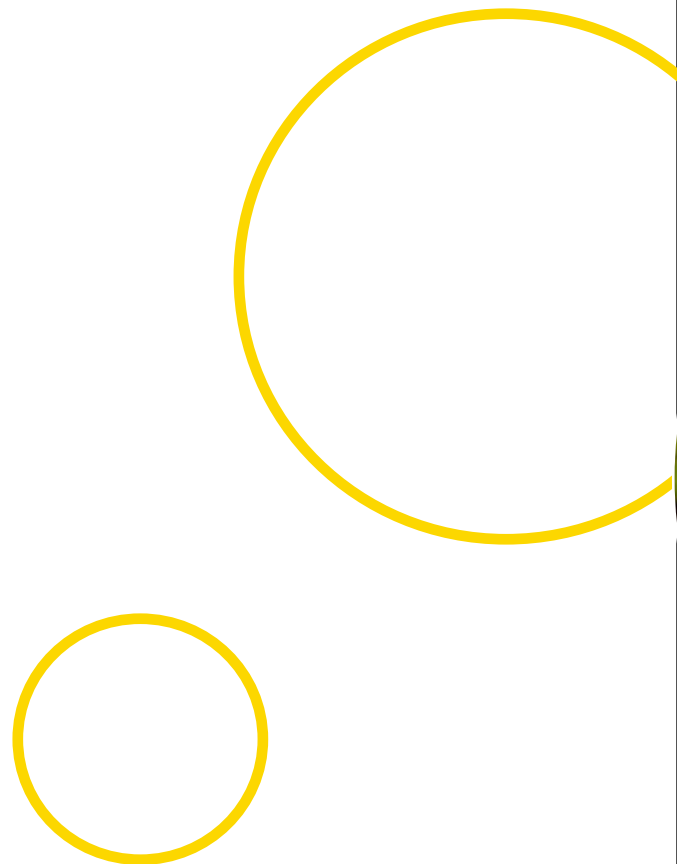
The three components of best practice asset management relevant to this strategy are:

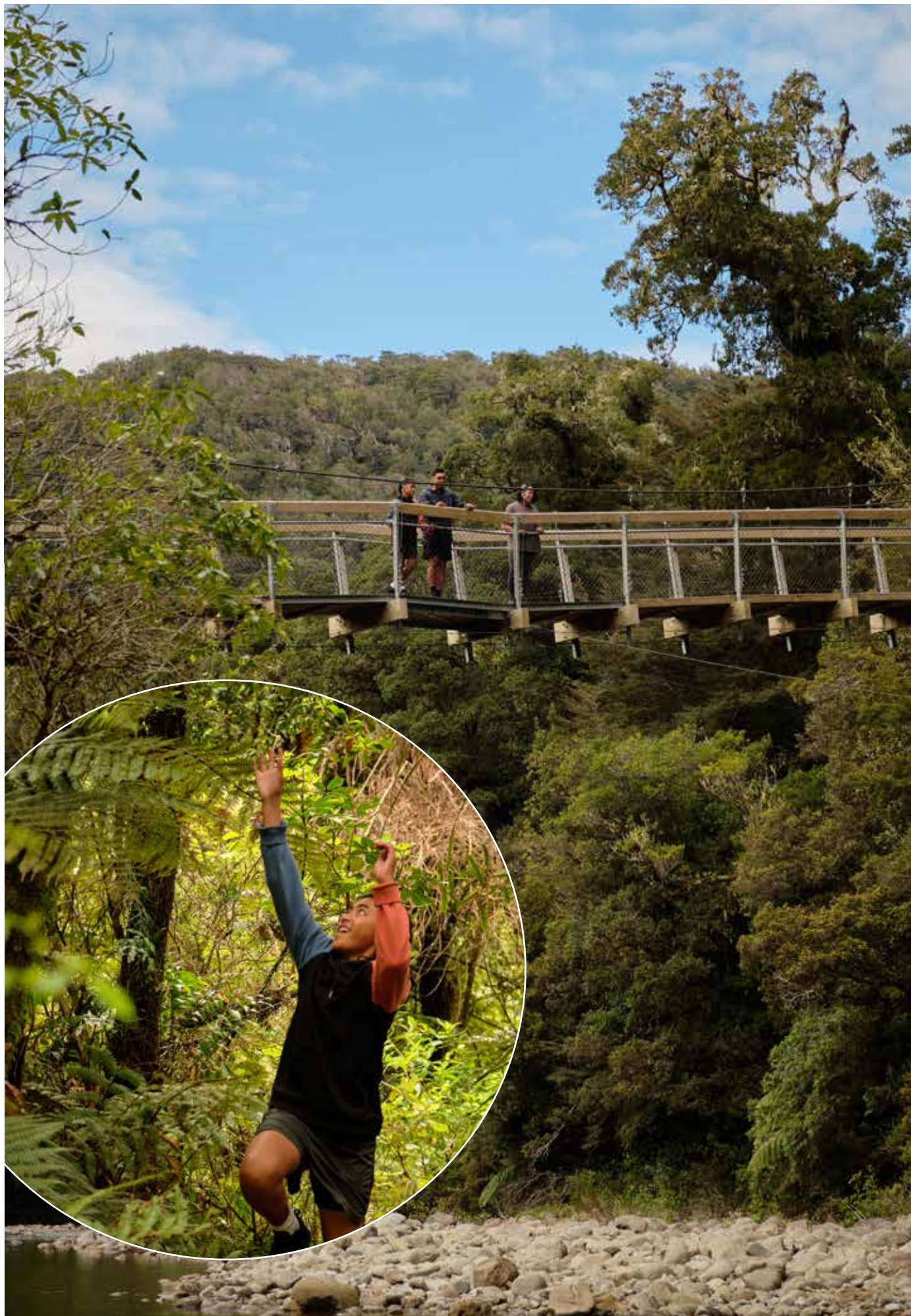
- Lifecycle analysis
- Service levels and
- Future demand and risks.

Lifecycle analysis

Greater Wellington uses a lifecycle management approach to manage assets. In general, we maintain our assets until they reach the end of their useful lives, when they are either renewed, replaced, or upgraded. When making decisions we consider lowest long term/whole of life cost, rather than short term savings. Where levels of service are highest, decisions to replace or perform a maintenance renewal may occur earlier in the standard asset lifecycle.

Asset knowledge and information is crucial; it underpins this Infrastructure Strategy, and the Long Term Plan, and enables evidence-based decision making. Our knowledge of our assets and forecasting capability has continued to grow – as part of the implementation of our new asset management information system – Ngātahi. Asset data and insights perform an important role in optimising assets useful lives.





The useful lives of major classes of fixed assets have been estimated as follows:

Port, wharves and paving	2 to 100 years
Operational buildings	5 to 75 years
Operational plant and equipment	2 to 40 years
Operational vehicles	2 to 34 years
Flood protection infrastructural assets	10 years to indefinite
Transport infrastructural assets	4 to 150 years
Rail rolling stock	20 to 30 years
Navigational aids infrastructural assets	10 to 50 years
Parks and forests infrastructural assets	5 to 155 years
Regional water supply infrastructural assets	3 to 214 years

An asset’s effective useful life is managed based on:

- Assets’ health profiles (including observed condition, function, capacity and utilisation) and risk profiles (including asset criticality, risk consequence and risk likelihood).
- Performance and customer service issues.
- Growth and changing demands.
- Ongoing maintenance requirements.
- The differing economic lives of individual assets.

Condition, data confidence, criticality and asset management maturity are all based on 1 – 5 rating scales (Table 2). Table 3 summarises the value, condition, reliability of asset data and criticality of the assets covered by the Strategy.

Table 2: Key for condition, data confidence, criticality and asset management maturity scales

	Condition	Data confidence	Criticality	Maturity
1	Very Good – only normal maintenance required	Systematic and fully optimised data programme	Insignificant - negligible social or economic impact	Aware (Maturity 0-20) Intentions to develop Asset Management Plans (AMPs)
2	Minor defects only – minor maintenance required	Reliable data in information system with analysis and reporting	Minor - minor service disruption	Basic (Maturity 20-40) Plan contains basic information on assets, service levels, planned works, and financial forecasts
3	Maintenance required – significant maintenance required to return to the expected level of service	Sufficient information to support basic analysis	Moderate - serious localised impacts and cost	Core (Maturity score 40-60) Approach to risk, condition and performance assessments, demand forecasts, 10yr financial and improvement plan
4	Requires renewal - significant renewal/ upgrade required	Basic / incomplete information based on assumptions	Major - major disruption over an extended period	Intermediate (Maturity score 60-80) Strategic context, analysis of condition and performance, customer engagement in LOS, Optimised Decision Making (ODM)/risk applied to projects
5	Asset unserviceable – Asset requires replacement	No asset register	Extreme - significant, region-wide, long term disruption and significant cost to restore service Negligible social or economic impact	Advanced (Maturity score 80-100) Programmes driven by optimised decision making, risk management and service level / cost trade off. Improvement programme focus on maintaining ongoing practice

Table 3: Asset group profiles

Asset Group	Asset value* (2023)	Overall condition	Data confidence	Criticality	Maturity
Water Supply	\$654.2m	2 -Minor defects only	2 -Reliable	5 -Significant – for the entire network	4 – Intermediate
Flood Resilience	\$462.5m	2 -Minor defects only	3 - Sufficient information	5 –Significant – stop banks, flood gates, barrage gates, detention dams	3 – Core
Metlink Public Transport – Rail	\$516.6m	3 -Maintenance required	2 - Reliable	3- Moderate	4 – Intermediate
Metlink Public Transport – Bus and Ferry	\$64.4m	3 -Maintenance required	3 - Sufficient information	3- Moderate	4 – Intermediate
Regional Parks	\$126.6m	2 -Minor defects only	2 -Reliable	3 -Moderate	4 – Intermediate
Environmental Knowledge and Insights	\$4.0m	2- Good	2 -Reliable	4 -Major River and rainfall monitoring equipment	4 – Intermediate
Harbours	\$1.9m	2- Minor defects only	3 - Sufficient information	3 -Moderate for the Signal Station at Beacon Hill	3 - Core

* Source: Greater Wellington Regional Council Annual Report 2022/23).

Levels of service

Greater Wellington's strategic priorities drive levels of service, which in turn influence timing and quality of maintenance, renewals and upgrade works.

Levels of service are therefore the vital link between Greater Wellington's priority areas and expenditure requirement, and account for expenditure differences between:

- Asset types (such as between Water Supply and Parks assets).
- Asset components (such as between bus stops and railway carriages).
- Expenditure categories (such as between maintenance and renewals).

Capital development funding is categorised according to whether it predominantly meets levels of service, growth or renewals needs.

Future Demands and Risks

Section 101B(3)(b) of the Local Government Act requires local authorities to provide for the resilience of their infrastructure by identifying and managing risks. Infrastructure managers are obligated to integrate increasingly complex risks and challenges within decision-making processes. This includes the regulatory reforms, limiting carbon emissions, adapting to climate change, natural and human-induced disasters and the structural aging of infrastructure.

Risk management involves assessing and managing likelihood and consequences of an event happening that will impact on the achievement of Greater Wellington's priorities. The individual Asset Management Plans which inform this Strategy analyse the risks associated with the assets and activities and manage and mitigate those risks.



Figure 2: Risk Screening Approach

Greater Wellington's corporate risk framework includes 'Fitness for purpose of assets' as the main area for measuring and managing risk and uncertainties associated with asset management. This area targets our objective of ensuring assets are fit for purpose and enable the required levels of service to be delivered – both now and in the future.

Our risk management policy uses a top-down strategic view of risk management that is integrated across Greater Wellington's operations and processes. Risk reflects uncertainty about the future, and its impact on the delivery of our objectives

depends on the opportunities or threats that arise. Reporting dashboards relating to this area are regularly updated. The dashboard highlights threats and opportunities associated with achieving the desired outcome.

The framework identifies the likely threats that may arise if the desired outcome is not achieved, such as:

- Inability to deliver strategic outcomes
- Affordability to fund whole of asset maintenance and improvements



- Legacy assets
- Fatal or severe harm to the public
- Physical damage to public and private assets
- Inability of assets to meet current and future community needs, including climate change and non-compliance with legislation.

Working in accordance with Greater Wellington’s asset management policy, infrastructure/asset management planning documents and supporting systems are seen as important management controls, as are third party relationships and contracts, alongside protecting certain assets

through statutory documents (e.g. regional policy statements).

Principles adopted within the framework maintain a flexible and evolving risk management framework which is aligned with ISO 31000:2018. Our approach to risk management includes a formal risk governance structure with accountabilities and responsibilities identified at all levels to ensure our approach to risk is ratified and continuously reviewed. The risk framework and associated dashboard improvements will help Greater Wellington identify key risks so that necessary controls are implemented – towards a more resilient infrastructure network.

Environmental Scan – Big trends and risks

The following section is a scan of future local needs as well as industry and global influences and the impacts these will have for infrastructure delivery in the region.

Our principles shape how we plan and manage our assets. The considerations in this section will ensure our infrastructure networks are fit for purpose – developed and managed with consideration for long term use, and lifetime cost and demand factors.

As a region we are facing several challenges, such as housing supply, and quality and affordability

constraints with water supply, public transport and flood protection infrastructures’ ability to support new development. The Climate Emergency (declared by Greater Wellington in 2019) draws attention to the significance of climate change to our Region. Increasing population will place pressure on our existing infrastructure, increase demand for new assets and have potential to exacerbate threats to the health of our waterways, indigenous biodiversity and our contribution to the climate crisis.

Demographic

Projected change to the regional population affects future demand for infrastructure services. Current projections will see our regional population (554,200) steadily grow by 0.9 percent annually (2021-2051) with an expected growth of 164,000 residents over this period (30 percent). This is a slight decline in previously projected growth (1 percent) due in part to COVID-19 related immigration changes. Regional growth rate variations are expected, with higher annual growth rates (1.3 percent) forecast in Masterton and Carterton. Our greatest numerical increases are expected in Wellington (50,100 additional residents), Lower Hutt (34,900) and Kapiti (21,100) (Sense Partners 2023). Age profile projections indicate a progressively ageing population structure. The highest growth rates are projected within the +50-year age groups, especially in Kāpiti and Wairarapa. Relative growth rates also vary by ethnicity. Māori and Pacifica groups are projected to increase as a proportion of the total regional population, particularly in Porirua and Lower Hutt. These projections collectively suggest a steady increase in the regional population that will increasingly age and become more ethnically diverse. As population increases, we can expect an increase in the number of residential dwellings and demand for Greater Wellington's infrastructure and services. Factoring in expected future demand is important as a means of future-proofing our infrastructure and associated services.

Economic uncertainty, affordability challenges, and resource shortages

Economic conditions have fluctuated markedly over the last three years alongside responses to the COVID-19 pandemic and global conflict, particularly in Ukraine. Supply-chain shocks, inflationary pressures, and responses in terms of monetary policy to address stubbornly high inflation are expected to continue. While the Treasury considers CPI inflation to be near its peak, they forecast it will be relatively slow to fall away – not moving back inside the 1 to 3 percent target band until end-2024 (Greater Wellington Horizon Scan 2023). GDP growth is expected to slow over the short and medium term, with a slow gradual recovery. Unemployment is expected to rise from near record lows. New Zealand's economic outlook is increasingly uncertain against a backdrop of a highly uncertain

global outlook. As a result, we can expect increased costs for Greater Wellington as costs for staff labour, contractors, resources, physical infrastructure components, and maintenance services increase significantly. The impact on infrastructure is notable, where the costs of construction, maintenance and operating factor into overall infrastructure cycles. This poses challenges as to how Greater Wellington will balance community need with affordability.

Increasing risk from environmental change and natural hazards

Our climate has already changed and will continue to change. The region will continue to experience more frequent and intense rainfall events, and longer duration and more frequent drought events. The number of hot days will increase, and the number of frosts will decrease. There will be permanent sea level rise and more frequent and intense coastal flooding and erosion. Inland we will see more intense river flooding, and increased slips and landslides. The annual average temperature will also rise. The region will also continue to be at risk from adverse natural events including earthquakes, tsunami and, increasingly, wildfires – all pose threats to life, property and livelihoods. These impacts will present significant challenges for our Region.

Climate change will have adverse effects on our natural environment, agricultural productivity, and our communities. Infrastructure will be impacted that will, in turn, increase pressure on the economy and society. At a broader level, the National Climate Change Risk Assessment 2020 identified priority risks that Aotearoa faces from climate change - outlining the most significant risks across five domains (natural, human, economy, built and governance). In relation to the human domain, risks have been identified to Māori social, cultural, spiritual and economic wellbeing from loss and degradation of lands and waters, as well as cultural assets such as marae, due to ongoing sea-level rise, changes in rainfall and drought. There are risks to Māori and European cultural heritage sites due to ongoing sea-level rise, extreme weather events and increasing fire weather. Ten other 'most significant risks' include risks to the 'Built' domain – including buildings and potable water supplies (where both have disproportionate effects on Māori).

We can anticipate adverse impacts on infrastructure and assets and increasing pressure on the economy and society. Vulnerable assets are likely to become increasingly difficult and costly to insure and maintain (e.g. low-lying built infrastructure).

There is an opportunity to ensure that new infrastructure is resilient to expected natural events – and readily replaceable through modular/relocatable designs. We can ensure there is sufficient future resourcing to undertake preventative and reactive maintenance and ensure continuity of critical infrastructure levels of service, and for Greater Wellington to demonstrate regional leadership by encouraging positive environmental behaviour and solutions. We have opportunities to transform land-use to encourage nature-based solutions to mitigate the adverse impacts of climate change (e.g. by actively planting up previously grazed areas within our Parks network) and strike the difficult balance between mitigation and adaptation efforts when planning. We can avoid investing in services and infrastructure that will not cope with expected natural events.

The importance of adaptation to climate change, as well as actions to mitigate climate change (by reducing greenhouse gas emissions) will increase over the life of this strategy. We need to rapidly reduce greenhouse gas emissions in all sectors while also building resilience and adapting to our changing climate. Major investment is required on both sides of the climate equation – adaptation and mitigation. Greater Wellington's reliance on third parties to deliver our services across our Metlink Public Transport and Flood Resilience networks highlights the need to take a big picture view regarding network resilience, and adaptation to climate change.

A wide spectrum of planning and decisions will increasingly need to be guided by climate change projections and continue to adapt as new challenges and opportunities arise. Greater Wellington plays an important role in building understanding of regional climate change projections and our exposure to natural hazards (and the interactions between the two) and coordinating actions to help reduce their impacts on our communities, the environment and our assets.

A coordinated, kaitiakitanga response is essential to wellbeing and resilience

The predicted and anticipated regional growth agenda, carbon reduction aspirations and a healthy environment are not mutually exclusive - they do pose planning and delivery challenges. We need to ensure urban development planning is conscious of current and future infrastructure limitations, including flood risk, and compliance with increasing community expectations, environmental legislation and the ecosystem services values.

These challenges cannot be managed effectively with traditional management approaches. Carbon neutral mandates, urban growth and demand and stricter water quality rules all require changes to what was business as usual.

Greater Wellington sees these challenges as a context and opportunity to deliver and reshape decisions and plans, redirect energy, and create a better environment supporting the needs of our community and ecosystems. The way we respond to the significant issues as a region will enable our transition to a thriving environment, connected communities and a resilient future.

Cross cutting and significant issues

The Wellington Region needs to respond to some big challenges in relation to community wellbeing, climate action, infrastructure affordability, Wellington being home to more people, structural and legislative reforms.

Responses to these challenges need to consider fairness along with ratepayers' ability to pay.

To deliver the vision of an 'Extraordinary Region - Thriving Environment, Connected Communities and Resilient Future', the significant issues for infrastructure identified are:

- Climate change and adverse natural events
- Managing forecast changes in demand
- Managing risks, infrastructure performance and cost - within our changing context.

Ensuring Te Taiao is protected and its resilience is retained is an underlying infrastructure management issue for Greater Wellington.

The issues relate to the focus areas within Greater Wellington's Long Term Plan Strategic Framework:

- Active partnerships with mana whenua and improved outcomes for Māori
- Leading action for climate resilience and emissions reduction
- Holistic approaches to deliver improved outcomes for Te Taiao
- Improved access to services and equitable outcomes for communities.

These issues are now explored in detail including what challenges they present to Greater Wellington and how we plan to manage them. Significance is applied as per Greater Wellington's Significance and Engagement Policy (2023).



Climate change and adverse natural events

The rise in global temperatures is causing more volatile weather, having profound effects on biodiversity and ecosystems and threatening human health and well-being in numerous ways.

It is increasingly unlikely that global temperatures can be kept from rising by more than 1.5°C – even with carefully planned and rapid transitions to achieve steep carbon emissions reductions. In the Wellington Region emissions reductions will be primarily from transport, energy and agriculture.

Greater Wellington declared a Climate Emergency in 2019 due to the risk facing our communities. We have adopted a goal of 40% reduction in Greater Wellington's net emissions by 2025, and to be carbon neutral (have net zero emissions) as an organisation by 2030 and 'climate positive' (be absorbing more emissions than it is emitting) by 2035. Our organisational Carbon Neutral 2030 goal is supported by the Organisational Climate Emergency Action Plan, a Carbon Reduction Policy (2020) and a Climate Change Consideration Guide (2020) requiring options for adaptation and mitigation to be considered for all work. The action plan was updated in 2023 to incorporate a wider range of actions that include: investigating an Energy Transformation Initiative to maximise the potential of renewable energy to reduce organisational GHG emissions, reduce energy costs, earn revenue and increase energy security, through direct investment and new supply arrangements, a carbon storage tracking system, enhancing pest animal control to help ecosystems sequester carbon and working with partners to ensure adaptation planning is community-led and informed by sound science and Te Aō Māori.

We plan to investigate options for reducing and sequestering emissions on Flood Resilience land including nature-based solutions. Across Greater Wellington, we will complete and maintain an organisational climate risk assessment and produce and implement an organisational adaptation plan.

At the regional scale, our Regional Climate Emergency Action Plan sets out a 10-point plan for how the region will address the Climate Emergency,

including infrastructure-related actions (e.g., reducing transport emissions by increasing public transport services to Wairarapa and Palmerston North; and ensuring that long term infrastructure investments, including in housing and urban centres, properly account for and are resilient to anticipated increased climate change impacts, including both physical risks and transition risks, and avoid locking in high-emissions activities). Greater Wellington's infrastructure has an important role to play in achieving these actions at both organisational and a regional scale.

The greenhouse gas emissions calculated for the Wellington Region are available since 2001 – emissions are tracked on a regular basis. Gross emissions in the region have decreased by 9% between 2018/19 and 2021/22. This reduction was mainly driven by a reduction in transport emissions (-18 percent), most likely due to the restrictions in transport activities associated with the COVID-19 pandemic response. There was a 15% reduction in waste emissions on the same period, due to improvements in landfill gas capture.

Greater Wellington has undertaken organisational annual greenhouse gas inventories since 2019. The organisational inventories are verified by Toitū Envirocare. Greater Wellington's organisational gross emissions have decreased by 5% between 2018/19 and 2021/22. During 2022/23 there was a significant drop of 23 percent in gross carbon emissions. The main drivers of this were the retirement of grazing from parks, decarbonisation of the bus fleet and a higher proportion of renewable energy delivered through the national electricity grid.

It is acknowledged that directly (operational emissions) or indirectly (capital/construction related emissions and decommissioning), infrastructure is a big carbon emitter and therefore has a pivotal role to play in achieving carbon neutrality. The greatest opportunities for organisational emissions reduction



from our assets were identified in public transport, retiring grazing in parks, and water supply activities, as well as corporate building energy and fleet improvements. The Regional Parks, Flood Resilience and other activity within Rōpū Taiao provides opportunity for carbon capture and storage primarily through reforestation and wetland enhancement.

Greater Wellington's carbon reduction will initially focus on reduction of operational emissions. We will achieve net zero carbon in operational energy emissions primarily through the electrification of the public transport network, retiring grazing from the Regional Parks and investing in restoration, and working with Wellington Water to decarbonise the bulk water supply network.

We have retired grazing and are working to restore 128.5 hectares of rare wetland and dune forest in Queen Elizabeth Park and 21.8 hectares of pastureland at Kaitoke Regional Park. We are intending to expand the restoration planting significantly with a boost to Belmont Regional Park's programme (replanting 700 ha of previously grazed land). These decisions will accelerate our move to become climate positive by 2035.

We acknowledge the need to consider lifecycle carbon impacts of both new and existing assets. Integrating a lifecycle approach to carbon when planning and delivering assets is an important step in reducing carbon emissions to achieve emission targets. As such we are exploring expanding the Carbon Reduction Policy scope to encompass lifecycle carbon of assets.

Through our Procurement Policy we are seeking to encourage carbon, (and environmental and social) conscious purchasing. By implementing sustainable procurement policies we will accelerate progress towards a green, circular economy.

We are on our carbon neutrality journey. Taking a lifecycle approach represents a greater level of commitment. The reduction challenge will lead to new ways of thinking and working, innovation in digital technologies, construction techniques and new product development - underpinned by new infrastructure, policy and investment. Likely scenarios associated with climate change related issues are described in Table 4.

Table 4: Issues, options and their most likely scenarios to address arising from achieving our carbon neutral aspirations, adapting to climate change

Issues	Options	Most likely scenario
<p>To achieve carbon neutrality with operational emissions we need to: Phase out grazing from our regional parks Minimise gross emissions for the Metlink Public Transport fleet Reduce emissions associated with the abstraction, treatment and supply of drinking water.</p>	<p>Policy changes (low carbon consideration policy, energy and low carbon first) Change land uses Strategic changes to PT services and networks to increase patronage and mode shift towards decarbonised PT - decreasing regional transport emissions Changes to levels of service Low carbon Acceleration Fund Low carbon initiatives and innovations New infrastructure, investment and policy Leverage policy and operational initiatives to reduce drinking water network leakages and related emissions Non-asset solutions – manage drinking water demand Offset our emissions Do nothing- submit to >2 degrees celcius warming /accept climate crisis</p>	<p>Investigation and assessment of options for water treatment and distribution; and Investigate options for reducing and sequestering emissions on Flood Resilience land including nature-based solutions; and PT Transformational Programme (2024-44) & Increasing Greater Wellington’s control of strategic Public Transport assets. This involves the development of additional depots and charging related infrastructure to support the current and future demands of a modern decarbonised bus network; and Bus Layover Decarbonisation \$4.3m 2023/24 -2025/26. Electrify the entire public transport system. Achieve an all-electric bus fleet by 2035. Achieve a fully battery-electric light vehicle fleet for the organisation by 2030; and Recloaking Papatūānuku: plant 700 ha of previously grazed land at Belmont Regional Park (east) supported with sustained pest control of planted sites (2024-33)</p>
<p>To achieve net carbon neutrality and mitigate the lifecycle carbon emissions from assets we need to: Reduce carbon emissions associated with newly built assets and materials, manufacturing, transportation, operations, renewals and labour and end-of-life Capital Carbon Inventory</p>	<p>Policy changes (Lifecycle carbon) Low Carbon Acceleration Fund New ways of thinking and working Innovation in digital technologies, construction techniques and development of standard products– i.e. cement-free concrete, trenchless pipe construction or modular structures</p>	<p>Nature-based solutions with flood protection and erosion control; and Low Carbon Acceleration Funded projects; and Capital Carbon and Inventory for assets</p>

Issues	Options	Most likely scenario
<p>Adaptation to climate change for assets at risk from coastal erosion and undermining from sea level rise</p>	<p>Policy changes – including fight or flight, managed relocation/retreat or retire</p> <p>Community and stakeholder awareness, partnership and adaptation approaches</p> <p>Adaptive pathways and system thinking approaches</p> <p>Rebuild or upgrade with new investment and innovation construction techniques</p> <p>Work with TAs (and others) on land use changes</p> <p>Decrease to level of service</p> <p>Do nothing- accept the risk to assets and services</p>	<p>Organisational Climate Risk Assessment; and</p> <p>QEP Coastal Erosion Plan \$2.7M 2025-27</p>
<p>Urban development planning is cognisant of current and future infrastructure limitations, including flood risk, and compliance with legislation and the ecosystem services values</p>	<p>Policy changes –no new development on hazardous land. Managed relocation/retreat or retire Urban development planning is cognisant of current and future infrastructure limitations, including flood risk, and compliance with legislation and the ecosystem services values</p> <p>Adaptive pathways and system thinking approaches</p> <p>Community and stakeholder awareness, partnership and adaptation approaches</p> <p>Work with TAs (and others) on land use changes</p> <p>Vegetated ‘soft’ erosion edge protection</p> <p>Critical stopbank building and /or reconstruction</p> <p>Partnership for new infrastructure investment; edge protection</p> <p>Stimulus funding and recovery approaches</p> <p>Decrease to level of service</p> <p>Do nothing- accept the risk to assets and services</p>	<p>The RiverLink project - Te Wai Takamori o Te Awa Kairangi – will address broader infrastructure issues and flood risks by giving the Hutt River room to move and providing a climate resilient flood defence. This work is in partnership with Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira, Hutt City Council and Waka Kotahi. It will provide crucial flood protection and river restoration work, improvements to public transport, walking & cycling routes, local roads and the SH2 Melling Interchange, as well as urban revitalisation of the Lower Hutt city centre; and</p> <p>Other Flood Management Plan implementation</p>

Managing forecast changes in demand

Our existing infrastructure networks can generally cope with historical levels of use and demand. However, in the face of increased future demand, and higher performance standards, there are some networks that will not adequately meet expected future demand. Network performance issues will result unless we actively manage demand and/or

progressively modernize these networks. Network performance and resilience is predicated on the performance of third parties, particularly in the Metlink Public Transport and Flood Resilience activity areas. Related issues, options and likely scenarios appear in Table 5.

Table 5: Issues, options and their most likely scenarios to address

Issues	Options	Most likely scenario
<p>Need to improve capacity reliability and customer experience across the Public Transport network to enable mode shifts and reduce transport emissions.</p>	<p>Strategic, integrated approach to growth planning – smart connections and the Wellington Regional Growth Framework</p> <p>Fund renewals and upgrades of critical assets</p> <p>New infrastructure, investment and policy</p> <p>Change or decrease levels of service</p> <p>Partnership and funding models to drive efficiencies</p> <p>Do nothing</p>	<p>Metlink Bus Capex – for a bus service that is accessible, safe and protected from environmental factors is key to an improved customer experience; and</p> <p>Waterloo Interchange - this project addresses customer experience issues with the existing facilities (including a distributed bus interchange that prevents bus users easily getting the next bus to their destination, lack of natural light, cold and windy). This investment will improve customer experience and enable future Transit Oriented Development at this site - our second busiest station after Wellington - and make public transport a more desirable choice; and</p> <p>National Ticketing Solution – this is a critical component of a modern PT system. It makes it easier for customers paying for PT services across our network. By implementing this, customers from outside of the region will be able to seamlessly use PT services; and</p> <p>Making shared and active modes attractive – upgrading rail station customer amenities; and</p> <p>of operating the network (via reduction in fees and charges from operators for their Depot related costs) and provide a fairer procurement playing-field for bus-services operators and new entrants</p>

Issues	Options	Most likely scenario
		Increasing Greater Wellington’s control of strategic Public Transport assets. This involves the development of additional depots and charging related infrastructure to support the current and future demands of a modern decarbonised bus network. Initially, the programme will result in the development of bus depots in Lyall Bay and Northern Wellington, as well as the ownership of the Lambton Interchange. Over the long term, this investment will reduce the overall cost
Current infrastructure is not capable of safely accommodating additional trains, which restricts the options available to accommodate future demand	Fund renewals and upgrades of critical assets New infrastructure Partnerships and investment Decrease LOS Do nothing	Funding for rail network upgrades between Wellington, Wairarapa and Palmerston North and Wellington; and Transitional rail – investment 100 percent Funding Assistance Rate (FAR). This funds work programmes delivered by KiwiRail that target track and civil asset renewals, and capacity and resilience upgrades across the Metro rail network
Our water supply system is under increasing pressure, with growth relatively high demand and requirements to ensure ecological flows, pushing us towards the limits of our current system.	New raw water source and new assets for growth Additional water storage Upgrading existing assets Different technology (modular desalination) Integrated planning and delivery with Regional Growth Plan Partnerships and funding models Do nothing	Sustainable water supply (Te Mana o te Wai) – including design and consenting of additional water storage lakes; and Renewals and new assets to support growth in Porirua in the long term: <ul style="list-style-type: none"> • Pukerua High Level Pump Station; Plimmerton Pump Station • Belmont High Level Refill Pump; and Working with Territorial Authorities to manage demand
The average household water use in the Wellington metropolitan region is 374 litres per person per day. This is significantly higher than the other major cities in New Zealand and comparable cities overseas.	Asset development – Advanced meter infrastructure (AMI, or “smart” meters) Demand Management (leak detection, reduce network pressure, education and behaviour change) Decrease LOS Do nothing	Advocating for rolling-out water metering across Territorial Authority water distribution networks – residential and commercial; and Education and behaviour change in partnership with the Territorial Authorities

Managing risks, infrastructure performance and cost - within our changing context

The infrastructure industry faces transformative times

Legislative, statutory and regulatory change in all infrastructure fields is ongoing, and may change our role, relationships and ways of operating particularly due to stronger environmental regulation and increasing expectations for positive environmental outcomes. We will likely see new governance roles and changing responsibilities for land-use, water supply and transport.

The drinking water regulator, Taumata Arowai, was established in 2021 with the responsibilities of drinking water regulation and the oversight of wastewater and stormwater. Under current reforms, there will be an increasing focus on water agencies meeting performance and quality targets set by Taumata Arowai (under the 'Local Water Done Well' approach) and ensuring required future capital investments are planned for and resourced.

Market dynamics have led to a skills shortage at all levels of the engineering industry from experienced consultants and contractors to skilled labour. There are several projects nationally and within the region that are limiting the availability of contractors and consultants to progress programmed works. The limited availability is also leading to increased costs, impacting budgets and timeframes for delivery.

It is understood that the status quo will not deliver the future the region needs in the short or long term. To address all these funding, regulatory, skills and capability issues requires a change of paradigm from the way we have often planned and managed the region in the past, to a sequential, multi-disciplinary, multi-agency approach.

We need to explore new streams of revenues for infrastructure assets and identify strategies for partnerships and investment programmes and procurement. Similarly, we need to make evidence-based decisions at the macro scale to deliver services on the back of other major investment for the well-being of our community. We need to prioritise critical and strategic assets that directly

contribute to delivering a thriving environment, connected, resilient, low carbon future.

As such it is likely that interdisciplinary, multi-benefit projects such as RiverLink - Te Wai Takamori o Te Awa Kairangi, and the replacement of the Kaitoke water supply main at Silverstream ('Whakawhirinaki' Bridge) will become more commonplace. These projects are being delivered with other stakeholders will replace single focused projects, deliver multi-benefits, and contribute to our strategic priorities. We are redesigning how we work across public and private sectors, combining people, teams and stakeholders collaboratively, powered by partnerships and Treaty-based relationships. These trans-disciplinary teams include engineers, ecologists and planners as well as social scientists can place the right priorities on how to best address the needs of people and their roles in the towns and communities.

With the councils across the region, and other stakeholder organisations, we have been thinking how we will respond and accommodate growth sustainably and resiliently through developing a 30-year Regional Growth Framework (with sight of one hundred years). It is recognised that integrated growth and spatial planning results in healthier, resilient, more productive local communities, homes and places. This integrated planning of core services and infrastructure, including water, parks, transport and mobility, encourages alignment of service planning and mutually beneficial people-centred solutions.

These aspects provide an important perspective to understand how Greater Wellington can actively manage risks, infrastructure performance and cost within our changing context. At a fundamental level, the resources must be there to continue to maintain critical infrastructure networks. This is addressed specifically in the Flood Resilience area, with increased funding for the ongoing maintenance of

critical flood protection works – which is necessary due to the increasing number and intensity of extreme weather events. We need to continue to maintain our flood prevention network to keep our communities safe. Maintaining structures and undertake protective planting both help to reduce the risk of floods affecting our communities. We also plan to continue exploring nature-based solutions, which offer options to restore our ecosystems at the same time as reducing flood risk. Nature-based solutions can include increasing room for river movement, using more native species in riverbank planting and creating new wetlands to slow water flow. Planting results in better water quality by filtering runoff, providing cleaner air, and improved habitat and biodiversity for wildlife. We are doing this work alongside our mana whenua partners.

One area that we are continuing to focus on with the management of infrastructure capital projects is our planning and resourcing, to ensure we deliver achievable capital programmes across our diverse range of activities. Our aim is to continue implementing recommendations from assurance work that has been completed specifically on this area. Achieving the full extent of our planned capital budgets is known as a ‘capital do-ability’ risk – which is being tracked currently at a ‘medium’ level. In recent years, due to the likes of COVID-19

and supplier availability, our performance has been variable. However, several major projects have progressed through early phases of their lifecycle, where the risks of delay and changes to scope are at their highest, and are now progressing with an increased level of certainty through the delivery phases. While some delays result from our reliance on third party agreements and funders, we acknowledge this and accept this presents risks and opportunities that require continuous management and oversight. Our measures to improve performance have been reflected in our performance over the last three years achieving 49% 84 percent and 82 percent of our capital budgets – this financial year is forecast to achieve 103 percent.

The following table (Table 6) outlines the issues for managing risks, infrastructure performance and cost - within our changing context, and the options available to us.

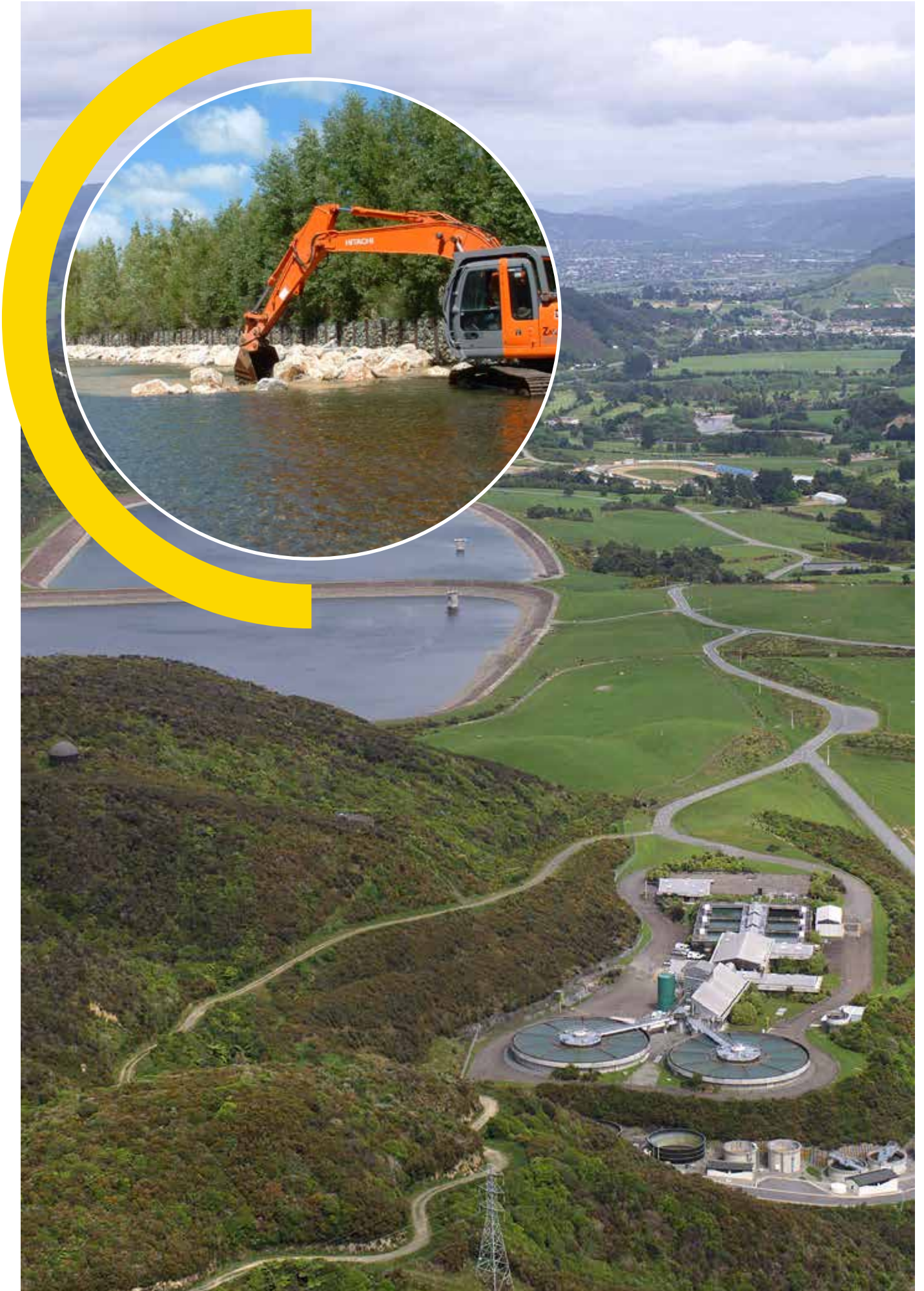


Table 6: Issues options and their most likely options to address

Issues	Options	Most likely scenario
<p>The condition and configuration of the coastal rail network makes it vulnerable to service disruptions which have a flow on impact into the wider transport system. Noting Greater Wellington does not own the rail network assets.</p>	<p>Partnership for new infrastructure investment and/or edge protection</p> <p>Adaptive pathways and system thinking approaches</p> <p>Risk management approach to service provision</p> <p>Decrease to level of service</p> <p>Do nothing- accept the risk to assets and services</p>	<p>Asset renewals, including risk prioritisation, as a critical enabler of resilience and adaptation; and</p> <p>Working with KiwiRail on resilience and alternative solutions across the rail network to raise visibility of slope stability risk on the rail network and help establish their investment plan</p>
<p>Water supply network at risk from seismic events</p>	<p>New investment for upgrades and renewal</p> <p>Innovation with construction techniques and development of standard products</p> <p>Adaptive pathways and system thinking approaches</p> <p>Cross Harbour Pipeline</p> <p>Change level of service</p> <p>Partnership for investment</p> <p>Do nothing- accept the risk to assets and services</p>	<p>Waterloo Treatment Plant assessment; and</p> <p>Replacement of Kaitoke main, Silverstream ‘Whakawhirinaki’ Bridge \$92m overall project cost (expected completion by 2025); and</p> <p>Kaitoke Flume Bridge Seismic Upgrade \$42m expected completion 2025; and</p> <p>Thorndon Pump Station Seismic strengthening; and</p> <p>Water Supply resilience to natural hazards and climate change \$64.7m</p>

<p>We are not meeting our 1 in 50-year drought resilience level of service</p>	<p>Reduce consumption (Smart Services implementation, Leak detection, reduce network pressure, Education and behaviour change)</p> <p>Upgrading existing and new assets</p> <p>New raw water source for growth</p> <p>New additional water storage lakes</p> <p>Different technology</p> <p>Integrated planning and delivery with Regional Growth Plan</p> <p>Partnerships and funding models</p> <p>Do nothing - decrease levels of service</p>	<p>Require Territorial Authorities to institute the installation of water-metering via their Long Term Plans; and</p> <p>Te Marua capacity optimisation \$89M total project cost with an expected completion in 2025. A key part of this project is the construction of a Dissolved Air Floatation Plant that will be able to treat more water quickly to cope with the demands of a 1:50 year drought scenario. The improvements help deal with existing limitations to the treatment of water from the storage lakes and will significantly increase available capacity, by achieving a target treatment capacity of 140 million litres a day at Te Marua (up from the existing 80 million litres a day capacity); and</p> <p>Working with Councils to manage demand (including water-metering across their networks)</p>
<p>There is a small backlog of deferred water supply, Flood Resilience, and Metlink renewals which poses a growing risk to service reliability and performance.</p>	<p>Fund renewals and upgrades of critical assets Fund compliance and regulation driven activities</p> <p>Funding options- water levy, KiwiRail partnerships</p> <p>Decrease LOS</p> <p>Do nothing</p>	<p>Gear Island and Waterloo wells replacement – progressive installation of new boreholes to replace those approaching the end of their service lives. The objective is to reduce the risk of asset failure and interruption/limitation of supply</p> <p>Kaitoke Intake; and</p> <p>Metlink Bus Capex renewals</p> <p>Lower Wairarapa Development Scheme, including the George Blundell Barrage Gates; and</p> <p>Deliver major Floodplain Management Plans projects including:</p> <ul style="list-style-type: none"> • Waiohine • Te Kauru (urban reach)

Issues	Options	Most likely scenario
Existing (and potential development) has a greater likelihood of flooding.	<p>Vegetated 'soft' erosion edge protection</p> <p>Continue with traditional protection structures</p> <p>Integrated planning and delivery with Regional Growth Plan</p> <p>New policies - avoidance of inappropriate development in hazardous land</p> <p>Decrease levels of service</p> <p>Do nothing</p>	Hutt River Erosion – this project involves the identification and selection of options that will ensure the resilience of the Hutt River network, including various methods of river edge protection (where practicable including soft vegetation solutions) and more traditional protection structures. These measures will be in tandem with associated policies and integrated planning initiatives to reduce the risks to communities from flooding
Increasing customer expectations, legislative requirements and increased and sustained demand for higher standard amenity and recreation facilities and ecological enhancement alongside provision of Parks and Flood Protection services.	<p>Redesigning how we work, combining people, teams and stakeholders, powered by partnerships and Treaty-based relationships</p> <p>Programme and fund provision of recreational and amenity facilities</p> <p>Partnership/alternative funding and delivery mechanisms</p> <p>Non-compliance with legislative and statutory obligations (NPS-FW, Aotearoa Biodiversity Strategy 2020, RPS etc)</p> <p>Do nothing</p>	<p>Reframing our FMPs to deliver an agreed vision for regional rivers alongside implementing the code of practice river management activities. Including:</p> <ul style="list-style-type: none"> • Waiwhetu • Lower Wairarapa Valley Development Scheme; and <p>Use opportunities to partner with corporates and philanthropic organisations for planting and recreational amenity provision</p>
Increased demand and legislative changes have resulted in a higher level of service for monitoring of ecology, flood warning, groundwater quantity and quality and soils and climate.	<p>Programme and fund asset development</p> <p>Partnerships and funding models</p> <p>Reduce levels of service</p> <p>Do nothing</p>	<p>Renewal of assets in the environmental monitoring network that supports Greater Wellington's ecological, flood warning, ground water, soils and climate activities. By progressively renewing and modernising our monitoring network, we will ensure it is stays in tune with evolving end-user needs and meets modern requirements. The investment will address our highest priorities in maintaining the network of assets to a reliable and usable condition to enable the delivery of the monitoring programmes and keep pace with the fast-changing monitoring/ information storage and management technology available</p>



Affordability

The key affordability pressures affect how we can:

- Improve the capacity and resilience of our assets and services – especially Water Supply and Flood Resilience.
- Achieve Carbon Zero 2030 and transitioning to a low carbon economy.
- Achieve Mode-shift targets.
- Manage risks to project deliverability and cost escalation at all stages of planning, design and delivery of capital works (including engagement compliance, risk management, materials, bidding and delivery).
- Budget, recognising the increased demand on, and limited availability, of technical skills and engineering capacity and capability and disrupted international supply-chains.
- Adapt to legislative, statutory and regulatory reforms.
- Address increasing community and environmental expectations.

We recognise the ability to pay is not uniform across the region. Our lifecycle approach to asset management is the method we are using to optimise the timing and scope of capex projects – and to balance lifecycle cost-pressures – while maintaining a healthy balance sheet.

Most of our capital investment will be funded through debt, which will be paid back over an appropriate period for the underlying asset. Operating expenditure is funded out of operating revenue. Rates and levies are set at a level to ensure that Greater Wellington achieves this objective.



Ensure Te Taiao is protected and its resilience is retained

Greater Wellington's infrastructure and services have a key role in protecting Te Taiao and our community.



Our infrastructure networks are distributed across the region, from mountain-tops, through waterways, servicing rural and urban communities. Our infrastructure must be considered within the context of its relationship with people and Te Taiao. Natural hazard events and climate change pose risks to infrastructure, the environment, the economy and land use. Communities are already feeling the effects of climate change. The resilience of both infrastructure and Te Taiao need to be mutually addressed – to ensure that our future networks reduce or eliminate impacts on Te Taiao and are more resilient to natural hazards and climate change.

For Greater Wellington, resilience is a measure of the capacity of our communities, built environments, businesses, economy, infrastructure and natural ecosystems to respond and adapt to both sudden and slow-moving changes, specifically growth, climate change and earthquakes. The resilience decisions we make anticipate, prepare for and adapt to changing conditions, seeking to lower the risks,

vulnerability and consequences. Approaches can take a range of forms:

- Planning responses
- Adaptive design and engineering methods
- Behavioural change and education.

By taking a broader view when defining 'infrastructure', we can better address issues relating to protecting our environment and valuing the role infrastructure can play in restoring natural systems. Critical infrastructure needs to co-exist and perform reliably with heightened future states of change including earthquakes, climate change, sea level rise and other natural hazards.

Infrastructure is not just carbon-intensive, it is resource intensive – consumptive of water, energy and land. Our programmes need to address infrastructure resilience in the wider context of improving our degrading environment and ensure solutions have a positive impact and strengthen Te Taiao. The scale of environmental degradation is such that we may need more infrastructure to deal with hazards.

There is an opportunity to innovate and adopt more people/environment-centred solutions by adapting and applying nature-based solutions to balance or reduce carbon emissions, sequester carbon, and mitigate major impacts. By partnering effectively with mana whenua to address key priorities with infrastructure and its relationship with Te Taiao and people, our regional infrastructure will meet our wider organisational goals by applying Te Tiriti o Waitangi principles.

Greater Wellington's previous Infrastructure Strategies have highlighted the significance of climate change and its effects on infrastructure and services, along with the potential scale of impacts to communities, the importance of community preparation, and the issues affecting low-lying coastal whenua.

Our networks will need to be able to handle a wider array of extremes: from flooding and inundation to drought and temperature extremes - triggering wildfires, alongside the expected extreme rainfall and associated wind and slip damage, erosion etc. While the specific effects of climate change will vary locationally, solutions must take these factors into account.

Climate change poses increasing risks to our services due to failure of other infrastructure or services owned, controlled or managed by third parties. Flooding of roads affects our public

transport capability; power outages due to extreme temperatures or high winds would remove services such as traffic signals. Similarly Fire and Emergency New Zealand rely on our water networks to fight fires. Network interdependencies present another dimension of vulnerability to the impacts of climate change.

Our specific significant issues relating to the broader issue, options and most likely scenarios (as solutions) include:

- Nature-based solutions.
- Demand management.
- Options leveraging natural resilience: making room and absorbing impacts through natural systems and processes (as opposed to hard infrastructure); acknowledging the important role wetlands, riparian planting and water sensitive design have to play.
- Improving our knowledge base and solution-set to ensure we are aware of risks, opportunities and solutions particularly relating to our critical infrastructure networks.
- Continuing with supporting programmes of work addressing our resource consenting and compliance relating to our infrastructure networks.



How much needs to be invested

The capital investments Greater Wellington has made in the past, and will continue to make in the future, commit Greater Wellington to annual costs to maintain, operate, renew, and replace these assets.

Capital expenditure

In maintaining levels of service, meeting priorities and addressing challenges, Greater Wellington excluding investment in GWRL, expects to spend \$1.75 billion on renewals and new capital between 2024/25 and 2033/34. Forecast annual capital expenditure and debt levels are displayed in Figure 3, under the most likely scenario for the whole of Council, including the four larger asset groups over the period of this Strategy. The corresponding information for the remainder of the 30-year period is shown in Figure 4 (totalling \$8.92 billion over the

2034/35-2053/54 period). The projections consider our horizon scan and the responses, alongside our planning assumptions noted in the earlier Horizon Scan section. As not all future costs are known, solutions will be developed and costed as part of future annual planning processes (including indicative needs for future additional Bulk Water storage and treatment capacities).

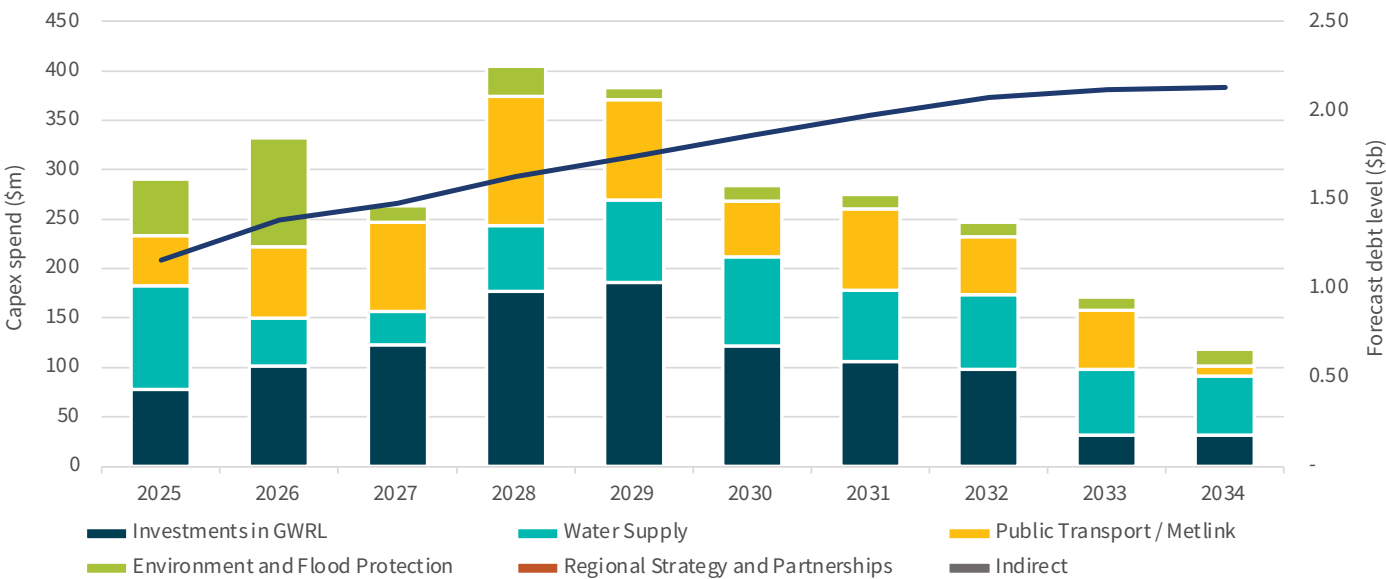


Figure 3: Forecast annual capital expenditure and debt-line for the core asset groups over the initial 10-yr period of this Strategy (including GWRL)

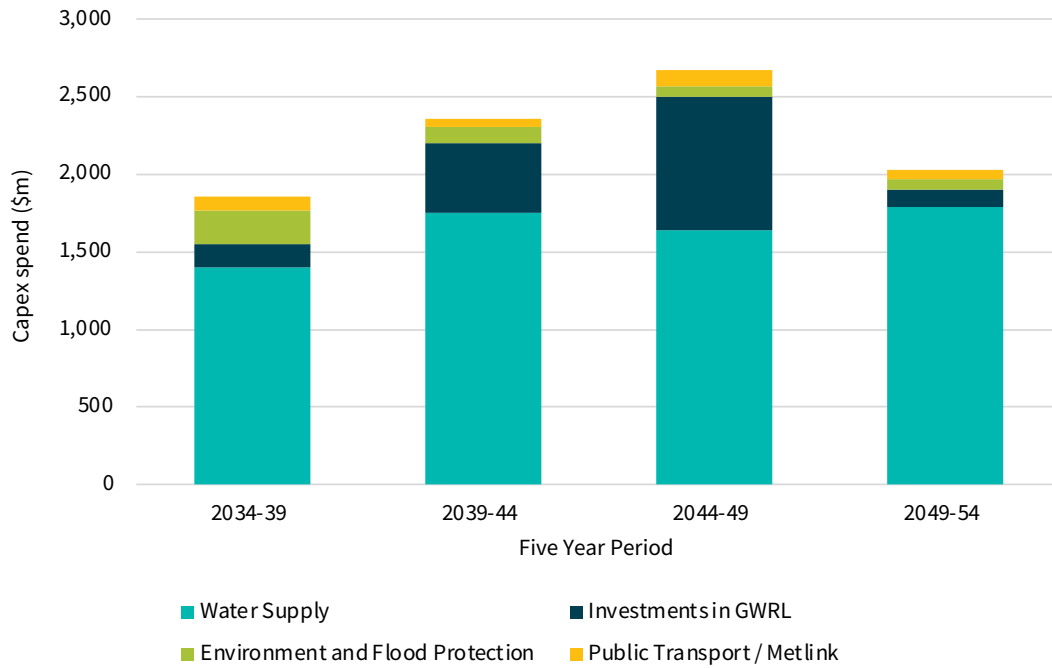


Figure 4: Forecast total capital expenditure for the core asset groups (yrs 11-30)

Operating expenditure

Over the life of the Long Term Plan our operating expenditure is forecast to increase by 41 percent, from \$560.6m in 2024/25 to \$788.4million in 2033/34. Forecast operating expenditure for each of Greater Wellington activity group is displayed for the first 10 years (Figure 5) and the remainder 5 year periods of this 30-year strategy (Figure 6).

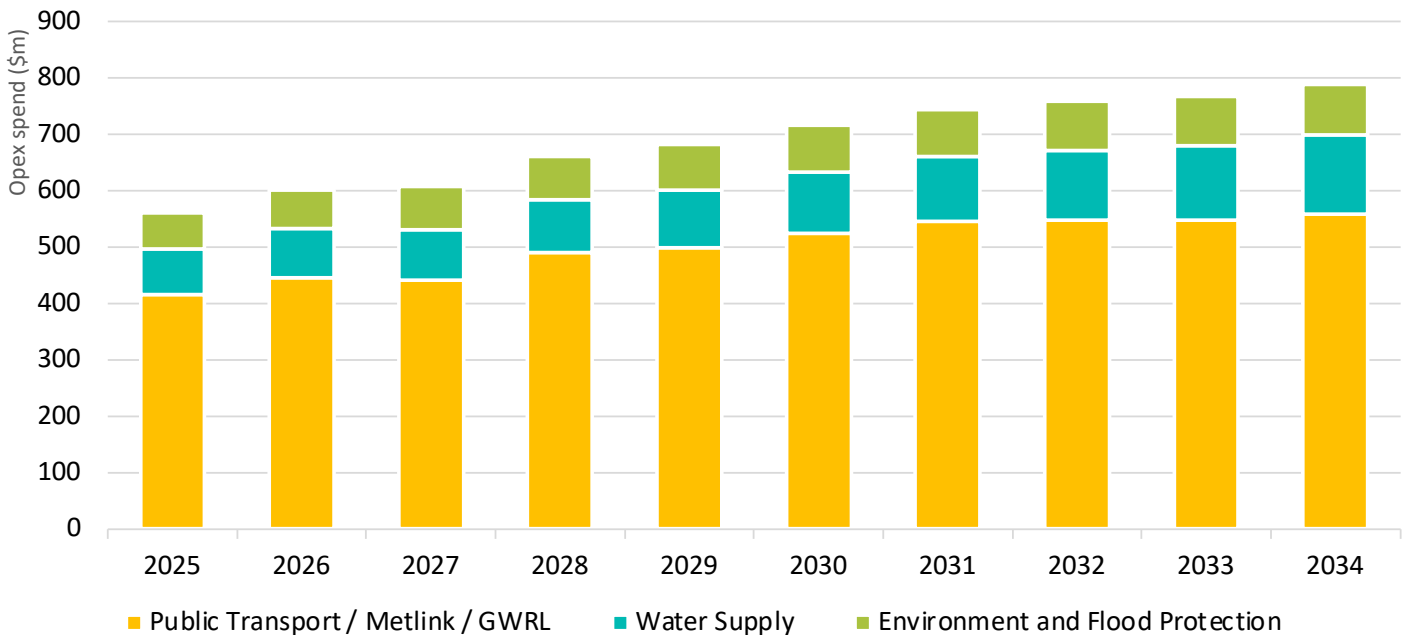


Figure 5: Forecast annual operating expenditure (10 years)

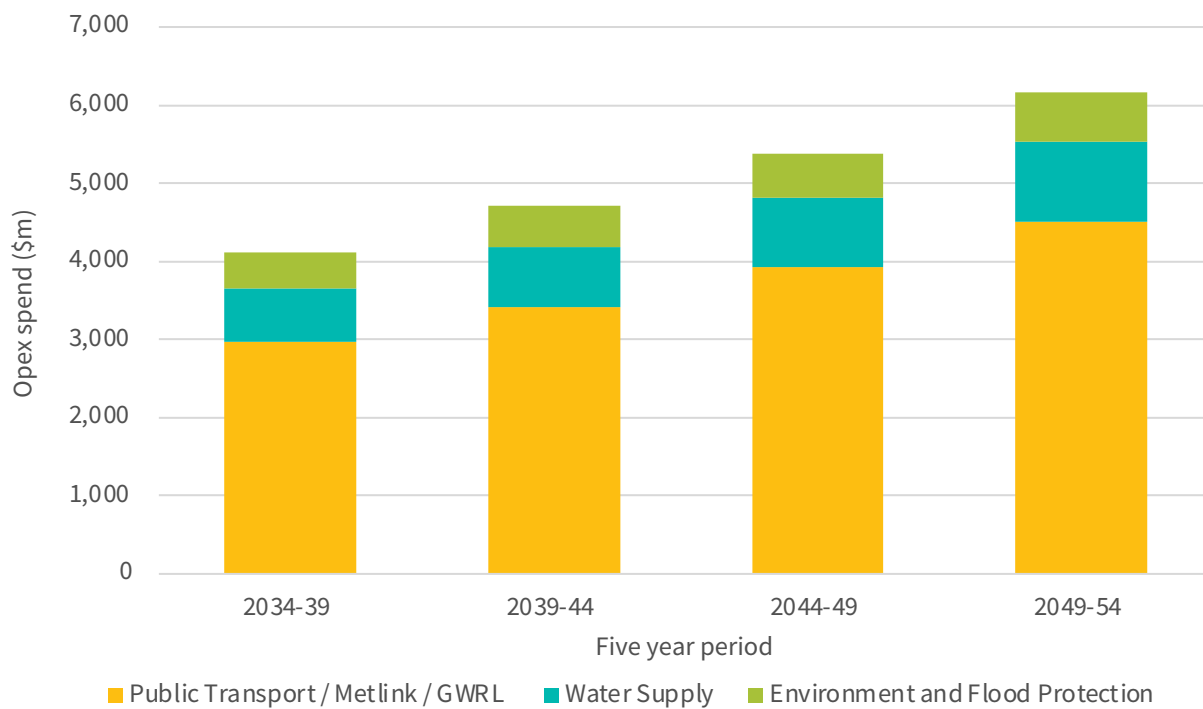


Figure 6: Forecast total operating expenditure (yrs 11-30)

Options and Significant Decisions

Our approach aims to deliver a thriving environment, connected communities, and a resilient, low carbon future for the region.

We will manage our infrastructure in a manner that considers the current community and future generations – this means we need to make some significant decisions about capital expenditure required over the 30 years. Table 7 includes what the decisions are, when we need to make those decisions, and the approximate scale of the costs involved. The timing of those decisions is broadly at two levels: firstly, via the Long Term Plan prioritisation/planning process and, secondly, via

the Annual Planning process that occurs in the year/s prior to the project delivery. For all issues the risk of deferring capital investment is not achieving the extraordinary region: thriving environment, connected communities, resilient future vision we have for the region. Table 8 shows the impacts on levels of service from these decisions.



Table 7: Infrastructure Strategy issues, the most likely scenario projects

Issue	Timing of project	Principal Option	Costs	Level of Service impact	Risks and implications of deferring
Climate change and adverse natural events	2024-2033	Recloaking Papatūānuku: plant 700 ha of previously grazed land at Belmont Regional Park*	\$29.3m (Opex)	Increase/new	Not reducing public transport emissions and not replanting grazed land will make it very difficult for Greater Wellington to meet its 2030 carbon neutral goals.
	2024-28 2024-48	Public Transport CBD Layover* Control of strategic Public Transport assets	\$23.58m \$408m	Increase/new	
	2024-33	RiverLink - Te Wai Takamori o Te Awa Kairangi (Flood Resilience)* Associated Land purchase (Public Transport)	\$166.3m \$2m	Increase/new	Not funding or deferring will put existing communities, services, assets, property and the environment at increasing risk from flooding or inundation. Non-compliance carrying legal risks
	2024-54	Hutt Wellington Capex (Flood Assets) - Silverstream to Moonshine Bridge Channel Works - Moonshine to Maoribank Improvements - Waiwhetu Improvements - Ava Rail Bridge to Estuary Bridge Improvements - Belmont Improvements	\$213.3m	Meet / current	Not funding or deferring will put existing communities, services, assets, property and the environment at increasing risk from flooding or inundation. Non-compliance carrying legal risks
	2024-54	Kapiti Capex (Flood Assets)	\$76.3m	Meet / current	
	2024-54	Lower Wairarapa Valley Capex (Flood Assets) Barrage Gates Tawaha Sill Whakawhiriwhiri Stream	\$131.2m	Meet / current	

Issue	Timing of project	Principal Option	Costs	Level of Service impact	Risks and implications of deferring
Climate change and adverse natural events (continued)	2024-54	Waiohine Capex (Flood Assets) North Street Stopbank Kuratawhiti Street Stopbank	\$5.9m	Meet / current	
	2024-54	Te Kauru (Flood Assets) Waipoua Urban Reach	\$65.0m	Meet / current	
	2024-54	Other Wairarapa (Flood Assets) Dams	\$12.5m	Meet / current	
	2024-2033	Water Supply resilience to natural hazards and climate change	\$67.1m	Meet / current	Not funding or deferring will put existing communities, services, assets, and the environment at increasing risk from water supply network failure. Non-compliance carrying legal risks
Managing forecast changes in demand	2024-31 2024-27	Johnsonville transport Hub Porirua Interchange	\$13.3m \$7m	Increase/ new	Without work and investment, we will continue failing to meet public transport levels of service.
	2024-2029	Public Transport Lower North Island Rail - Rolling Stock and network improvements Wgn/ Masterton and Wgn/ Palmerston North*	\$57m (Greater Wellington and Horizons Regional Council contribution)	Increase/ new	
	2024-2033	Sustainable water supply (Te Mana o te Wai) – including design and consenting of two additional water storage lakes at Pakuratahi. Construction and operating cost estimates will be identified in future Long Term Plans.	\$35.5m	Increase/ new	Potential for: demand for water to outstrip supply resulting in severe disruption to communities; resource consent compliance and environment to be compromised.

Issue	Timing of project	Principal Option	Costs	Level of Service impact	Risks and implications of deferring
Managing risks, infrastructure performance and cost – within our changing context-	2024-2033	Existing Water Supply network renewal	\$427m	Meet / current	Not funding or deferring will put existing communities, services, assets and property at increasing risk.
	2024-2026	Harbours Channel Risk Review implementation	\$558k	Meet / current	
	2024/25	Public Transport National Ticketing Solution – Implementation*	\$47.6m	Meet / current	
	2024/25	Public Transport RTI 2.0: Replacement of Real Time Information infrastructure	\$2.9m Capex	Meet / current	
	2024-35	Public Transport Buses Replace Trains	\$10.0m	Meet / current	

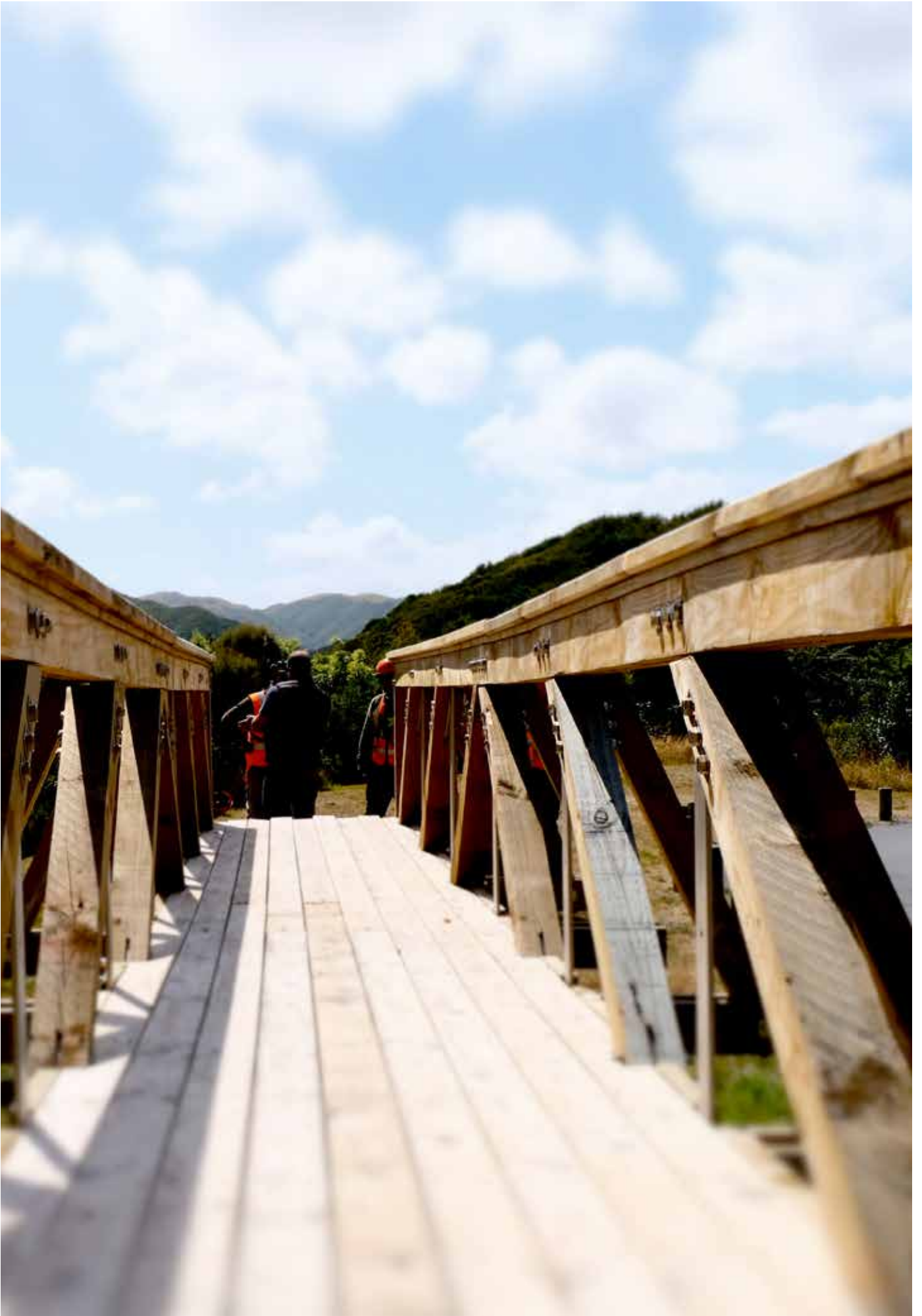
(* denotes previously approved in past LTPs with revised budget shown). The following are excluded: Corp Support (Fleet and ICT costs), Regional Strategy and Partnerships (Transport Analytics, Stadium Trust- seismic improvements, and Regional Land Transport Strategy and Planning)

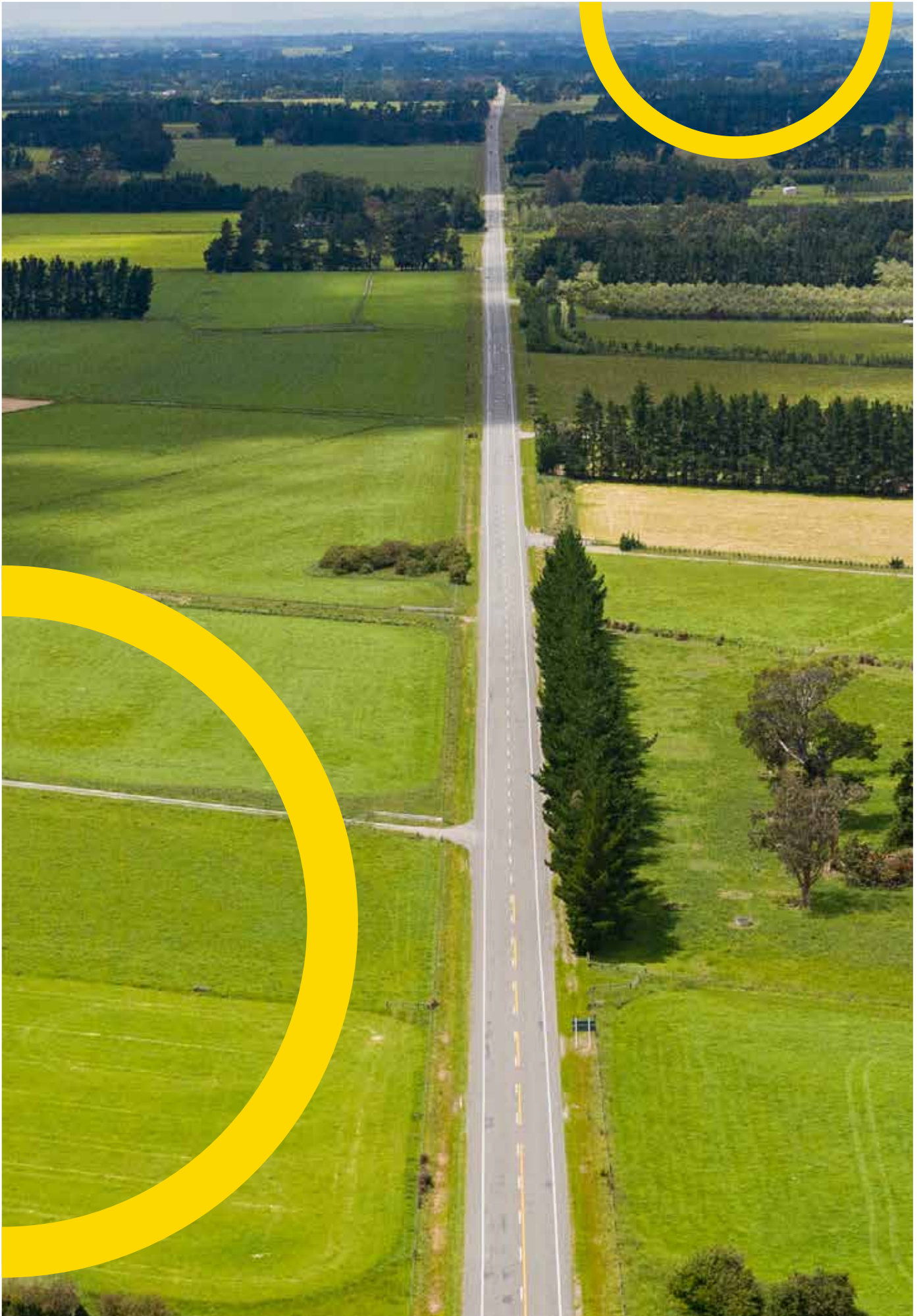
Table 8: The impact of the issues and most likely scenarios on our levels of service

Water Supply	We do not propose any significant changes to our current levels of service for water supply
	The most likely scenarios will address the impacts, and maintain the levels of service for safe to drink, and continuous and secure supply
Flood Resilience	We do not propose any significant changes to our current levels of service for Flood Resilience in the short term of this strategy. Increased investment may be required to maintain levels of service in the face of climate change and sea level rise.
Metlink Public Transport	We do not propose any significant changes to our current levels of service for Metlink Public Transport.
Harbours	We do not propose any significant changes to our current levels of service for Harbours.
Regional Parks	We do not propose any significant changes to our current levels of service for Regional Parks.
Environmental Knowledge and Insights	We do not propose any significant changes to our current levels of service for Environmental Knowledge and Insights.

Conclusions

To support the vision we have for the Wellington Region, this strategy defines the nature of the challenges we face, our approach and options for dealing with those challenges; and the implications of these actions as we work towards intergeneration equity. Our approach aims to deliver a thriving environment, connected communities, and a resilient, low carbon future for the region. Our strategy outlines the significant decisions about capital expenditure that are required over the 30 years to deliver the infrastructure services needed for our community – now and for future generations.





Te Rautaki Ahumoni 2024-34

Financial Strategy 2024-34

Executive Summary

Our Financial Strategy takes a long term sustainable approach to service delivery and financial management. This means focusing on ensuring our levels of service and activity are financed and funded to generate and protect community outcomes and promote long term community well-being.

In planning for the next 10 years, Greater Wellington has both a stable financial position and a well-balanced infrastructure strategy that will enable us to respond to the various challenges the region will face in the coming decades.

Greater Wellington invests in emission reduction, such as the decarbonisation of public transport. We use the Low Carbon Acceleration Fund to fast-track restoration and necessary carbon sequestration. This is an essential form of prudent financial management which strategically reduces future costs.

Expenditure of just over \$1.7 billion is planned on infrastructure assets over the course of the 10-year period. Key investments include:

- Public Transport CBD Layover
- RiverLink - Te Wai Takamori o Te Awa Kairangi
- Flood Protection and Control Works
- Johnsonville Transport Hub
- Porirua Interchange
- Real Time Information infrastructure (Replacement)

Over the 10 years, Greater Wellington also expects to spend approximately \$7.5 billion on the operations of our Activity Groups:

- Environment
- Metlink Public Transport
- Regional Strategy and Partnerships
- Water Supply.

Where projects provide intergenerational benefits, they will be predominantly debt funded. Greater Wellington will remain comfortably within debt limits throughout the 10-year period.

Our Financial Strategy

Greater Wellington's Financial Strategy

Greater Wellington's Financial Strategy:

- Facilitates prudent financial management by providing a guide to consider proposals for funding and expenditure against;
- Provides context on our funding and expenditure proposals by making transparent the overall effects of those proposals on the local authority's services, rates, debt, and investments.

Greater Wellington's long term credit rating has been assessed by Standard and Poor's (S&P) at AA+ with a negative outlook attached. At the same time as issuing this rating S&P unusually and importantly also released a report on the weakening of the Local Government Institutional Framework. This environment change had a significant influence on the negative outlook attached to our rating but has no impact on our ability to raise debt or maintain access to best rates with the Local Government Funding Agency (LGFA).

S&P assessed Greater Wellington's financial management to be very strong in a global context and the AA+ rating is the strongest rating possible for local government.

At the time of preparing this Financial Strategy, Greater Wellington has a strong financial position.

From a funding perspective, Greater Wellington utilises a range of revenue sources which enables the organisation to minimise the funding burden on ratepayers as well as ensuring funding is more resilient to unforeseen events. The Revenue and Financing Policy outlines how and who pays for Greater Wellington activities.

We are required to prepare and adopt a Financial Strategy under section 101 of the Local Government Act 2002 (the Act).

This Financial Strategy has been carefully developed as part of a suite of strategies and policies (noted in Supporting Policies) that contribute to successful financial management and community support, allowing for a fairer and more equitable approach to delivering the 2024-34 Long Term Plan.

The Financial Strategy supports our vision ensuring a sustainable approach is taken to the region's financial management. Greater Wellington seeks to lessen rate increases by leveraging various funding levers and prioritising workstreams.

Financial Strategy Guiding Principles

Using debt to fund projects with intergenerational benefits

Greater Wellington's approach ensures ratepayers who benefit from a project, financially contribute to it. Using debt to fund projects with intergenerational benefits allows us to increase service levels and ensure the funding responsibility is spread across generations that benefit.

Who should pay based, where possible, on the distribution of benefits

Greater Wellington Councillors consider who benefits from each activity when evaluating how to fund it. Councillors consider those who directly benefit from services or can benefit more and if they should pay a higher proportion of the costs of those services.

Consider fairness along with the ability of ratepayers to pay

We aim to balance the requirement for public facilities and services while considering the impact on ratepayers. This involves evaluating the costs of delivering services against the benefits they provide and ensuring that the costs align with what ratepayers can afford.

Prudent financial management focused on achieving our strategic priorities

Greater Wellington aims to practice good financial management through sound decision making. The decisions made focus our financial resources on achieving the strategic priorities. All actions taken are well thought through to minimise the risks and appropriately allocate costs to ratepayers now and in the future.

On the horizon

The following areas of change have been identified which may have significant impacts on Greater Wellington's role, services, capability requirements or financial abilities.

Partnerships with mana whenua and Māori

The importance of working in partnership with mana whenua and Māori is significant. Greater Wellington is committed to improving opportunities for mana whenua and Māori to be meaningful partners in decision-making processes.

Greater Wellington may establish a Māori constituency for the 2025 local government elections. Forming a Māori constituency is another way a council creates opportunities for Māori to participate in its local decision making and to achieve shared aspirations alongside mana whenua.

Frameworks and models that incorporate mātauranga and te ao Māori are increasingly being

used to inform environmental management, policy, processes and decision-making. Expectations to give effect to the principles of Te Tiriti o Waitangi are also increasing.

Greater Wellington supports six mana whenua partners (Ngā Hapū o Ōtaki, Ātiawa ki Whakarongotai, Ngāti Toa Rangatira, Taranaki Whānui ki te Ūpoko o te Ika, Rangitāne ō Wairarapa and Ngāti Kahungunu ki Wairarapa) and their different views about where funding should be directed, projects they can contribute too, and how effective it will be for their communities.

Population and demographic change

The Wellington Region, just like many other places in the Organisation for Economic Co-operation and Development (OECD), is experiencing an ageing demographic. Managing the consequences of this, along with the need for higher immigration to bridge a growing skills gap, will be challenging for the region they have several key financial impacts, including:

- Dependence on services such as accessible public transport and emergency management, and use of improved recreational opportunities in regional parks, all of which will require significant funding.

- Significant increases in funding needed to increase and extend current services, both in existing developed centres and new areas. This may require higher rates increases over the 30-year planning period and have rates affordability implications.
- New dwellings will increase the number of rateable units, spreading the costs among ratepayers. However, if the development is sprawled increased pressure on infrastructure will continue to raise the demand for rates revenue.

Median population projections:

	History		Final 2022 projections			Draft 2023 projections			Stats NZ
	Population	Growth rate	Population	Change	Growth rate	Population	Change	Growth rate	Growth rate
	2021	2001-2021	2051	2021-2051	2021-2051	2051	2021-2051	2021-2051	2023-2048
Kapiti Coast	57,400	14%	83,000	25,100	12%	78,500	21,100	1.0%	0.3%
Porirua	61,100	11%	85,400	23,600	11%	80,900	19,800	0.9%	0.5%
Upper Hutt	47,300	11%	65,700	18,200	11%	63,000	15,700	1.0%	0.5%
Lower Hutt	112,200	0.6%	152,300	39,600	1.0%	147,100	34,900	0.9%	0.4%
Wellington	215,400	1.2%	274,600	57,900	0.8%	265,500	50,100	0.7%	0.5%
Masterton	28,400	1.0%	40,900	12,700	1.2%	41,800	13,400	1.3%	0.3%
Carterton	10,100	1.9%	14,900	4,800	1.3%	14,800	4,700	1.3%	0.5%
South Wairarapa	11,600	1.3%	16,800	5,100	1.2%	16,300	4,700	1.1%	0.4%
Greater Wellington	543,500	1.1%	733,600	187,000	1.0%	707,800	164,300	0.9%	0.4%

Economic Challenges

The New Zealand economy is facing an uncertain outlook in the wake of the COVID-19 pandemic, with a mixed performance across economic indicators forecasted, particularly in the short term.

New Zealand's gross domestic product (GDP) provides a snapshot of the performance of the economy (New Zealand's official measure of economic growth) and is forecasting to be slow over the short and medium term, but gradually recovering.

Unemployment is expected to rise from near record lows. The degree to which unemployment rises is uncertain and will depend on how much economic conditions shift.

Price inflation rates are at multi-decade highs, and rising interest rates in attempt to cool inflation will likely stay. This is expected to put huge pressure on the economy. While Treasury have commented the annual consumer price index (CPI) inflation is near its peak, they forecast it will be relatively slow to fall away – not moving back inside the one to three percent target band until late 2024.

The economic conditions facing not only the Wellington Region, and the country, will have several key financial impacts, including:

- Increased costs for Greater Wellington – inflation, infrastructure components, labour, cost of debt servicing and general services.
- High levels of unemployment may cause financial hardship, reducing ratepayers ability to pay, increasing the volume of rates remission applications.
- A notable decrease in consumerism and business activity which will slow regional business, potentially impacting their ability to pay rates.
- A decrease in income and spending, can impact the volume of people using services such as public transport, or camping in regional parks, effectively decreasing revenue.
- Balancing affordability with community needs may impact levels of service.

Increasing risk from environmental change, climate change and natural hazards

The changing climate will be costly, and have long term economic impacts, therefore appropriate investment now in decarbonisation, restoration initiatives and infrastructure is essential prudent financial management. Refer to the Infrastructure Strategy for asset specific information.

To support investment, Greater Wellington has established the 'Low Carbon Acceleration Fund' (LCAF) which funds activities and initiatives to reduce our emissions quicker or on a larger scale than otherwise possible, putting us on track to achieve our corporate carbon reduction goals. Council has a mandated role to build resilience for our communities against natural hazards (incl. climate change). We declared a 'Climate Emergency' in 2019. Since then, council has not only set a path to reduce its own emissions but has also prioritised

improving the region's resilience to extreme weather events and slow-moving climate change impacts.

Our climate has already changed and will continue to change. The region will continue to experience more frequent and intense rainfall events, and longer duration and more frequent drought events. The number of hot days will increase, and the number of frosts will decrease. There will be permanent sea level rise and more frequent and intense coastal flooding and erosion. Inland, we will see more intense river flooding, and increased slips and landslides.

The annual average temperature will also rise. The region will continue to be at risk from adverse natural events including earthquakes, tsunami and, increasingly, wildfires – all pose threats to life, property and livelihoods. These impacts will present significant challenges for our Region.

Changes to Government and legislation

Changes in political leadership and or legislation have shifted policy priorities and the direction of government spending. This includes the financial support for local government to deliver essential services, such as public transport, or invest in future resiliency projects, such as 'RiverLink' and 'Let's Get Wellington Moving'.

Local Government is facing a significant period of reform or proposed changes, and a large-scale review. The impacts of such reforms span across governance structures, operational capacity, roles, responsibilities and financial capacity.

At the time of writing this strategy, the key government-led changes/reforms in motion are:

- The Future for Local Government Review
- The Resource Management Act
- The Land Transport Management Act
- The Civil Defence Emergency Management Act
- Fast Track Approvals Bill
- Local Water Done Well.

With the future of some of these changes unclear, Greater Wellington is preparing for a range of potential directions that government-led changes may take to reduce any financial or service delivery impacts they may have on the region.

Our Response

Greater Wellington needs to invest in the region's future, but it is not possible to maintain current investment levels. Steps will need to be taken now to provide maximum benefits for the future while carefully managing rate increases.

We have implemented several key tools to help manage rate increases, including:

- Enforcing rates increase caps
- Generating and staging the use of reserves
- Using debt for intergenerational equity
- Using investment dividends or sale of assets
- Using of central government funding.

Greater Wellington reviews the Treasury Policy and the use of funding mechanisms through the Revenue and Financing Policy to maximise the

benefits of our activities with minimal impact to both current and future ratepayers. These mechanisms are:

- General rates
- User fees and charges
- Grants and subsidies
- Borrowing / debt
- Investments
- Reserves
- Water levies

The ‘guiding principles’ of this strategy set the standard which we use for funding and expenditure decision making processes.

Greater Wellington’s credit lines and prudently managed debt, provide flexibility to borrow for emergency responses to unforeseen events. Self-insurance is also in place to help provide for emergency work if required. We are ensuring that current and future infrastructure is of sufficient standard to respond to the effects of climate change.

Funding Greater Wellington Activities

Greater Wellington funds its activities through a range of sources and funding mechanisms outlined in the Revenue and Financing Policy. The policy is reviewed regularly to ensure councillors determine how to fund an activity is current and fair.

When determining how to fund an activity, councillors consider:

- Who benefits - the distribution of benefits between the community, any identifiable part of the community and individuals.
- When they benefit - 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 overall impact of any allocation of liability for revenue needs on the community.
- The impacts of utilising available funding mechanisms, i.e., general rate, targeted rate etc.
- The most appropriate fees and charges strategy so that adequate funds are recovered to offset operational expenses.

Increased lobbying and use of central government funding

The Local Government (Rating) Act 2002 provides councils with flexible powers to set, assess and collect rates from landowners. Nevertheless, rising costs and increasing demands for essential services along with changes in economic conditions has brought local government to the point where ratepayers find rates increasingly difficult to afford, and are becoming less accepting of rate increases.

As part of Greater Wellington’s financial strategy, we will encourage and support all measures to have additional and improved funding options, including central government increasing its funding and support of local government. Without higher financial support, ratepayers will be overwhelmingly burdened with costs and collection of rates could become increasingly difficult.

There are three key revenue sources in the Revenue and Financing Policy, they are:

Grants and Subsidies

These are generally provided by central government to support key activities of significance, such as public transport. Government funding examples:

- Waka Kotahi NZ Transport Agency
- Ministry for Primary Industries
- Ministry of the Environment.

User Charges and Fees

Wherever appropriate, users of services are charged. These fees and charges contribute to lessening the burden on the rate payer. Note: water levies are user charges based on volumetric use.

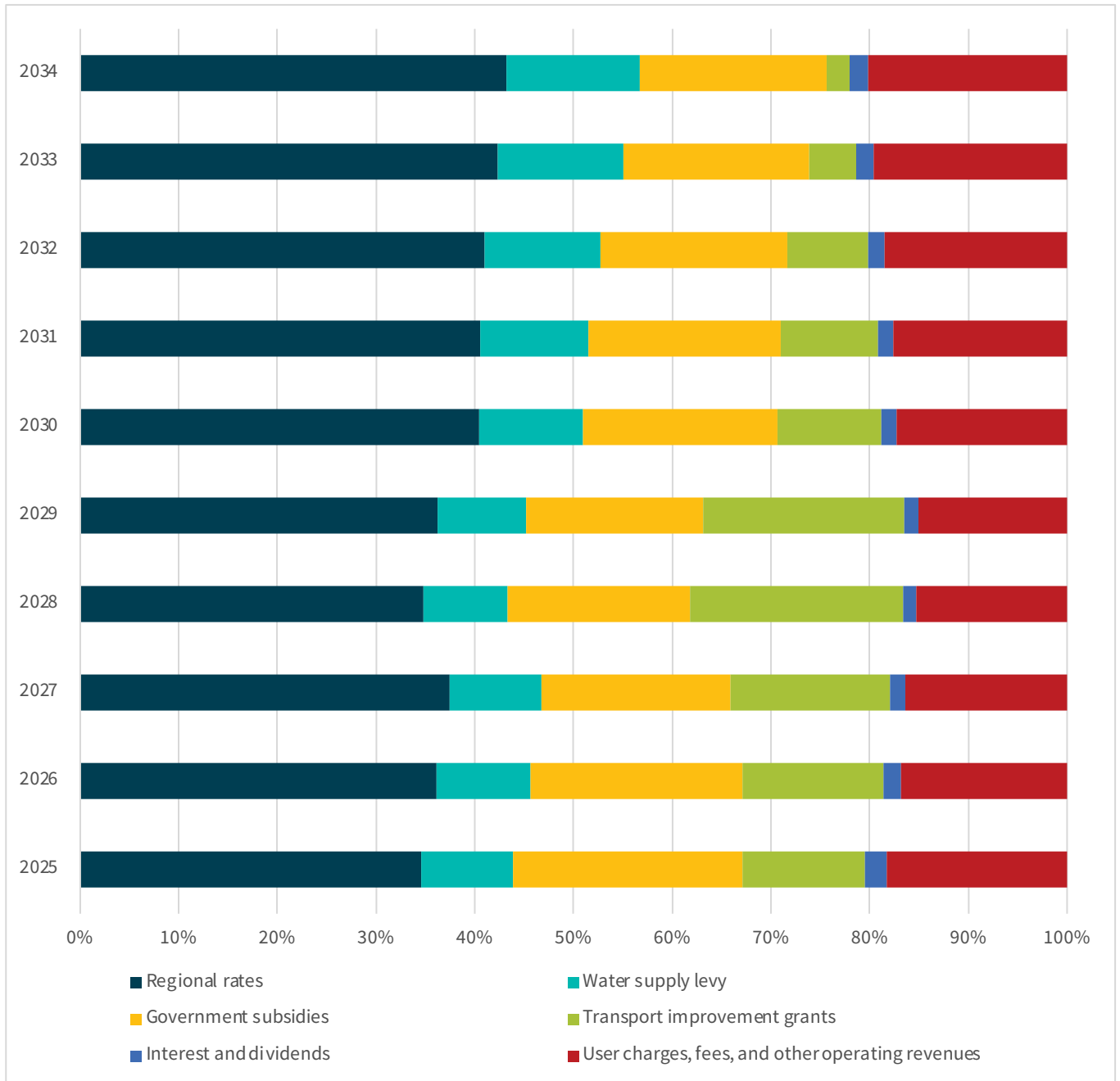
Rates

Ratepayers pay for the remainder of the cost involved with delivering the activities. The portion of contribution from ratepayers depends on their location and value of their properties.

Other key areas for funding activities are:

- Investments and dividends
- Other operating revenue

Sources of revenue over the 10-year period 2024-34



Rates

When setting rates each year Greater Wellington seeks to balance the demand for additional work, regional economic development and long term community well-being with ratepayers' willingness and ability to pay. This involves both complexity in calculation and a need for effective communication to ratepayers.

To ensure we can continue to deliver on the agreed planned programmes of work, rate increases are required as part of the Financial Strategy.

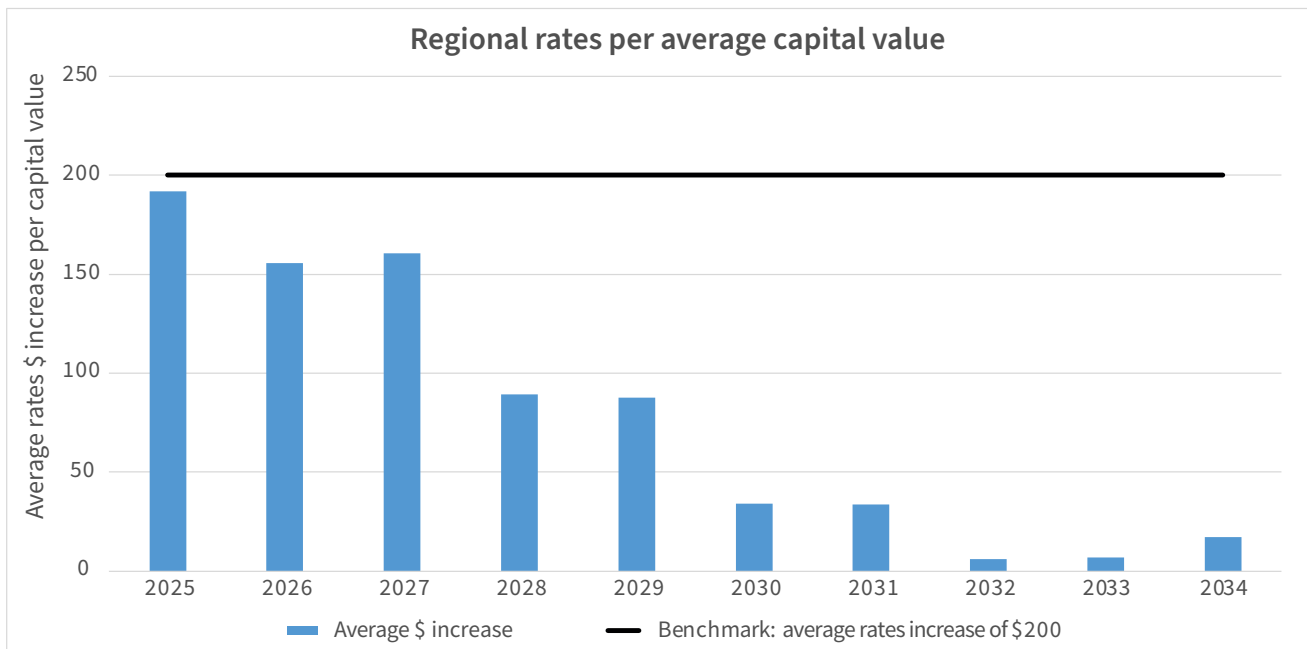
The increase in rates will result in collection increasing from \$252 million in 2024/25 to \$415 million by 2033/34 and represents an average region-wide annual rates increase of 65 percent over 10 years. The average increase varies among the Territorial Authorities (TAs):

Average Annual Rates Increase 24/25			
Territorial Authority	Residential	Rural	Business
Wellington city	25%	27%	12% (CBD,15%)
Hutt city	19%	17%	11%
Upper Hutt city	19%	19%	16%
Porirua city	26%	22%	21%
Kāpiti Coast district excl Ōtaki Residential	12%	22%	21%
Ōtaki Residential	16%	N/A	N/A
Masterton district	13%	24%	27%
Carterton district	12%	14%	41%
South Wairarapa district	15%	14%	28%
Tararua district	N/A	16%	N/A

LTP Years	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Average regional rates increases	20.5%	14.5%	13.3%	7.1%	6.7%	3.1%	3.1%	1.4%	1.4%	2.0%

To provide ratepayers with certainty over the 10-year period we have set the following rate limits:

- Average regional rates per ratepayer increase will be limited to \$200 per annum.
- Total average rates revenue will comprise approximately 39 percent of the Greater Wellington’s revenue requirements over the 10-year period.



Cost of Collecting Rates

The territorial authorities in the Wellington Region collect rates on behalf of Greater Wellington. Greater Wellington pays a set collection fee for the services on a per rateable unit basis.

The cost of collecting rates per unit is steadily increasing to meet rising requirements and obligations for collecting revenue. This increase is set out in a five-year Memorandum of Understanding between the territorial authorities and Greater Wellington. As the number of rateable units across the region increases, and the cost per unit increases, the overall cost of collection also increases.

As of 2024/25, the cost of collecting rates is approximately \$2,600,000, and this is projected to increase to more than \$3,200,000 by 2034.

The next review of the collection costs will take place before 30 June 2026 and will forecast the next five years of fees.

Surplus Operating Revenue

Greater Wellington may generate operating surpluses due to factors such as sale of our assets or increased rateable units throughout a financial year etc. The surplus varies from year to year and is not easily forecasted, however, we use the revenue consistently to reduce future impacts to ratepayers.

Greater Wellington’s “Treasury Risk Management Policy” (incl. Liability Management and Investments Policies) outlines how this surplus revenue is managed. For more about the use of reserves, refer page 191.

Borrowing /Debt

Greater Wellington generally secures its borrowing against the level of rates income. This borrowing is referred to as debt which is paid back over long periods of time.

The debt is used for intergenerational projects and ensures intergenerational equity is achieved by spreading the costs over the life of the asset. It also reduces volatility in our rates requirements and their absolute level.

Debt is managed within limits that are consistent with Local Government Funding Agency. These are

set at prudent levels and within LGFA and credit rating agency requirements. This ensures we retain debt capacity for unexpected events and can maintain a sustainable level of borrowings over the long term.

Greater Wellington's Treasury Management Policy uses four different measures to limit the level of debt. The projected borrowings fall well within the limits set.

	2024/25	2025/26	2026/27	2027/28+
Net Debt / Total Revenue	<285%	<280%	<280%	<280%
Net Interest / Total Revenue	<20%	<20%	<20%	<20%
Net Interest / Annual Rates Revenue	<30%	<30%	<30%	<30%
Liquidity	>110%	>110%	>110%	>110%

External Borrowings

The Financial Strategy includes a \$1.2 billion increase in borrowings over the next 10 years, resulting in total outstanding borrowings of \$2.1 billion by the end of the period. This is driven by the significant investments being made throughout the period.

The Forecast Debt Levels 2024-34 bar graph outline the years of the proposed new borrowings, the programmes to be funded and our overall debt profile.

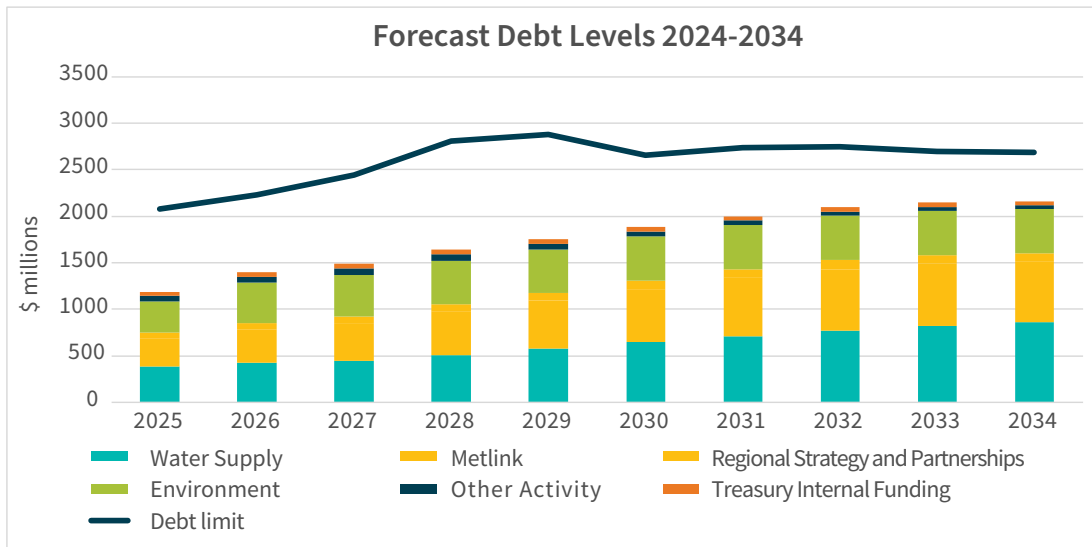
Security for Borrowings

Greater Wellington uses a Debenture Trust Deed to grant security to our lenders when borrowing funds. Under the Deed, the borrowings and interest rate

risk management instruments are secured by way of a charge over rates and levy revenue under the Local Government Act 2002. The security offered by Greater Wellington ranks equally with lenders.

Physical assets will be charged only where:

- There is a direct relationship between the debt and the purchase or construction of the asset it funds (such as an operating lease or project finance).
- Security interests are leases or retention of the arrangements which arise under the terms of any lease or sale and purchase agreement.
- We consider a charge over physical assets to be appropriate.



The New Zealand LGFA

The New Zealand LGFA is a Council-Controlled Organisation (CCO) operating under the Local Government Act 2002, specialising in financing the New Zealand local government sector. The primary purpose is to provide more efficient financing costs and diversified financing sources for New Zealand local authorities and council-controlled organisations. LGFA funds itself through domestic and international wholesale and retail debt capital markets, with the funds raised on-lent to participating borrowers, being New Zealand local authorities and council-controlled organisations.

Investments

Greater Wellington has several subsidiary entities that deliver services to the region, and these operate through a variety of structures. These organisations are ‘Council-Controlled Organisations’ as defined in the LGA 2002 (section 6).

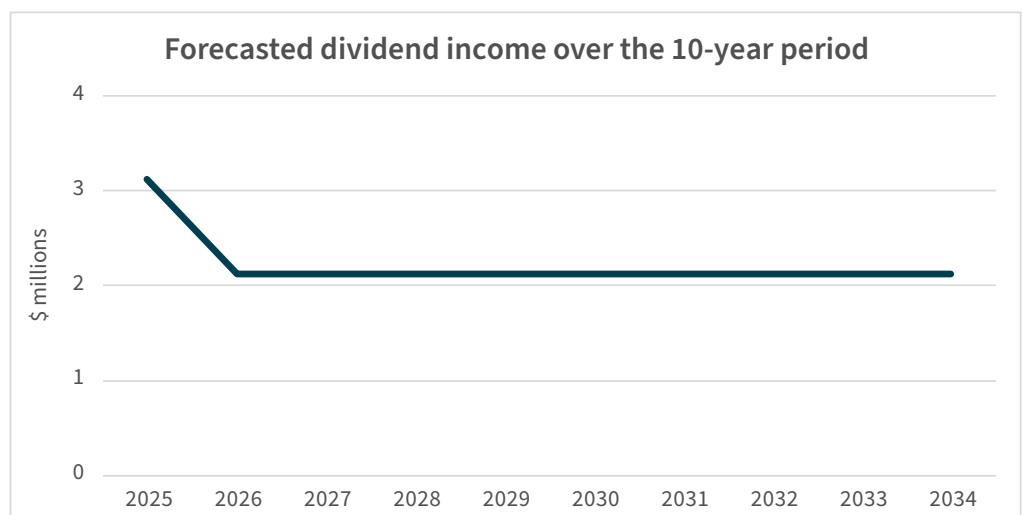
Investment income is used to reduce general rates and allows ratepayers to realise some of the benefits from the investment portfolio each year. This approach ensures intergenerational equity is maintained.

Investment income consists of returns from direct equity investments in Council-Controlled Organisations, Council Controlled Trading Organisations, and holdings of financial assets, which assist us in achieving the objectives for the region.

Greater Wellington is a responsible public authority, therefore our investments are considered

to be low risk. The primary objectives when investing are the protection of investment capital and revenue generation. This means only investing with counterparties that are of sufficient financial strength, with approved, acceptable credit ratings.

Over the 10-year period, approximately \$155 million of investment income is forecast, with the largest contributor of dividends being CentrePort.



Greater Wellington Equity investments

Equity Investment	Objectives	Target Returns
CentrePort Limited (CPL) 76.9 percent owned by Greater Wellington through WRC Holdings	CentrePort dividends contribute to the general reserves and are used to smooth rates.	Dividends are paid to Greater Wellington via WRC Holdings Limited after fees and charges. \$22 million over 10 years
Greater Wellington Rail Limited (GWRL) 100 percent owned by Greater Wellington	Appropriate separation of management and governance. Imposing commercial discipline on GWRL's activities to produce an appropriate return by ensuring appropriate debt/equity funding. Separating our investment and commercial assets from its public good assets.	No dividend return on this investment.
Wellington Regional Economic Development Agency (WellingtonNZ) 20 percent Greater Wellington	WellingtonNZ is the key provider for economic development in the region, combined with tourism, venues and major events management for Wellington City.	No revenue return on this investment.
New Zealand Local Government Funding Agency Limited (LGFA) 7.46 percent owned by Greater Wellington (at November 2023)	To ensure the LGFA has sufficient capital to remain viable, meaning that it continues its ability to debt fund councils. Provide access to loan funding at competitive rates	The company's policy is to pay a dividend that provides an annual return to shareholders equal to the LGFA cost of funds plus two percent. This equated to a \$128k return in FY2023.
Forestry Currently 6,000 hectares of forested land	Greater Wellington has been involved in forestry for many years, primarily for soil conservation and water quality purposes.	The cutting rights to these forests were sold for a period of up to 60 years in the 2013/14 year. Greater Wellington's overall forestry investment policy is to maximise long term returns while meeting soil conservation, water quality and recreational needs.
Liquid financial deposits Greater Wellington holds \$33 million in liquid financial deposits following sale of our interest in CentrePort Limited to one of our wholly owned subsidiaries WRC Holdings Limited.	Greater Wellington holds these liquid financial deposits, taking into account the general provisions of our Treasury Management Policy.	\$16.9m over 10 years
Contingency Investments for Flood Protection and Water Greater Wellington holds several short term contingency investments.	They have been established with the purpose of having funds available to pay for the uninsured part of the damage to water supply and flood protection assets in case a disaster (earthquake, major floods etc.) strikes.	\$38.5 million over 10 years.

Subvention revenue

On 26 April 2023, the Greater Wellington Group (including WRC Holdings Limited and its wholly owned subsidiaries) and the CentrePort Consolidated Group (“CentrePort Tax Consolidated Group”) entered a Tax Loss Sharing Agreement. Under the agreement, the Greater Wellington Group will receive subvention payments from the CentrePort Tax Consolidated Group, with the equivalent losses offset, where the companies elect to do so.

We will apply the subvention payments received to the General Reserve to reduce the rating impacts to ratepayers.

Greater Wellington received a subvention payment in 2024, for the first time since 2016.

Reserves

Reserves are generated funds from prior financial years and are used to fund expenditure at projected times over the 10 year period or to respond to emergency or unforeseen circumstances. Maintaining reserves is a prudent form of financial management used to either minimise volatility in annual rates movements or to help protect against the impact of unexpected events. This ensures we can maintain our usual service levels without putting pressure on debt and rates.

Reserves are not separately held in cash, funds are managed as part of Greater Wellington’s ‘Treasury Risk Management Policy (Incl. Liability Management and Investments Policies).

Greater Wellington’s reserves are:

Area of Benefit Reserves	Surplus from targeted rates OR deficit held for future expenditure for that area	<ul style="list-style-type: none"> Regional Parks Reserve Public Transport Reserve Transport Planning Reserve Regional Economic Development Reserve Iwi Reserve Wellington Region Emergency Management Office (WREMO) Reserve Catchment Scheme Reserves
Special Reserves	Funds set aside to smooth the costs of irregular expenditure over the long term.	<ul style="list-style-type: none"> General Reserve Election Reserve Long Term Plan Reserve
Contingency Reserves	Funds set aside to reduce the impacts of unforeseen events.	<ul style="list-style-type: none"> Flood Contingency Reserves Rural Fire Reserve
Re-budgeted Reserves	Expenditure that has been rated in one year, but the activity is completed a following year.	<ul style="list-style-type: none"> Re-Budgeted Reserve

Greater Wellington expects to start the long term plan with \$33.3 million in reserve, which will be progressively drawn down or replenished when it is strategically sensible to do so.

Beyond that, we intend to increase our financial reserves to reach \$89.1 million by 2033/34.

Bulk Water Supply Levy

Greater Wellington owns the bulk water network, which is managed by Wellington Water Limited (WWL), then supplies drinking water to the shareholding councils: Wellington City, Hutt City, Upper Hutt City and Porirua City. This is funded via a water levy which is on charged to ratepayers through the shareholding councils.

Increases to the levies are determined by the budget presented to Greater Wellington by WWL. The increases are driven by major capital projects aimed to look after the existing infrastructure, reduction in water consumption activities, key water treatment plant resilience programmes and the extension of the bulk water network aligned with city council’s growth planning.

Funding increases will ensure reduction in service interruptions, lower risk of critical asset failure and maintenance of customer service.

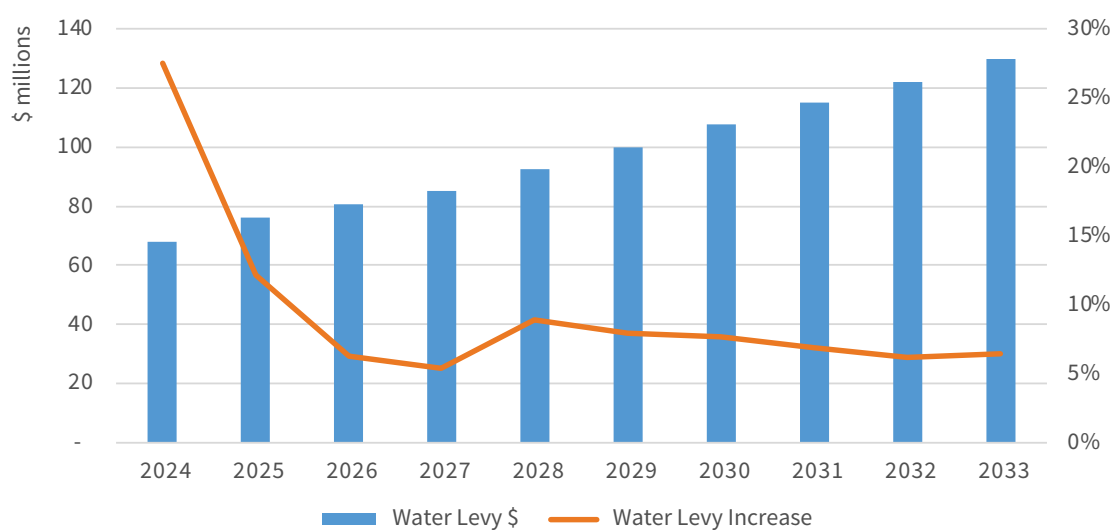
The Low Carbon Acceleration Fund is vulnerable to market changes and potentially decreased carbon credit value due to factors such as changes to government policy. These funds will have to be managed appropriately to avoid a dependency that may result in the need for rates to substitute for the shortfall.

The water levy is expected to increase on average by ten percent per year over 10 years. The average cost to deliver the bulk water supply over the next 10 years is \$97.7 million per year.

The water levy percentage increase follows a similar pattern to the Long Term Plan average rates percentage increases with it being high in 2024/25. The driver for this is that since our 2021-31 Long Term Plan we have seen inflation and interest rates reach levels that no one anticipated which has put significant pressure on the first year of our 2024-34 Long Term Plan.

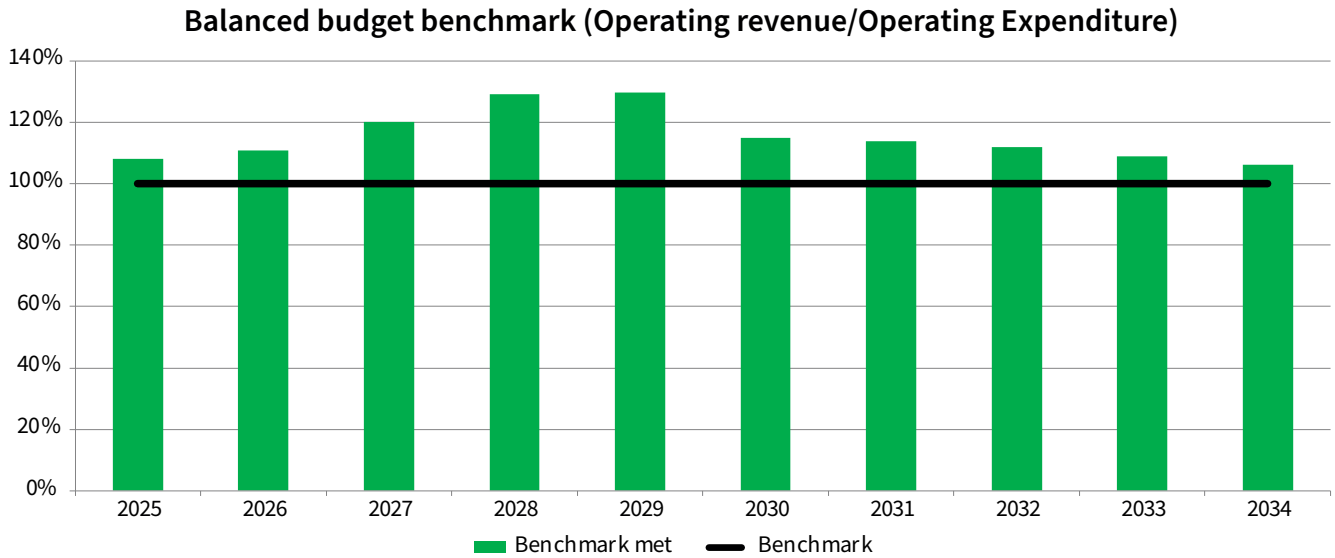
Insurance is another factor putting pressure on our rates. Since Cyclone Gabrielle we have seen double-digit increases in our insurance premiums with further increase expected.

Bulk water supply levies over the 10-year period



Balanced budget

Greater Wellington plans to have a balanced budget throughout the 2024-34 Long Term Plan as required in section 100 of the Local Government Act. The balanced budget ensures that there is revenue to cover the operating expenses and does not cause a budget shortage.



Operating and Capital Expenditure

Operating Expenditure

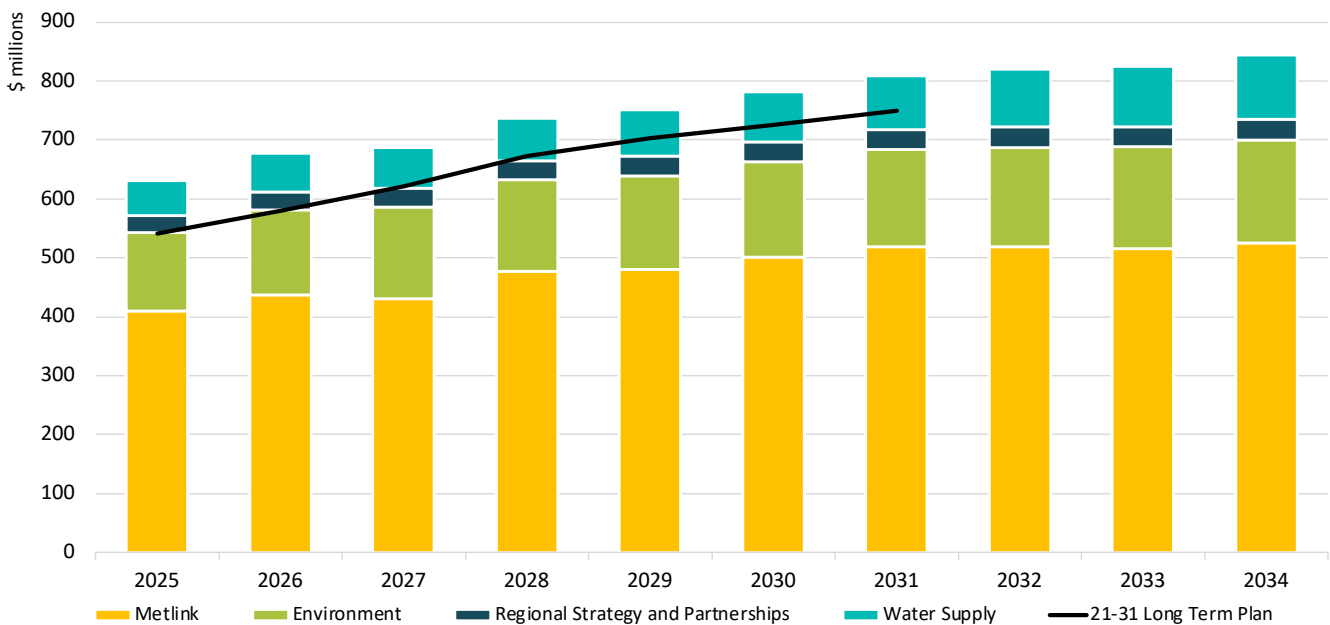
Operating expenditure is generally funded by rates, levies, grants and subsidies and user charges and fees. Where it has intergenerational benefits, it can be debt funded.

Total operating expenditure, including overheads, is forecast to be approximately \$7.5 billion over the 10-year period. Most operating expenditure is in Metlink public transport. It is projected that \$4.8 billion will

be required over the next ten years to operate the network.

Operating expenditure is also expected to increase in the bulk water supply and flood protection activities due to ongoing maintenance and servicing borrowings for capital expenditure aimed at improving resilience and reducing the impact of climate change.

Operating expenditure by activity over the 10-year period



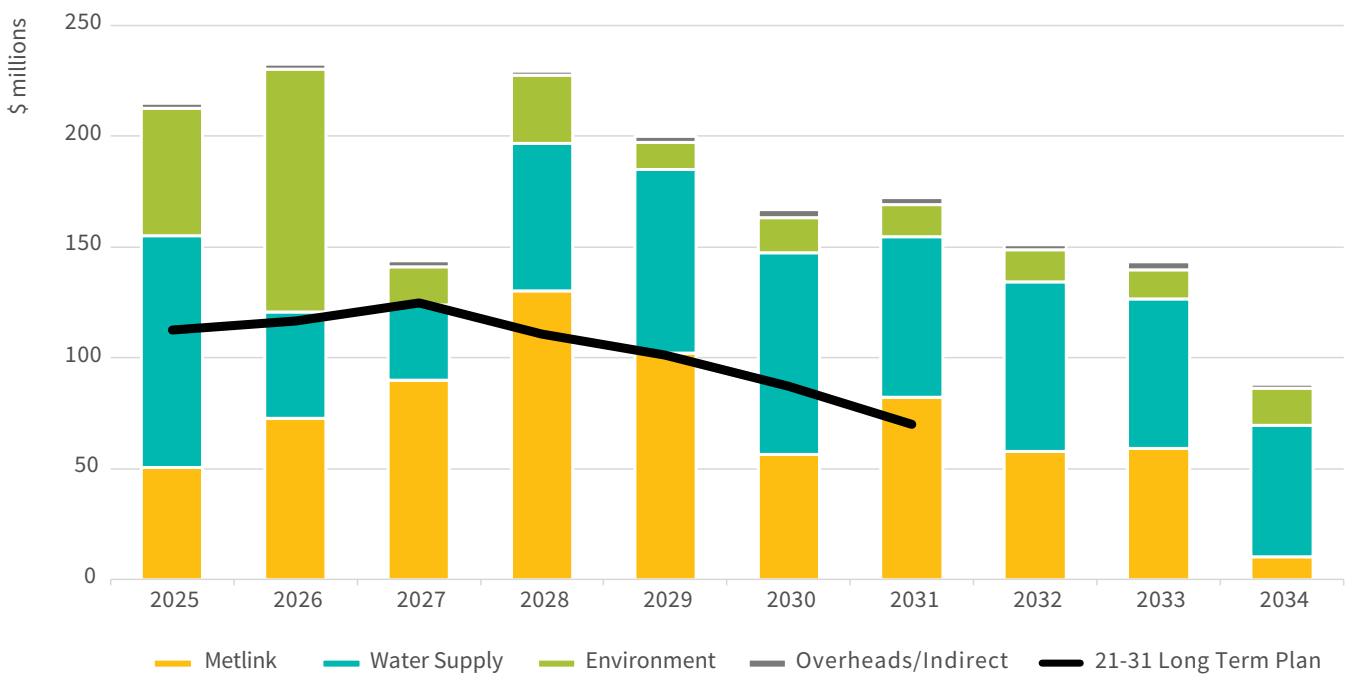
Capital Expenditure

We categorise capital expenditure into asset renewals, service levels (i.e. new assets to improve existing services) and growth (i.e. new assets to support regional growth). Capital expenditure is funded through the following mechanisms:

- Borrowings (debt)
- Grants and subsidies
- Asset sale proceeds
- Reserve funds.

Capital expenditure with long term (intergenerational) benefits will be funded through debt in the first instance. Large capital expenditure investments are predominantly in Metlink, bulk water supply and flood resilience programmes going beyond the 10-year period. Total capital expenditure over the 10-year period is just over \$1.7 billion. The chart below details activity groups' capital expenditure by category over the course of the 10-year period.

Capital expenditure by activity over the 10 year period (excluding Greater Wellington Rail Limited)

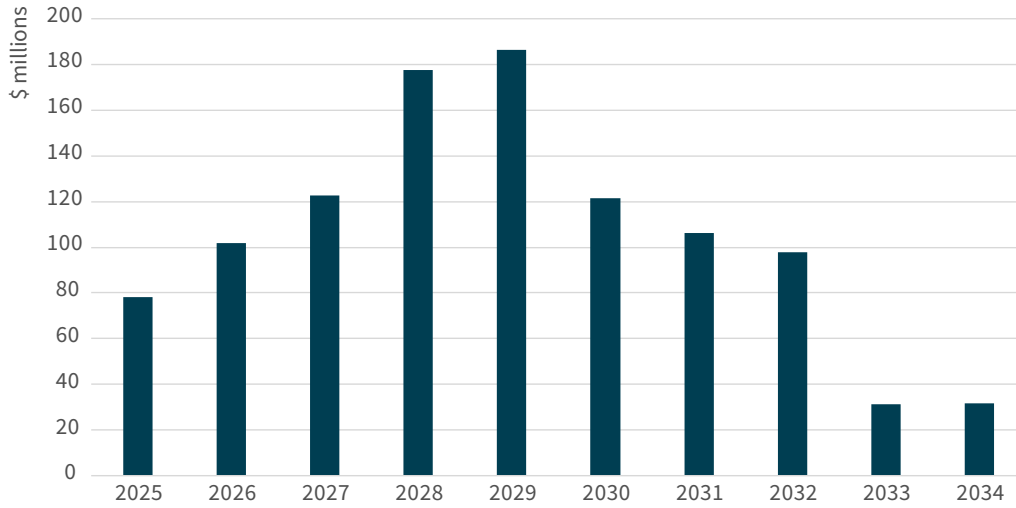


Year by year investment refer asset renewal (infrastructure strategy).

Greater Wellington Rail Limited

Greater Wellington is the sole shareholder (owner) of WRC Holdings Ltd, which in turn owns 100 percent of Greater Wellington Rail Limited. As it is a Council-Controlled Organisation, the capital expenditure investment has been presented separately to the Greater Wellington activities capital expenditure.

Investment in Greater Wellington Rail Limited over the 10-year period



What our investment in assets will look like

Infrastructure Strategy

Asset renewals

We continue to replace and renew our existing assets to ensure they are fit for purpose and deliver effectively. An important aspect of our asset renewal programme is ensuring expenditure results in assets becoming more resilient to the impacts of climate change.

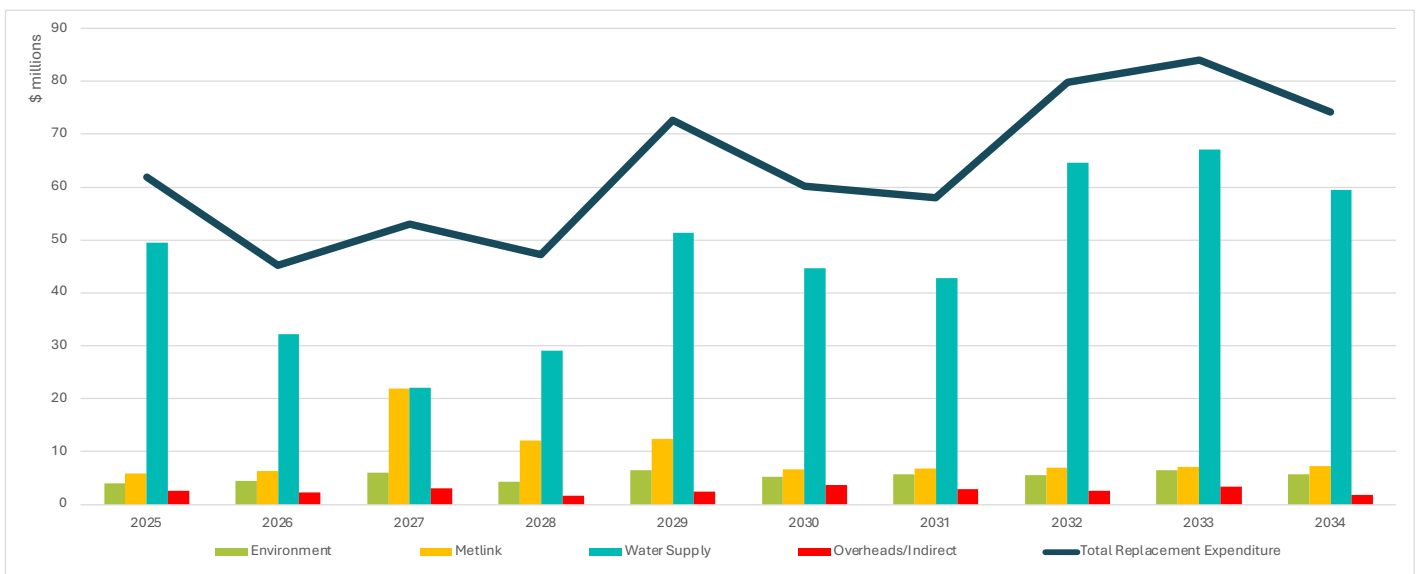
Greater Wellington is responsible for \$2.2 billion of assets. The total asset renewal expenditure (excluding Greater Wellington Rail Limited and CentrePort Limited) is forecast to be \$636 million

over the next 10-years. The key asset renewals over the period include:

- Public Transport
- Bulk Water Supply.

Note: The Long Term Plan is signalling a large investment in bulk water storage in the near future, beyond 2034. At this stage, investigations and feasibility studies need to be completed before any investment decisions can be made.

Asset renewal expenditure by activity over the 10-year period



Please refer to the Infrastructure Strategy for Greater Wellington Rail Limited asset renewal and investments.

Levels of Service

Levels of service are what we have agreed to deliver to and on behalf of the community. These services are set in the Long Term Plan and are the response to both statutory requirements and requests from the community.

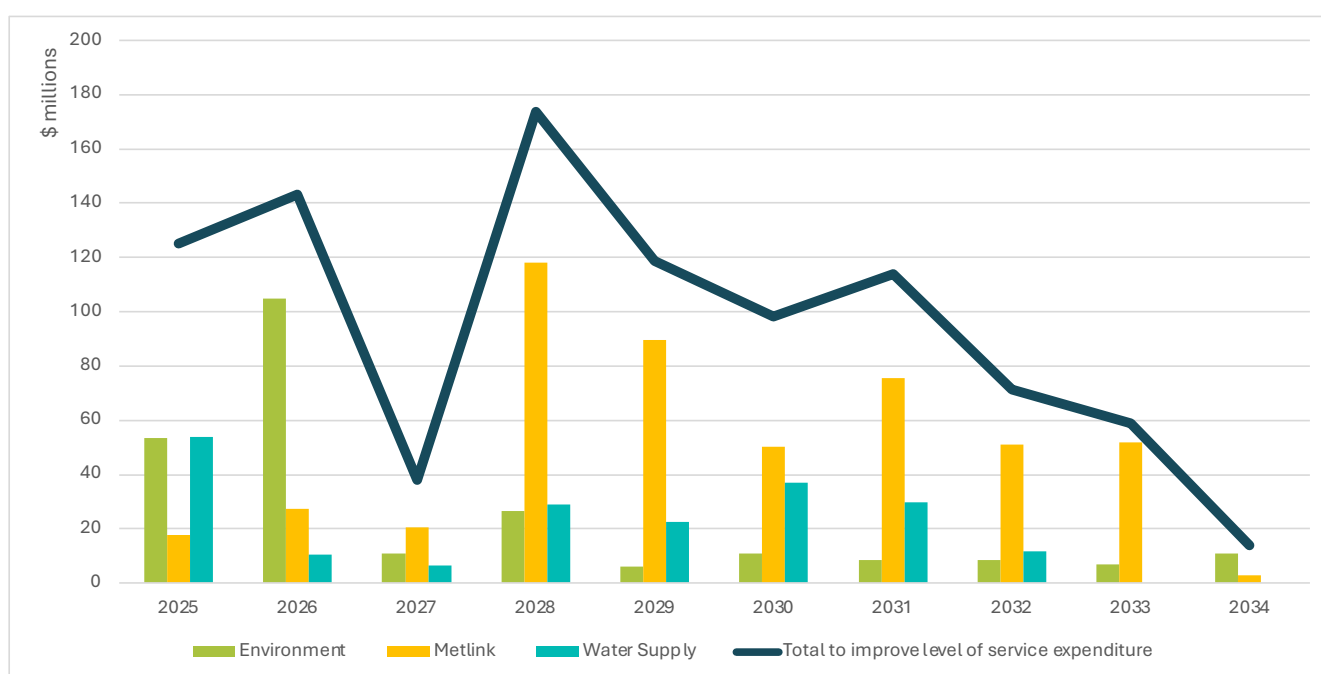
Large priority infrastructure investments are planned over the next 10 years to achieve increased service levels of and maintain and renew capital programmes.

Better service delivery often comes at a significant cost and, due to our controlled spending ideology,

there is little ability to significantly change or increase levels of service targets over the next 10 years. Greater Wellington has focused on meeting the current levels of service and the statutory requirements before considering increasing other levels of service.

Total service level capital expenditure over the next 10-years is \$955 million and focuses on Riverlink and a move to increase our control of public transport assets such as depots and charging infrastructure.

Level of service expenditure by activity group over the 10-year period⁴³



⁴³ Regional Strategy and Partnerships has minor 'Level of Service' expenditure, valued at a total of \$563,000 over the 10-year period.

Financial Risk Management

Greater Wellington provides a range of critical services to our community. To ensure their continuity there is a need for financial risk strategies which reduce the financial impacts of unplanned events.

Insurance is an important strategy which involves transferring risk to an external insurer. Insurance costs are increasing, with climate change impacting on insurers' abilities to predict losses, which has seen returns lower to levels below 'low risk' investments such as bonds. This has strained insurance capacity resulting in brokers having to seek out new markets. This resulted in annual premiums increasing more than 30 percent in 2023 for material damage policies, with premiums expected to increase by 10-20 percent annually for the foreseeable future. The result, material damage insurance is less affordable and as a result we are investigating using more self-insurance.

Greater Wellington's approach to insurance is to focus on the effects of low probability, high impact events. Climate change events raise costs and our ability to insure some assets. Consideration has been given to the types of assets we self insure and the level of insurance we hold based on events such as fire, storms and earthquakes, etc. There may be a time when insurance cannot be obtained for certain assets and we will need to consider whether further self-insurance is required for these assets.

Our current cover does not insure all assets but uses modelling to determine the appropriate level of insurance based on the maximum probable loss event such as an earthquake. It is unlikely all assets would simultaneously be affected by an unplanned event. The annual budget provides funding for repairs because of smaller, more frequent events.

Our self-insurance is funded through cash deposits and reserves, based on our hazard events assessment. The gap between this amount and the maximum probable loss may be covered by a mix of insurance, borrowing and government assistance.

The optimal level of insurance cover for Greater Wellington assets is determined by:

- **Asset criticality** – non-critical assets may not be insured or have reduced cover.
- **The asset type** – we self-insure stopbanks, fully insures boats and motor vehicles and have loss limits in place for other assets.
- **Loss limits for these assets**- we insure based on the maximum probable loss event, such as an earthquake or a tsunami.
- **Disaster recovery reserves** – investments or loans available to respond to unplanned events
- **National Recovery Plan** – central government funding available to help with the recovery of critical assets and services.

Monitoring and Reporting

The Financial Strategy is essential to our decision making across the organisation. All council and committee reports are required to declare a summary of financial considerations.

Quarterly reporting and annual reports are produced to report on recent financial performance, including operating and capital expenditure, revenue and funding, and progress against the organisation strategic outcomes and performance measure.

The Finance, Risk and Assurance Committee is regularly updated about financial and risk matters and the alignment with the Financial Strategy.

Definitions

Total Revenue

Cash earnings from rates, grants and subsidies, user charges, interest dividends, financial and other revenue and excludes non-government capital contributions.

Net Debt

Total debt less liquid financial assets and investments. Liquidity is defined as external debt plus committed loan facilities plus liquid investments divided by external debt.

Net Interest

The amount equal to all interest and financing costs less interest income for the relevant period.

Annual Rates Income

The amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 together with any revenue received from other local authorities for services provided (and for which the other local authorities rate).

Ko ngā tautoko ā-kaupapa here

Supporting policies

Here we describe the supporting policies that guide our decision making. Copies of these policies are available on our website.

The following Policies are generally reviewed every three years, on the same cycle as the Long Term Plan. Reviews and amendments can be made outside of this cycle if there is a need for it. All amendments are publicly consulted on before council adopts any newly revised Policy.

Ko te kaupapa here Moni Whiwhi me te Ahumoni - Revenue and Financing Policy

The Revenue and Financing policy describes how we intend to fund its expenditure. It outlines the sources of funding that we intend to use, and the relative level of funding from each source, for each activity.

Ko ngā kaupapa here Whakahaere Tūraru Rawa tae noa ki te whakahaere Kawenga, Haumi hoki - Treasury Risk Management policy, including Liability Management and Investments Policies

The Treasury Risk Management Policy provides the framework for all the Council's treasury management activities. It defines key responsibilities and the operating parameters within which treasury activity is to be carried out.

Ko ngā kaupapa here Whakaiti Reti me te Tārewa - Rates Remission and Postponement Policies

The Rates Remission and Postponement Policies address financial assistance and support for ratepayers, as well as anomalies and other schemes. we may remit some or all the regional council rates in special circumstances where it considers it just and equitable to do so.

Ko te kaupapa here Hirahira me Tūhono - Significance and Engagement Policy

The Significance and Engagement Policy records how we consider community views and preferences when making decisions. It identifies how and when communities can expect to be engaged in, or specifically consulted on, proposals, assets, decisions and activities. It enables us and our communities to understand the significance that we place on certain issues, proposals, assets, decisions, and activities.

He tauākī pūtea – Financial information and statements

Financial overview

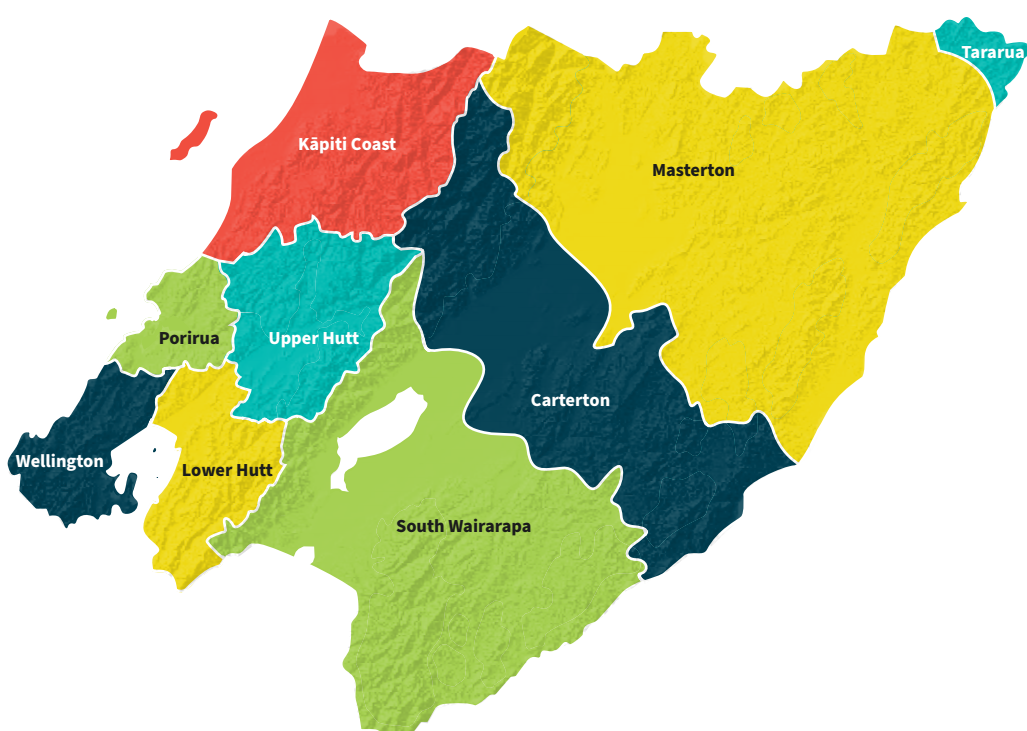
Following the public consultation and the Long Term Plan hearings and deliberations, councillors agreed to several changes to the budget relating to rates increases over the 10-year period. A rate increase of 20.5 percent in year one, and an average increase of 7.3 percent over 10 years was the final outcome.

Since our 2021-31 Long Term Plan, we have seen inflation and interest rates reach levels no one anticipated. Cyclone Gabrielle has had insurers rethinking their charges and we have seen double-digit increases in our insurance premiums. Unfortunately, there's no sign of increases slowing down in the short term. This has put significant pressure on the first year of our 2024-34 Long Term Plan.

Rising inflation and insurance pressures have also affected our public transport operators. These costs, along with driver wage increases (to remedy the shortage of drivers), have added to operating costs.

These factors are casting doubt over the future, so we provide ratepayers with certainty regarding rates over the next 10-years. We have set the following rate limits:

- Average regional rates per ratepayer increase will be limited to \$200 per annum, and
- Estimated rates income in the proposed year will not exceed 45 percent of the total operating revenue for that year.

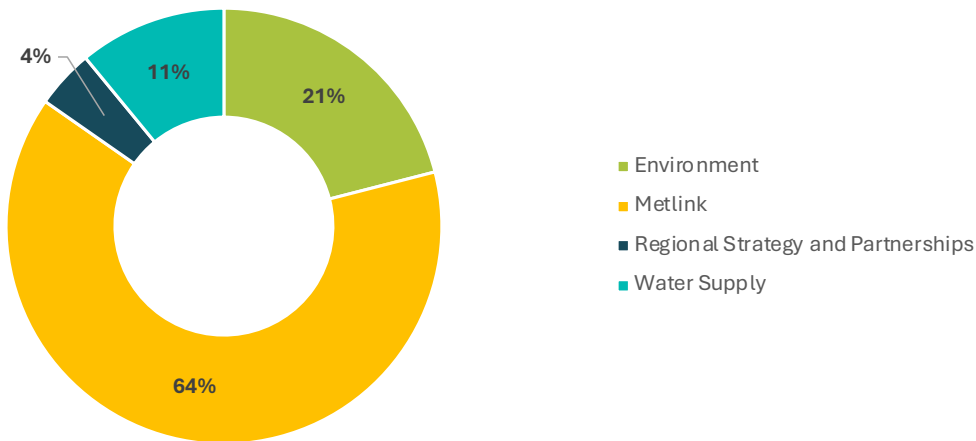


What does the operating expenditure look like?

Each of our activities' expenditures are delivered differently and fluctuate from year to year. For example, expenditure on infrastructure occurs when it needs upgrading or replacing.

Most of our operating expenditure is for our public transport network and environment.

Ten year average percentage spend per activity per group

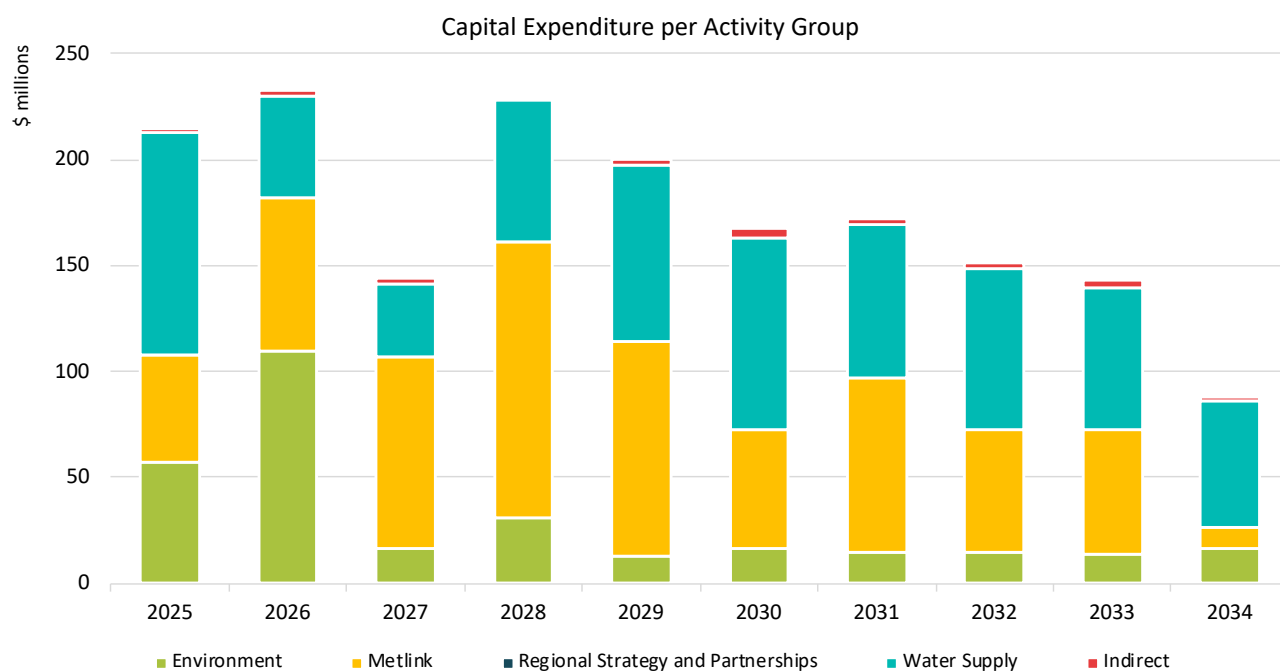


What does the capital expenditure look like?

In the face of increased future demand, and higher performance standards to ensure a resilient future, we expect to spend \$1.75 billion on renewals and new capital between 2024/25 and 2033/34. Most of this spending is for public transport, flood protection and water supply activities.

Affordability and deliverability are carefully considered as we prioritise our long term capital programme. Not all future costs can be known, and we refine our programme as part of our annual planning processes (including indicative needs for future additional bulk water storage and treatment capacities).

Keeping budgets realistic and in-line with our expected workload is fundamental to prudent asset management.



Key Projects	Costs
Existing Water Supply network renewal	\$427m
RiverLink	\$168m
Public Transport Depot Ownership	\$354m

Paying for these activities

We fund activities through a range of sources. Ratepayers contribute to funding all the activities that Greater Wellington carries out (except for bulk water supply) and all the levels of service provided, however, rates are only one source of funds. The others are:

- Water levies
- Government subsidies
- Transport improvement grants*
- Interest and dividends
- Other operating revenue**.

How we fund our activities is set out in our Revenue and Financing Policy.

**Transport improvement grants - Grants received from Central Government to support Public Transport infrastructure improvements.*

***Other operating revenue - Fees and charges, public transport fares, consenting fees.*

Financial Assumptions 2024-34

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
Useful lives of significant assets			
<p>The useful lives of significant assets with the appropriate depreciation rates are shown in the Significant Accounting Policies.</p> <p>It is assumed that the useful lives will remain the same throughout the next 10-years.</p> <p>It is assumed that assets will be replaced at the end of their useful lives.</p>	<p>Assets need to be replaced earlier or later than budgeted</p> <p>Our activities change, resulting in decisions not to replace existing assets. These may impact our cash flows.</p>	Low	<p>The financial effects of the uncertainty are relatively low. If capital expenditure was required earlier than anticipated, then depreciation and debt servicing costs could increase.</p> <p>If assets need replacing earlier, this could lead to us reprioritising capital projects to mitigate the financial impacts.</p> <p>We have a comprehensive asset management planning process. Where a decision is made not to replace an asset, this will be factored into capital projections.</p>
Depreciation			
<p>Depreciation rates applying to existing assets are outlined in the Statement of Accounting Policies and are based on the assumed useful lives of assets. Depreciation on new major infrastructural assets is calculated on actual expected rates commencing from expected time of completion of the project. Depreciation is calculated on book values projected at 30 June, plus new capital.</p>	<p>The cost adjuster forecasts could be incorrect. Capital projects could take longer to complete than budgeted. To some extent these factors mitigate each other.</p>	Low	<p>The impact of applying incorrect depreciation rates is not considered material in the context of the Long Term Plan.</p>

Forecasting Assumption		Risk		Level of uncertainty		Reasons and financial effect of uncertainty	
Fare revenue							

We are assuming patronage growth on public transport as outlined below.

Patronage Growth	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Bus	5.30%	4.70%	3.50%	3.70%	3.40%	3.50%	3.20%	1.90%	1.80%	1.60%
Rail	10.40%	5.50%	4.30%	4.60%	4.70%	4.50%	3.50%	6.10%	2.80%	1.30%
Ferry	3.00%	4.70%	2.70%	2.60%	2.60%	2.60%	2.50%	1.60%	1.50%	1.40%

Patronage Growth	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
<p>Patronage Growth</p> <p>We are assuming that patronage levels across the network will continue to remain around 10% lower than pre-COVID-19 levels for the first year of the Long Term Plan. Patronage will then increase on average by 4 percent per annum for the duration of the 2024-34 LTP. This means that patronage is likely to bounce back to similar patronage levels when compared to pre-COVID-19 levels (2018-20119 levels) from 2025-2026 onwards. Patronage growth in 2018-2019 (pre-COVID-19) was 4.6 percent across the network and much higher than the population growth of about 1.3 percent. COVID-19 and consequential structural changes to our economy, commuting patterns and lifestyles are expected to reduce patronage growth rates for the earlier part of the Long Term planning period, but these effects will diminish over time. Specifically:</p> <ul style="list-style-type: none"> a) Growth in population after July 2024 is likely to get back to similar pre-COVID-19 levels than previously experienced and forecasted. This is primarily expected to be driven by migration levels are returning to pre-COVID-19 levels as Kiwis returning to NZ from overseas. b) Higher levels of unemployment may still exist at the start of the LTP planning period, which could reduce travel demand. c) It is likely that an increasing proportion of Wellington's workforce will continue working from home on some (or all) days of each week or walk or cycle to work more than previously, reducing travel demand for both motor vehicles and public transport. 	<p>Actual demand growth is less than projected growth as there exists uncertainty where growth is expected to occur within the region and changing in working pattern post COVID-19. This can have adverse impact on public transport service delivery costs.</p> <p>Actual inflation exceeds budgeted inflation.</p> <p>The risk of getting revenue assumptions too high can be profound on budgets.</p> <p>Risk of getting the peak load estimates too low are likely to result in insufficient lead times to procure new buses and trains.</p>	<p>Medium</p>	<p>There is some uncertainty with long term demand growth projections as the growth of demand is dependent on the future population, household, and employment growth in the region.</p> <p>We monitor growth and update our long term public transport plans to address variations in the rate or location of growth for public transport.</p> <p>Preparing an annual budget and resetting growth rate assumptions combined with triennial review of Long Term Plan mitigates the risks.</p>

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
<p>Rail</p> <p>Ongoing work on improving our rail network means that rail service improvements will continue to attract more customers.</p> <p>Integrated fares and ticketing (IFT) will generate new customers by improving the convenience and ease of travelling by train (and by using more than one PT mode). IFT will also increase rail revenue through better revenue protection.</p> <p>Bus</p> <p>A significant improvement to our bus network was implemented in July 2018 (with ongoing refinements) such that patronage will continue to increase because of the service improvements.</p> <p>The current plan to transition to an integrated fares and ticketing (IFT) system is expected to generate new customers and facilitate travel on more than one PT mode.</p> <p>The continued move towards more electric buses in the Metlink bus fleet is likely to be well received by customers and result in increased bus patronage growth</p> <p>Fare increase</p> <p>Fares are assumed to increase at a higher level of the consumer price index (CPI) for the first year of the Long Term Plan (FY25). From there the expectation will be to increase the fares at the level of the consumer price index (CPI) during the term of the Long Term Plan. While the public appetite for fare increases has been generally low post-COVID-19, increases to fares relative to the cost of living are likely to be necessary, as we look across all budget areas to recover from the increasing cost pressure over the last few years and the first few years of the Long Term Plan. Larger fare increases are not recommended as this would undermine our goals of increasing PT mode share, increasing accessibility and reducing greenhouse gas emissions.</p>			

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
NZ Transport Agency			
NZ Transport Agency co funding is provided at the agreed Financial Assistance Rate (FAR) for all eligible transport planning activities and there are no unexpected changes to FARs. All transport projects and services will receive funding assistance from the New Zealand Transport Agency at the rate of 51 percent from the central government.	Changes in the subsidy rate and variations in criteria for inclusion in the qualifying programme of works. Lack of certainty over New Zealand Transport Agency funding which puts risks that essential public transport projects and programmes are delivered as planned.	Low in short term Medium in long term, up to 10 years	If the level of subsidy decreases or ceases there needs to be either a reduction in the public transport work programme or an increase in funding from alternative sources. If FARs change, we will review budgets in subsequent Annual Plans. Noting that currently there as been no indication from central government of NZTA of changing FAR
Funding of decarbonising the bus and rail network – rail rolling stock			
The acquisition of the rail rolling stock includes an assumption that we will receive 90 percent of the capital funding from NZTA and/or the Crown. No decisions or commitments have been received from The Crown/NZTA for this level of funding and the assumption is based on the best available information and funding arrangements that were in place for previous acquisition of rolling stock.	If we do not receive the assumed level of funding, the rail programme will have to be significantly revised.	Low	We are currently in the final stages of finalising a Funding Agreement for the LNIRIM Programme between the key funding partners (Minister of Transport, NZTA, GWRC, Horizons) and the delivery partners (GWRC and KiwiRail). Once this agreement is signed this will be the ultimate assurance. Currently the programme is being funded by a \$5m 100 percent NZTA contribution for undertaking the Detailed Business Case and commencing Procurement activities.

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty																		
Inflation impact on expenditure budget																					
<p>For the first year of the Long Term Plan (2024/25), all financial statements have been prepared using 2024 dollars. Price level adjustments for inflation have been included in all financial statements for the following nine years of the Long Term Plan.</p> <p>Price level adjustments for the years 2025/2026 onwards have been derived from forecasts prepared for Local Government New Zealand by Business and Economic Research Limited (BERL) and deal primarily with areas of expenditure local authorities are exposed to through their business.</p>	Actual inflation rates exceed budgeted inflation rates	Low (short term) Medium (up to 10 years)	A number of factors will affect economic performance and certainty around these cost factors is difficult to judge. BERL has had many years of experience in providing cost adjusters to local government and is the best-known resource available. However, with volatility within the global economy and supply chains, currently the risk is considered low in the short term, medium up to 10 years and high over 10 years. Preparing an annual budget and resetting rates combined with triennial review of Long Term Plan mitigates the medium and long term risks.																		
<p>The capital inflation rate we use is LGCI (Local Government Cost Index) capex category.</p> <table border="1" data-bbox="730 994 855 2083"> <thead> <tr> <th>2025/26</th> <th>2026/27</th> <th>2027/28</th> <th>2028/29</th> <th>2029/30</th> <th>2030/31</th> <th>2031/32</th> <th>2032/33</th> <th>2033/34</th> </tr> </thead> <tbody> <tr> <td>2.00%</td> <td>2.20%</td> <td>2.20%</td> <td>2.10%</td> <td>2.10%</td> <td>2.00%</td> <td>2.00%</td> <td>1.90%</td> <td>1.90%</td> </tr> </tbody> </table> <p>Salary inflation rate we use is LCI for all salary and wage rates for local government sector.</p>	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2.00%	2.20%	2.20%	2.10%	2.10%	2.00%	2.00%	1.90%	1.90%			
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34													
2.00%	2.20%	2.20%	2.10%	2.10%	2.00%	2.00%	1.90%	1.90%													
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<table border="1" data-bbox="1299 994 1423 2083"> <thead> <tr> <th>2025/26</th> <th>2026/27</th> <th>2027/28</th> <th>2028/29</th> <th>2029/30</th> <th>2030/31</th> <th>2031/32</th> <th>2032/33</th> <th>2033/34</th> </tr> </thead> <tbody> <tr> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> <td>2.00%</td> </tr> </tbody> </table>	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%			
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34													
2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%													

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
Other Revenue			
The other revenue is assumed to grow by inflation for the life of the Long Term Plan.	The other revenue does not grow as assumed in the plan and that has a negative impact on surplus or deficit.	Low	As inflation has been applied and other revenue is not the main source of revenue for us the risk is considered negligible.
Government and other external sources of capital grants funding			
We receive funding from various sources for the development of infrastructure.	The risk is that until capital grants can be guaranteed by the third party they may not be received as budgeted or could be lower than budgeted. This would result in a shortfall in funding for planned projects and could result in a negative impact on operating result and an increase in debt.	Medium	If rates change, we will review budgets in subsequent Annual Plans
Affordable Waters reform			
As part of new government 100-day plan, the Water Service Entities Act was repealed in February 2024. Therefore, we have prepared the Long Term Plan assuming we will continue to own the infrastructure related to providing bulk water.	Political uncertainties where the new elected government might repeal the water removal	Low	As the election took place every three years, triennial review of Long Term Plan will mitigate the risk of uncertainties. Preparing an annual budget will allow the us to re-assess the current situation and make any adjustments as necessary.

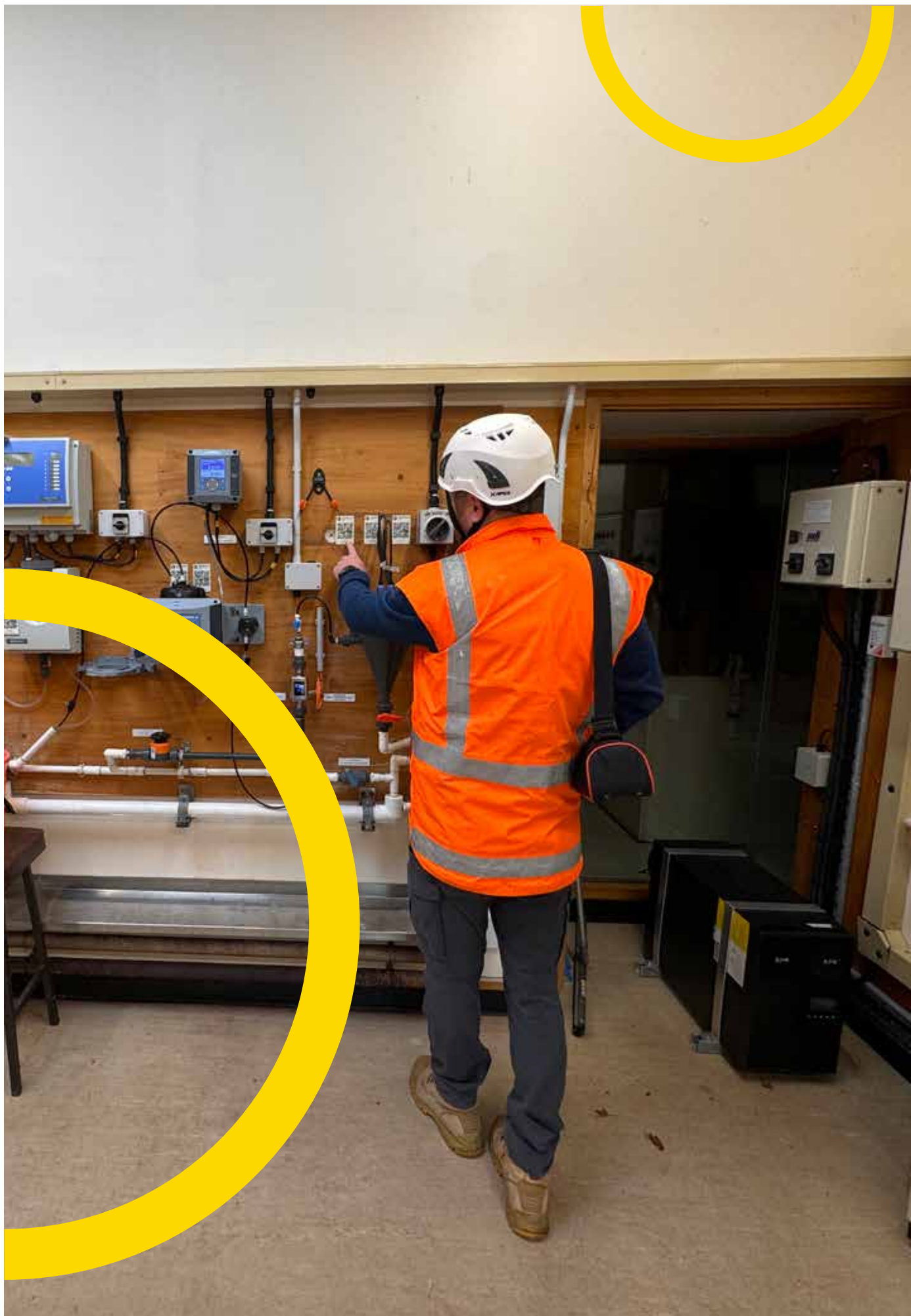
Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
Insurance			
Our insurance provider has anticipated the insurance costs to increase by 10-20 percent annually. Therefore, we have assumed 15 percent increase in insurance for the first year and continuing to inflate them up to 10 percent in subsequent years.	The risk is that there could be further large adjustments in insurance that are not allowed for in the Long-term Plan.	Medium	If New Zealand is struck by another major natural disasters, there is a chance the council will not be able to get insurance again to cover potential damages or the premiums will become unaffordable.
Financial risks from climate change			
<p>It is assumed that all critical climate risks drivers will remain in place for the duration of the Long Term Plan.</p> <p>The Long Term Plan assumes that the Council will experience increasing pressure on the economy due to climate change risks in particular:</p> <ul style="list-style-type: none"> • Interest costs on debt • Insurance premiums • Capital and operational assets costs of assets and degradation of assets. <p>The Long Term Plan also does not propose any significant changes to our current levels of service in the short term.</p> <p>However, increased investment may be required to maintain levels of service in flood protection long term.</p> <p>The Plan assumes that we will have no liability risks from contractual and legal obligations through service level agreements with third parties.</p>	Emerging risk drivers are higher than expected	Medium	Greater Wellington is seen as a leader in the environmental hazard risk management in the region. Asset Management Plans capture climate risks by adjusting their thirty-year plans with additional funding necessary to manage the risk for adaptation and transition. We also regularly assess the impact and uncertainties of climate change every two months and reviewing any references for actions and controls as required.

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
External borrowings			
It is assumed that our portfolio of debt, which has differing maturity dates from 1 to 10 years and new funding required, will be able to be raised on favourable terms. It is assumed that we will be able to refinance existing loans on similar terms.	Loans are unable to be repaid at maturity.	Low	<p>Local government is a very low risk to investors, second only to central government. For this reason, it is very unlikely that we will not be able to raise funds on favourable terms as and when required. Greater Wellington has a comprehensive treasury policy and management practices, employs expert advice when required, has a debenture trust deed for raising loans and employs qualified staff.</p> <p>Counterparties have always shown confidence in us in the past and this is not likely to change.</p> <p>To ensure that debt levels continue to remain prudent and sustainable, we have set a prudential limit of net debt as depicted in the Financial Strategy.</p> <p>We ensure that sufficient cash, liquid investments and committed lines of credit are available to allow us to payment our bills for at least the next six months.</p>
Local Government Funding Agency (LGFA) guarantee			
Majority of the shareholders of the LGFA are parties to a Deed of Guarantee, whereby the parties to the deed guarantee the obligations of the LGFA and guarantee the obligations of other participating local authorities to the LGFA, in the event of default.	<p>In the event of a default by the LGFA, each guarantor is liable to pay a proportion of the amount owing.</p> <p>The proportion to be paid by each respective guarantor is set in relation to each guarantor's rating base.</p>	Low	<p>We believe the risk of the guarantee being called on and any financial loss arising from the guarantee is very low.</p> <p>The likelihood of a local authority borrower defaulting is extremely low and all the borrowings by a local authority from the LGFA are secured by a charge over rates.</p>

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
Local Government Funding Agency			
<p>It is assumed that our portfolio of debt, which has differing maturity dates from 1 to 10 years and new funding required, will be able to be raised on favourable terms. It is assumed that we will be able to refinance existing loans on similar terms.</p>	<p>Loans are unable to be repaid at maturity.</p>	<p>Low</p>	<p>Local government is a very low risk to investors, second only to central government. For this reason, it is very unlikely that Greater Wellington will not be able to raise funds on favourable terms as and when required. We have a comprehensive treasury policy and management practices, employ expert advice when required, have a debenture trust deed for raising loans and employs qualified staff.</p> <p>Counterparties have always shown confidence in us in the past and this is not likely to change.</p> <p>To ensure that debt levels continue to remain prudent and sustainable, we have set a prudential limit of net debt as depicted in the Financial Strategy.</p> <p>We ensure that sufficient cash, liquid investments and committed lines of credit are available to allow us to payment our bills for at least the next six months.</p>
Local Government Funding Agency (LGFA) guarantee			
<p>We remain a shareholder and borrows direct from the LGFA which was set up as an institution to source lower cost funding for Councils. .</p>	<p>LGFA will be downgraded materially, or lower cost funding will not be achieved.</p>	<p>Low</p>	<p>LGFA debt is guaranteed by all member councils and has strict credit limits which ensures good credit quality and therefore reduces the risk of any material downgrade.</p>

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty																		
Interest rates																					
<p>We have an actual portfolio of fixed interest rate debt that matures at various times over the next 10 years. In preparing the long term plan we used the implied 90-day forward rates for its floating interest rate projection.</p> <p>The fixed interest rate is based on the existing pay fixed rate swaps in place. A market determined credit margin of 0.60 percent is added to this for all years of our Long Term Plan.</p> <p>Taking into account the current economic state, the interest rate on the cost of borrowing for the Long Term Plan is as follows:</p> <table border="1" data-bbox="810 96 975 2089"> <thead> <tr> <th>2025/26</th> <th>2026/27</th> <th>2027/28</th> <th>2028/29</th> <th>2029/30</th> <th>2030/31</th> <th>2031/32</th> <th>2032/33</th> <th>2033/34</th> </tr> </thead> <tbody> <tr> <td>5.35%</td> <td>4.92%</td> <td>4.78%</td> <td>4.84%</td> <td>4.95%</td> <td>5.25%</td> <td>5.36%</td> <td>5.43%</td> <td>5.61%</td> </tr> </tbody> </table> <p>Our internal lending rates are currently sitting at 0.05% margin</p>	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	5.35%	4.92%	4.78%	4.84%	4.95%	5.25%	5.36%	5.43%	5.61%	<p>The prevailing interest rates will differ significantly from those estimated.</p> <p>Low in short term</p> <p>Medium in long term, up to 10 years</p>	<p>Increases in interest rates flow through to higher debt servicing costs and higher rates funding requirements.</p> <p>We can use fixed interest rate borrowings which locks our future borrowing costs for a certain period of time to protect us from rising interest rates.</p> <p>We have mitigated interest risk using interest rate swaps and are governed by a robust Treasury Management Policy that prescribes best practice interest risk and debt concentration risk covenants.</p> <p>We have a diversified portfolio of revenue sources to help us pay for interest costs, including rates, levies, fees and charges, fares and investment income.</p> <p>Interest rate forecasts can be restated every year through the Annual Plans</p>	
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34													
5.35%	4.92%	4.78%	4.84%	4.95%	5.25%	5.36%	5.43%	5.61%													
Return on short term financial investments																					
<p>Although the interest earned on short term cash investments will fluctuate considerably over the 10 years, it is assumed that the Council will earn at least a prudent return on investment between 4.80%-5.85% p.a.</p>	<p>The risk is that the we will obtain lower returns on its cash investments.</p> <p>Medium in long term, up to 10 years</p>		<p>We base its returns at prudent levels and the risk of returns going well below the estimated, prudent levels over the 10 year period is considered low.</p>																		

Forecasting Assumption	Risk	Level of uncertainty	Reasons and financial effect of uncertainty
Dividend income			
<p>We invest in strategic assets, and it is assumed that the Council will continue to control and own its strategic assets.</p>	<p>Income from dividends may differ from what was projected due to fluctuating market prices or decline in dividends.</p> <p>Reduction in dividend income will affect the level of contribution able to offset the rate requirement.</p>	<p>Medium</p>	<p>Any increase in the rate requirement due to reduced dividend levels is unlikely to be substantial, and if the shortfall is significant we would review our expenditure levels.</p> <p>Dividend income forecasts can be restated every year through the Annual Plan</p>
Capital projects delivery			
<p>We assume the capital programme will be delivered as planned following a comprehensive clean sheet budgeting process.</p>	<p>If the capital programme is not delivered as anticipated there could be an impact to our Level of Service and the future needs of our community.</p>	<p>Medium</p>	<p>Capital projects are inherently exposed to various uncertainties from both the demand supply perspectives.</p> <p>To mitigate the risks, we review and re-forecast capital projects deliverability, in the regular annual plan and long term plan cycles.</p> <p>We are also engaging with external advisors as necessary to improve the capital delivery framework and focusing resources to support delivery.</p>



Statement of accounting policies

Reporting entity

Greater Wellington Regional Council (Greater Wellington) is a regional local authority governed by the Local Government Act 2002 and Local Government (Rating) Act 2002.

Greater Wellington provides water supply, regional parks, public transport, flood protection and environmental regulation and management and monitoring to the Wellington Region for community and social benefit, and not for a financial return. Accordingly we have designated ourselves as public benefit entities (PBE's) and applies New Zealand.

Tier 1 Public Sector Public Benefit Entity accounting standards (PBE Accounting Standards).

The reporting period of Greater Wellington for those prospective financial statements is the 10-year period from 1 July 2024 to 30 June 2034.

The main purpose of those prospective financial statements is to provide users with information about the core services that Greater Wellington intends to provide to ratepayers and the plan is only prepared for the council parent.

Basis of preparation

The prospective financial statements of Greater Wellington have been prepared in accordance with the requirements of the Local Government Act 2002 and the Local Government (Financial Reporting and Prudence) Regulations 2014, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP) and PBE FRS 42 Prospective financial statements.

The prospective financial statements have been prepared on the going concern basis.

The prospective financial statements are presented in New Zealand dollars and rounded to the nearest thousand (\$000), unless otherwise stated.

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for receivables and payables, which include GST.

The accounting policies set out below have been applied consistently to all periods presented in these prospective financial statements.

Measurement base

The prospective financial statements are prepared using a measurement base of historical cost

modified by the revaluation of certain assets as set out in the specific accounting policies.

Accounting judgements and estimations

The preparation of financial statements in conformity with PBE Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be

reasonable under the circumstances. These results form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Summary of significant accounting policies

1. Revenue

Revenue is measured at fair value. Revenue is recognised when billed or earned on an accrual basis.

Exchange transaction revenue arises when we provide goods or services directly to a third party and receive approximately equal value in return. Non-exchange transaction revenue arises when Greater Wellington receives value from another party without having to directly provide goods or services of equal value.

Greater Wellington's significant items of revenue are recognised and measured as follows:

(i) Rates and levies

Rates and levies are a statutory annual charge and are recognised in the year the assessments are issued.

(ii) Government grants and subsidies

Greater Wellington receives government grants from New Zealand Transport Agency. These grants subsidise part of our costs for the following – the provision of public transport subsidies to external transport operators, the capital purchases of rail rolling stock within a Greater Wellington subsidiary and transport network upgrades owned by KiwiRail. The grants and subsidies are recognised as revenue when eligibility has been established by the grantor. Other grants and contributions from local authorities are recognised as revenue when eligibility has been established by the grantor.

(iii) User charges

Revenue from user charges is recognised when billed or earned on an accrual basis.

(iiii) Dividends

Revenue from dividends is recognised on when the right to receive payment has been established and in surplus & deficit.

(iv) Interest

Interest is accrued using the effective interest rate method. The effective interest rate method discounts estimated future cash receipts through the

expected life of the financial asset to that asset's net carrying amount.

(v) Sales of goods

Other revenue is recognised when billed or earned on an accrual basis. Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Vested assets are recognised as revenue when control over the asset is obtained.

2. Employee benefits

Employment costs relate to the remuneration paid directly to staff, other employee benefits such as other associated costs such as recruitment and training.

Employer contributions to defined contribution schemes and/or KiwiSaver is accounted for as defined contribution superannuation schemes and is expensed in the surplus or deficit as incurred.

3. Grants and subsidies expenditure

Discretionary grants and subsidies are recognised as expenses when we have advised our decision to pay and when the attached conditions, if any, are satisfied. Non-discretionary grants are recognised as expenses on receipt of an application that meets the specified criteria.

4. Finance expenses

Finance expenses include interest costs, amounts paid or payable on interest rate swaps and expenses directly incurred in managing funding.

5. Operating leases

Greater Wellington leases office space, office equipment, vehicles, land and buildings. Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are charged as expenses in the periods in which they are incurred.

If lease incentives are provided to lessees to enter into operating leases, such incentives are recognised as a reduction of rental income on a straight-line basis.

6. Income tax

Income tax expense includes components relating to both current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the statement of financial position and the corresponding tax bases used in the computation of taxable profit.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the way we expect to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surpluses will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive income or directly in equity.

7. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short term, highly liquid investments with original maturities of three months or less.

8. Trade and other receivables

Short term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

Greater Wellington applies the simplified ECL model of recognising lifetime ECL for short term receivables.

In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are “written off”:

- When remitted in accordance with our rates remission policy
- In accordance with the write off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Amounts in other non-rates categories of receivables are written off when there is no reasonable expectation of recovery.

Greater Wellington does not provide for ECL on rates receivable as we have various powers under the Local Government (Rating) Act 2002 to recover any outstanding rates.

Due to minimal historical credit losses, Greater Wellington does not provide for ECL on other non-rates categories of receivable unless the effect of forward looking factors is considered material.

9. Inventory

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first in first out (FIFO) method. The cost of finished goods and work in progress comprises design costs, raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). It excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

10. Other financial assets

Other financial assets are initially recognised at fair value.

Purchases and sales of financial assets are recognised on trade date, the date on which we commits to purchase or sell the asset.

Financial assets are derecognised when the contractual rights to receive cash flows from the financial asset expire, are waived, or have been transferred in a way that qualifies for derecognition.

At acquisition, other financial assets are classified as, and subsequently measured under, the following categories:

- Amortised cost
- Fair value through other comprehensive revenue and expense (FVTOCRE)
- Fair value through surplus and deficit (FVTSD).

Transaction costs are included in the value of the financial asset at initial recognition unless it is classified at FVTSD, in which case any directly attributable transaction costs are recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and Greater Wellington's management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows

that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets; or if it is an equity investment not held for trading that has been designated at initial recognition as subsequently measured at FVTOCRE.

Financial assets that do not meet the criteria for measurement at amortised cost or FVTOCRE are subsequently measured at FVTSD.

Subsequent measurement of financial assets at amortised cost

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses (ECL). Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, receivables, and loans to subsidiaries.

Subsequent measurement of financial assets at FVTOCRE

Financial assets in this category are unlisted equity investments designated as FVTOCRE. They are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity.

Unlisted equity investments held by Greater Wellington are strategic investments intended to be held for the medium to long term and not for trading. We designate all unlisted equity investments into the FVOTCRE category other than equity interests in subsidiaries and associates (see Note 19) and equity interests in joint ventures (see Note 14).

The fair value of unlisted equity investments is calculated based on our share of net assets of the companies.

Subsequent measurement of financial assets at FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit.

Expected credit losses (ECL) allowance

Greater Wellington recognises an allowance for ECL for all debt instruments not classified as FVTSD. ECL are the probability weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to us in accordance with the contract and the cash flows it expects to receive. ECL are discounted at the effective interest rate of the financial asset.

ECL are recognised in two stages. ECL are provided for credit losses that result from default events that are possible within the next 12 months (12 months ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a debt instrument has increased significantly since initial recognition, Greater Wellington considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on our historical experience and informed credit assessment and including forward looking information.

Greater Wellington considers a debt instrument to be in default when a contractual cash flow is more than 90 days past due. We may determine a default occurs prior to this if internal or external information indicates the counterparty is unlikely to pay its credit obligations in full. Greater Wellington measures ECL on loan commitments at the date the commitment becomes irrevocable. If the ECL measured exceeds the gross carrying amount of the debt instrument, the ECL are recognised as a provision.

11. Property, plant and equipment

Property, plant and equipment consists of operational and infrastructure assets. Expenditure is capitalised when it creates a new asset or increases the economic benefits over the total life of an existing asset. Costs that do not meet the criteria for capitalisation are expensed.

The initial cost of property, plant and equipment includes the purchase consideration and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose.

Property, plant and equipment is categorised into the following classes:

- Operational land and buildings
- Operational plant and equipment
- Operational vehicles
- Flood protection infrastructural assets
- Transport infrastructural assets
- Navigational aids infrastructural assets
- Parks and forests infrastructural assets
- Capital work in progress
- Regional water supply infrastructural assets
- Right of use assets.

All property, plant and equipment are initially recorded at cost.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to us and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Property, plant, and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses.

Revaluation

Infrastructural assets are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three to five years, except operational port freehold land which is valued every three years.

Revaluation movements are accounted for on a class of asset basis. The fair value of revalued assets is recognised in the financial statements of Greater Wellington and reviewed at the end of each reporting period to ensure that the carrying value is not materially different from its fair value. Any revaluation increase in the class of asset is recognised in other comprehensive revenue and expenses and accumulated as a separate component of equity in the asset revaluation reserve, except to the extent it reverses a previous revaluation decrease for the same asset previously recognised in the statement of revenue and expenses, in which case the increase is credited to the statement of revenue and expenses to the extent of the decrease previously charged. A decrease in carrying amount arising on the revaluation is charged to the statement of revenue and expenses to the extent that it exceeds the balance, if any, held in the asset revaluation reserve relating to a previous revaluation.

Additions

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Greater Wellington and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition. Costs incurred after initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing the disposal proceeds to the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Depreciation

Depreciation is provided on a straight-line basis on all tangible property, plant and equipment, other than land and capital works in progress, at rates which will write off assets, less their estimated residual value over their remaining useful lives. The useful lives of major classes of assets have been estimated as follows:

Operational land	Indefinite
Operational buildings	5 to 75 years
Operational plant and equipment	2 to 40 years
Operational vehicles	2 to 34 years
Flood protection infrastructural assets	10 years to indefinite
Transport infrastructural assets	4 to 150 years
Navigational aids infrastructural assets	10 to 50 years
Parks and forests infrastructural assets	5 to 155 years
Regional water supply infrastructural assets	3 to 214 years
Right to use	20 years

Impairment of property, plant, and equipment

Property, plant, and equipment that has a finite useful life is reviewed for impairment at each balance date and whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

12. Intangible assets

Software is a finite life intangible and is recorded at cost less accumulated amortisation and impairment. Amortisation is charged on a straight-line basis over their estimated useful lives between 1 and 5 years. The estimated useful life and amortisation method is reviewed at the end of each annual reporting period.

New Zealand Units (NZUs) received for pre 1990 forests are recognised at fair value on the date received. They are recognised as an asset in the balance sheet and income in the statement of revenue and expense. The deforestation contingency is not recognised as a liability as there is no current intention of changing the land use. The estimated liability that would arise should deforestation occur has been estimated in the notes to the accounts.

NZUs in respect of post 1989 forests are recognised at fair value on the date received. As trees are harvested or carbon stocks decrease a liability and expense will be recognised for the NZU's to be surrendered to Government.

Subsequently to initial recognition NZUs are revalued annually through the revaluation reserve.

13. Derivative financial instruments

Derivative financial instruments are used to manage exposure to interest rate risks arising from Greater Wellington's financing activities and exposure to foreign exchange risks arising from operational activities. In accordance with its Treasury management policies, Greater Wellington does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each balance date based on the forward interest rate yield curve. The resulting gain or loss is recognised in surplus or deficit.

The portion of the fair value of an interest rate swap derivative that is expected to be realised within 12 months of balance date is classified as current, with the remaining portion of the interest rate swap classified as non-current.

The full fair value of any foreign exchange contract derivative is classified as current if the contract is due for settlement within 12 months of balance date; otherwise, foreign exchange contract derivatives are classified as non-current.

14. Trade and payables

Trade and payables represent amounts payable within 12 months of balance date and are recognised at cost. Trade and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying value approximates their fair value.

15. Employment Entitlements

A provision for employee entitlements is recognised as a liability in respect of benefits earned by employees but not yet received at balance date when it is probable that settlement will be required and they are capable of being measured reliably. The present value is determined by discounting the future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liabilities.

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the statement of revenue and expenses as incurred. Greater Wellington belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme. Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme the extent to which the surplus/deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

16. Borrowings

Borrowings are recorded at amortised cost. Borrowing costs directly attributable to capital construction are capitalised as part of those qualifying assets. All other borrowing costs are recognised as an expense in the period in which they are incurred.

17. Provisions

A provision is recognised in the statement of financial position when Greater Wellington has a present legal or constructive obligation because of a past event and it is probable that an amount will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

18. Service concession

Greater Wellington (as guarantor) has entered a service concession arrangement with Transit, NZ Bus, and Mana (the Operators) to provide bus services with double decker buses. These buses meet the definition of service concession asset and are initially recognised at fair value and subsequently measured in accordance with PBE IPSAS 32. They are depreciated over a useful life of 30 years on a straight-line basis. An initial financial liability is also recognised which is accounted for using the amortised cost model leading to finance expenses over 15 years.

19. Overhead allocation and internal transactions

Greater Wellington allocates overhead from support service functions on a variety of different bases that are largely determined by usage. The treasury operation of Greater Wellington is treated as an internal banking activity. Any surplus generated is credited directly to the statement of comprehensive revenue and expenses.

Individual significant activity operating revenue and operating expenditure are stated inclusive of any internal revenues and internal charges. These internal transactions are eliminated in Greater Wellington's financial statements.

The democratic process costs have not been allocated to significant activities, except where there is a major separate community of benefit other than the whole region, i.e. regional water supply and regional transport.

20. Equity

Equity is the community's interest in Greater Wellington and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into several components to enable clearer identification of the specified uses of equity within Greater Wellington. The components of equity are accumulated funds, revaluation reserves and other reserves.

Asset revaluation reserve

This reserve relates to the revaluation of property, plant, and equipment to fair value.

Fair value reserve

This reserve comprises the cumulative net change in the fair value of assets classified as fair value through other comprehensive revenue and expense.

Related party transactions

Related parties include subsidiaries, associates, joint ventures, key management personnel, the elected representatives of Greater Wellington and entities controlled by them.

21. Statement of cash flow

The following are the definitions used in the statement of cash flow:

- (a) Operating activities comprise the principal revenue producing activities of Greater Wellington and other activities that are not considered to be investing or financing activities.
- (b) Investing activities are those activities relating to the acquisition and disposal of Property, Plant and Equipment, Investment Property, Intangible Assets and Joint Ventures. Investments include securities not falling within the definition of cash.
- (c) Financing activities are those activities that result in the changes in size and composition of the capital structure of Greater Wellington. This includes both equity and debt not falling within the definition of cash. Dividends paid in relation to capital structure are included in financing activities.

22. Reserves

The Local Government Act 2002 requires the Long-term Plan to identify each reserve set aside by the council, the purpose of each fund, the activities to which each fund relates and funding flows for the period of the plan.

23. Changes in Accounting Policies

Amendment to PBE IFRS 17 Insurance Contracts – effective 1 January 2026

The amending standard Insurance Contracts in the Public Sector adds public sector modifications to PBE IFRS 17 Insurance Contracts to include public sector entities and to ensure that this Standard is suitable for this sector.

Amendment to PBE IPSAS 1 Presentation of Financial Reports – effective 1 January 2024

The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit.

The changes in accounting standards are not effective at the time of preparation Long Term Plan and no impact on those prospective financial statements.

He tauāki pūtea e haere ake nei – Prospective financial statements

Prospective Statement of Comprehensive Revenue and Expenses

For the year ending 30 June

	Annual Plan	Long Term Plan										
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Operating Revenue												
General rates	77,979	93,557	109,788	127,846	127,630	138,195	140,626	141,882	140,491	147,220	150,151	
Targeted rates	131,636	158,534	178,613	198,731	222,074	234,689	243,781	254,174	261,038	259,944	265,090	
Regional rates	209,615	252,091	288,401	326,577	349,704	372,884	384,407	396,056	401,529	407,164	415,241	
Water supply levy	53,140	67,731	75,963	80,739	85,057	92,612	99,927	107,622	115,023	122,119	129,938	
Government subsidies	132,866	169,448	170,930	166,780	185,693	184,403	186,939	189,929	185,282	181,122	181,835	
Transport improvement grants	21,178	90,067	113,587	140,271	216,209	209,798	99,779	96,311	79,714	46,434	21,870	
Interest and dividends	13,780	16,457	14,136	13,717	13,984	14,435	15,067	15,702	16,402	16,964	17,881	
Other operating revenue	149,224	133,295	134,451	142,912	153,023	155,447	164,082	171,765	181,300	188,128	193,856	
Total operating revenue	579,803	729,089	797,468	870,996	1,003,670	1,029,579	950,201	977,385	979,250	961,931	960,621	
Operating Expenditure												
Employee benefits	83,875	101,168	106,384	110,413	111,330	112,515	114,884	117,248	119,604	121,768	123,970	
Grants and subsidies	252,202	319,708	328,921	326,163	344,169	346,113	355,921	365,266	362,967	359,260	367,330	
Finance expenses	41,619	56,143	59,301	63,786	69,166	76,252	83,568	91,310	98,081	102,150	106,424	
Depreciation and amortisation	33,181	34,149	36,682	38,295	41,968	49,023	54,885	58,621	64,409	69,588	73,564	
Other operating expenses	172,482	162,854	188,335	187,243	210,550	209,391	216,838	226,050	229,360	230,725	234,536	
Total operating expenditure	583,359	674,022	719,623	725,900	777,183	793,294	826,096	858,495	874,421	883,491	905,824	
Operating surplus/(deficit) before other items and tax	(3,556)	55,067	77,845	145,096	226,487	236,285	124,105	118,890	104,829	78,440	54,797	
Other fair value changes	(7,030)	5,261	5,378	4,248	3,427	2,861	2,516	1,974	1,894	1,879	1,627	
Operating surplus / (deficit) after tax	(10,586)	60,328	83,223	149,344	229,914	239,146	126,621	120,864	106,723	80,319	56,424	
Other comprehensive revenue and expenses												
Increases / (decreases) in revaluations	47,260	75,199	11,559	31,599	61,913	27,907	43,015	70,291	38,364	45,194	82,071	
Total comprehensive income	36,674	135,527	94,782	180,943	291,827	267,053	169,636	191,155	145,087	125,513	138,495	

All figures on this page exclude GST.

Prospective Statement of Financial Position

As at 30 June

	Long Term Plan										
	Annual Plan 2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000
Assets											
Cash and other equivalents	20,842	14,907	16,467	18,742	20,698	25,678	29,040	32,992	38,104	49,034	60,427
Investments (current)	179,617	184,689	188,383	192,527	196,763	200,895	204,913	209,011	212,982	217,029	221,152
Other current assets	96,763	64,794	66,589	68,630	70,715	72,755	74,742	76,767	78,732	80,734	82,085
Current assets	297,222	264,390	271,439	279,899	288,176	299,328	308,695	318,770	329,818	346,797	363,664
Investments (non-current)	25,311	74,102	76,256	78,911	81,772	85,112	89,030	91,271	96,298	101,760	107,844
Investment in subsidiary	363,237	440,996	542,928	665,401	842,846	1,029,276	1,150,546	1,256,629	1,354,438	1,385,694	1,417,544
Property, plant and equipment	1,736,939	1,905,796	2,112,806	2,249,525	2,498,177	2,676,083	2,830,640	3,013,664	3,137,994	3,256,153	3,352,908
Non-current assets	2,125,487	2,420,894	2,731,990	2,993,837	3,422,795	3,790,471	4,070,216	4,361,564	4,588,730	4,743,607	4,878,296
Total assets	2,422,709	2,685,284	3,003,429	3,273,736	3,710,971	4,089,799	4,378,911	4,680,334	4,918,548	5,090,404	5,241,960
Ratepayers' funds											
Retained earnings	320,627	360,692	441,932	588,474	815,565	1,048,590	1,170,385	1,285,616	1,385,229	1,452,167	1,494,067
Reserves	1,026,516	1,027,756	1,041,298	1,075,699	1,140,435	1,174,463	1,222,304	1,298,228	1,343,702	1,402,277	1,498,872
Total ratepayers' funds	1,347,143	1,388,448	1,483,230	1,664,173	1,956,000	2,223,053	2,392,689	2,583,844	2,728,931	2,854,444	2,992,939
Liabilities											
Debt (current)	181,628	134,021	136,702	139,709	142,783	145,781	148,697	151,671	154,553	157,489	160,481
Other current liabilities	104,021	121,654	118,709	117,073	116,221	115,801	115,601	115,939	116,248	116,578	117,166
Current liabilities	285,649	255,675	255,411	256,782	259,004	261,582	264,298	267,610	270,801	274,067	277,647
Debt (non-current)	766,758	1,022,059	1,247,699	1,337,802	1,483,198	1,594,712	1,713,901	1,823,405	1,916,013	1,961,893	1,971,374
Other non-current liabilities	23,159	19,102	17,089	14,979	12,769	10,452	8,023	5,475	2,803	-	-
Non-current liabilities	789,917	1,041,161	1,264,788	1,352,781	1,495,967	1,605,164	1,721,924	1,828,880	1,918,816	1,961,893	1,971,374
Total liabilities	1,075,566	1,296,836	1,520,199	1,609,563	1,754,971	1,866,746	1,986,222	2,096,490	2,189,617	2,235,960	2,249,021
Total equity and liabilities	2,422,709	2,685,284	3,003,429	3,273,736	3,710,971	4,089,799	4,378,911	4,680,334	4,918,548	5,090,404	5,241,960

Prospective Statement of Changes in Equity

As at 30 June

	Annual Plan 2024 \$000	Long Term Plan										
		2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Total opening ratepayers' funds	1,310,469	1,252,921	1,388,448	1,483,230	1,664,173	1,956,000	2,223,053	2,392,689	2,583,844	2,728,931	2,854,444	
Total comprehensive income	36,674	135,527	94,782	180,943	291,827	267,053	169,636	191,155	145,087	125,513	138,495	
Movement in ratepayers funds for year	36,674	135,527	94,782	180,943	291,827	267,053	169,636	191,155	145,087	125,513	138,495	
Closing ratepayers' funds	1,347,143	1,388,448	1,483,230	1,664,173	1,956,000	2,223,053	2,392,689	2,583,844	2,728,931	2,854,444	2,992,939	
Components of ratepayers funds	329,065	300,361	365,179	446,419	592,961	820,052	1,053,077	1,174,872	1,290,103	1,389,716	1,456,654	
Opening accumulated funds	36,674	135,527	94,782	180,943	291,827	267,053	169,636	191,155	145,087	125,513	138,495	
Total comprehensive income	(45,112)	(70,709)	(13,542)	(34,401)	(64,736)	(34,028)	(47,841)	(75,924)	(45,474)	(58,575)	(96,595)	
Movements in other reserves	(8,438)	64,818	81,240	146,542	227,091	233,025	121,795	115,231	99,613	66,938	41,900	
Movement in accumulated funds for year	320,627	365,179	446,419	592,961	820,052	1,053,077	1,174,872	1,290,103	1,389,716	1,456,654	1,498,554	
Closing accumulated funds	46,407	34,338	29,848	31,831	34,633	37,456	43,577	48,403	54,036	61,146	74,527	
Movements in other reserves	(2,148)	(4,490)	1,983	2,802	2,823	6,121	4,826	5,633	7,110	13,381	14,524	
Closing other reserves	44,259	29,848	31,831	34,633	37,456	43,577	48,403	54,036	61,146	74,527	89,051	
Opening revaluation reserves	934,997	918,222	993,421	1,004,980	1,036,579	1,098,492	1,126,399	1,169,414	1,239,705	1,278,069	1,323,263	
Movements in revaluation reserve	47,260	75,199	11,559	31,599	61,913	27,907	43,015	70,291	38,364	45,194	82,071	
Closing revaluation reserve	982,257	993,421	1,004,980	1,036,579	1,098,492	1,126,399	1,169,414	1,239,705	1,278,069	1,323,263	1,405,334	
Closing ratepayers' funds	1,347,143	1,388,448	1,483,230	1,664,173	1,956,000	2,223,053	2,392,689	2,583,844	2,728,931	2,854,444	2,992,939	

Prospective Statement of Cashflows

For the year ending 30 June

	Annual Plan	Long Term Plan										
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Cash flows from operating activities												
Cash is provided from:												
Regional rates	209,615	252,090	288,400	326,578	349,703	372,884	384,407	396,056	401,529	407,164	415,240	
Water supply levy	53,140	67,731	75,963	80,739	85,057	92,612	99,927	107,622	115,023	122,119	129,938	
Government subsidies	154,044	259,515	284,517	307,051	401,902	394,201	286,718	286,239	264,996	227,555	203,705	
Interest and dividends	13,780	16,457	14,136	13,717	13,984	14,435	15,067	15,702	16,402	16,964	17,881	
Fees, charges and other revenue	149,224	133,003	134,171	142,550	152,749	155,347	163,606	171,298	180,999	188,029	193,643	
	579,803	728,796	797,187	870,635	1,003,395	1,029,479	949,725	976,917	978,949	961,831	960,407	
Cash is disbursed to:												
Interest	41,619	56,143	59,301	63,786	69,166	76,252	83,568	91,310	98,081	102,150	106,424	
Payments to suppliers and employees	508,683	582,714	623,001	623,249	665,559	667,616	687,312	708,277	711,693	711,546	725,662	
	550,302	638,857	682,302	687,035	734,725	743,868	770,880	799,587	809,774	813,696	832,086	
Net cashflow from operating activities	29,501	89,939	114,885	183,600	268,670	285,611	178,845	177,330	169,175	148,135	128,321	
Cashflow from investing activities												
Cash is provided from:												
Investment withdrawals	800	1,950	-	-	-	-	-	2,100	-	-	-	
Sale of property, plant and equipment	339	430	761	1,005	1,021	904	1,223	1,260	1,125	852	967	
	1,139	2,380	761	1,005	1,021	904	1,223	3,360	1,125	852	967	
Cash is applied to:												
Purchase of property, plant and equipment	179,785	215,081	232,613	144,059	229,453	199,827	167,174	172,147	151,198	143,306	88,310	
Investment additions	33,122	85,433	107,780	129,271	184,541	193,903	129,207	114,521	106,808	40,765	42,058	
	212,907	300,514	340,393	273,330	413,994	393,730	296,381	286,668	258,006	184,071	130,368	
Net cashflow from investing activities	(211,768)	(298,134)	(339,632)	(272,325)	(412,973)	(392,826)	(295,158)	(283,308)	(256,881)	(183,219)	(129,401)	

Prospective Statement of Cashflows

For the year ending 30 June

	Annual Plan	Long Term Plan									
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000
Cashflow from financing activities											
Cash is provided from:											
Loan funding	229,305	301,439	278,321	197,110	272,470	234,512	185,104	192,477	180,490	73,817	37,473
Cash is applied to:											
Debt repayments	50,000	97,923	52,014	106,110	126,211	122,317	65,429	82,547	87,672	27,803	25,000
Net cashflow from financing activities	179,305	203,516	226,307	91,000	146,259	112,195	119,675	109,930	92,818	46,014	12,473
Net increase / (decrease) in cash and cash equivalents	(2,962)	(4,679)	1,560	2,275	1,956	4,980	3,362	3,952	5,112	10,930	11,393
Opening cash and cash equivalents	23,804	19,586	14,907	16,467	18,742	20,698	25,678	29,040	32,992	38,104	49,034
Closing cash and cash equivalents	20,842	14,907	16,467	18,742	20,698	25,678	29,040	32,992	38,104	49,034	60,427

Whole of Council Prospective Funding Impact Statement

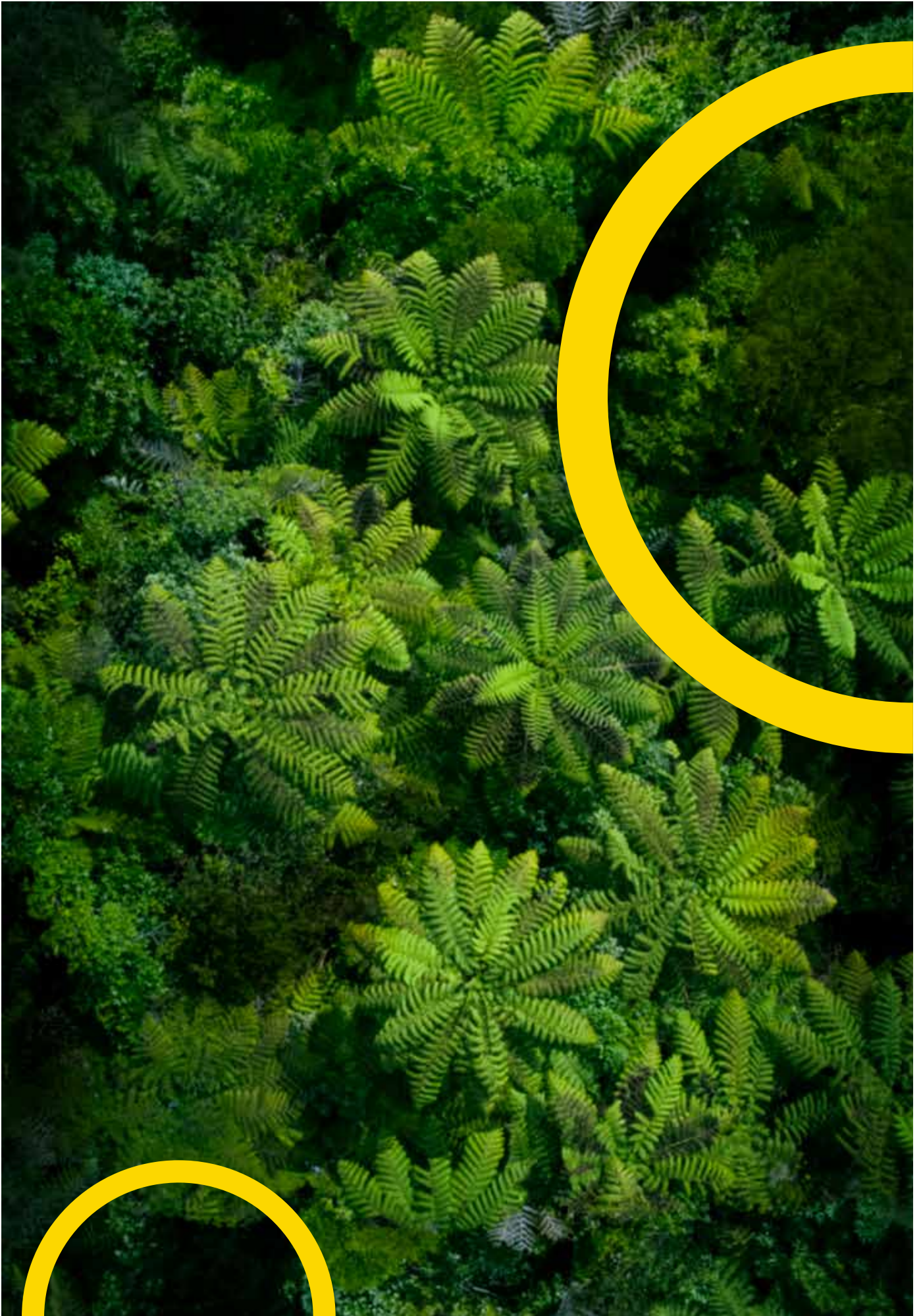
For the year ending 30 June

	Annual Plan	Long Term Plan										
	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000	2032 \$000	2033 \$000	2034 \$000	
Sources of operating funding												
General rates, uniform annual general charge, rates penalties	78,845	95,306	110,552	128,627	128,428	139,010	141,457	142,730	141,356	148,101	151,049	
Targeted rates	131,636	158,495	178,573	198,690	222,032	234,646	243,737	254,129	260,993	259,898	265,043	
Subsidies and grants for operating purposes	132,866	169,448	170,930	166,780	185,693	184,403	186,939	189,929	185,282	181,122	181,835	
Fees and charges	112,078	97,028	104,077	110,295	117,172	124,378	131,961	139,070	147,715	154,161	159,523	
Interest and dividends from investments	13,780	16,457	14,136	13,717	13,984	14,435	15,067	15,702	16,402	16,964	17,881	
Local authorities fines, infringement fees, and other receipts	89,420	101,996	105,333	112,255	119,877	122,810	130,784	139,046	147,487	155,152	163,208	
Total operating funding	558,625	638,730	683,601	730,364	787,186	819,682	849,945	880,606	899,235	915,398	938,539	
Applications of operating funding												
Payments to staff and suppliers	509,082	583,729	623,669	623,879	666,111	668,082	687,708	708,630	711,998	711,821	725,907	
Finance costs	41,619	56,144	59,273	63,726	69,103	76,188	83,503	91,245	98,013	102,081	106,354	
Total applications of operating funding	550,701	639,873	682,942	687,605	735,214	744,270	771,211	799,875	810,011	813,902	832,261	
Surplus/(deficit) of operating funding	7,924	(1,143)	659	42,759	51,972	75,412	78,734	80,731	89,224	101,496	106,278	
Sources of capital funding												
Subsidies and grants for capital expenditure	21,178	90,067	113,587	140,271	216,209	209,798	99,779	96,311	79,714	46,434	21,870	
Increase (decrease) in debt	179,305	203,516	226,307	91,000	146,259	112,195	119,675	109,930	92,818	46,014	12,473	
Gross proceeds from sale of assets	339	430	762	1,005	1,020	928	1,223	1,277	1,139	852	967	
Other dedicated capital funding	10,000	-	-	-	-	-	-	-	-	-	-	
Total sources of capital funding	210,822	294,013	340,656	232,276	363,488	322,921	220,677	207,518	173,671	93,300	35,310	
Application of capital funding												
Capital expenditure—												
to meet additional demand	224	28,044	44,224	52,992	8,523	8,702	8,885	57	184	188	191	
to improve the level of service	113,422	125,120	143,161	38,023	173,725	118,567	98,138	114,045	71,291	59,059	13,974	
to replace existing assets	66,139	61,917	45,228	53,044	47,205	72,558	60,151	58,045	79,723	84,059	74,145	
Increase (decrease) in reserves	6,639	(5,694)	922	1,705	1,466	4,603	3,030	3,681	4,889	10,725	11,220	
Increase (decrease) of investments	32,322	83,483	107,780	129,271	184,541	193,903	129,207	112,421	106,808	40,765	42,058	
Total application of capital funding	218,746	292,870	341,315	275,035	415,460	398,333	299,411	288,249	262,895	194,796	141,588	

Whole of Council Prospective Funding Impact Statement

For the year ending 30 June

	Annual Plan		Long Term Plan											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Surplus/(deficit) of capital funding	(7,924)	1,143	(659)	(42,759)	(51,972)	(75,412)	(78,734)	(80,731)	(89,224)	(101,496)	(106,278)			
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deprecation on council assets	33,181	34,149	36,682	38,295	41,968	49,023	54,885	58,621	64,409	69,588	73,564			
Water supply levy	53,140	67,731	75,963	80,739	85,057	92,612	99,927	107,622	115,023	122,119	129,938			



Prospective Statement of Reserves Funds For the year ending 30 June

We have two types of Council created reserves, (funds set aside by us for a specific purpose):

- Retained earnings – any surplus or deficit not transferred to a special reserve is aggregated into retained earnings
- Other reserves – any surplus or deficit or specific rate set aside or utilised by Greater Wellington for a specific purpose.

Reserves are not separately held in cash and funds are managed as part of Greater Wellington's Treasury Risk Management Policy.

Other reserves are split into four categories:

Council Created Reserves	Purpose of the fund	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
	Opening Balance	19,363	18,158	19,919	22,315	24,162	29,946	34,093	38,537	45,235	51,723
	Withdrawals	(2,548)	(2,327)	(1,152)	(2,427)	(116)	(8)	-	-	-	(7)
	Deposits	1,343	4,088	3,548	4,274	5,900	4,155	4,444	6,698	6,488	6,804
	Closing Balance	18,158	19,919	22,315	24,162	29,946	34,093	38,537	45,235	51,723	58,520
	Opening Balance	3,647	4,008	4,365	4,724	5,116	5,521	5,944	6,381	6,833	7,300
	Withdrawals	-	-	-	-	-	-	-	-	-	-
	Deposits	361	357	359	392	405	423	437	452	467	485
	Closing Balance	4,008	4,365	4,724	5,116	5,521	5,944	6,381	6,833	7,300	7,785
	Opening Balance	10,259	7,353	7,253	7,454	8,178	8,110	8,366	9,118	9,078	15,504
	Withdrawals	(3,702)	(800)	(480)	-	(800)	(480)	-	(800)	(480)	-
	Deposits	796	700	681	724	732	736	752	760	6,906	7,241
	Closing Balance	7,353	7,253	7,454	8,178	8,110	8,366	9,118	9,078	15,504	22,745
	Opening Balance	1,069	328	294	140	-	-	-	-	-	-
	Withdrawals	(741)	(34)	(154)	(140)	-	-	-	-	-	-
	Deposits	-	-	-	-	-	-	-	-	-	-
	Closing Balance	328	294	140	-	-	-	-	-	-	-
	Total Reserve Balances	29,847	31,831	34,633	37,456	43,577	48,403	54,036	61,146	74,527	89,050

Benchmark Disclosure Statement

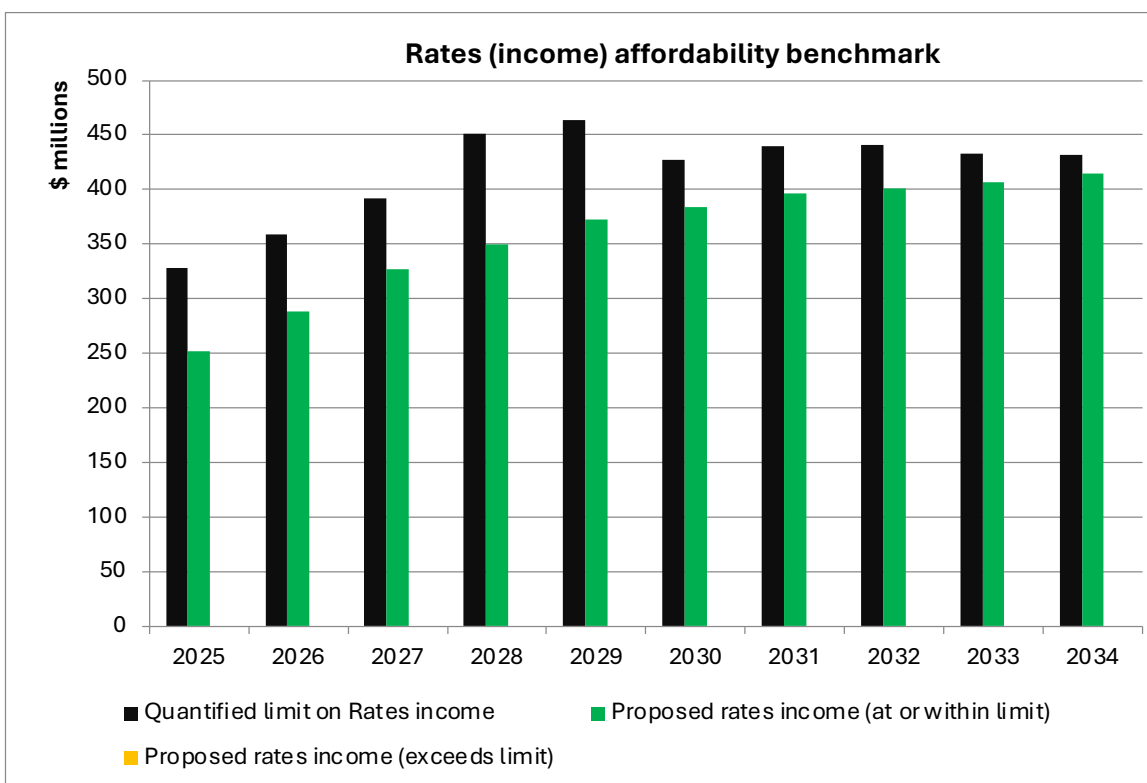
The Benchmark Disclosure Statement discloses Greater Wellington’s planned financial performance in relation to various benchmarks to enable assessment of whether we are prudently managing our revenues, expenses, assets, liabilities, and general financial dealings. Greater Wellington is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates affordability benchmark

- Greater Wellington meets the rates affordability benchmark if:
- Planned rate income equals or is less than each quantified limit on rates; and
- Planned rate increases equal, or are less than, each quantified limit on rates increases.

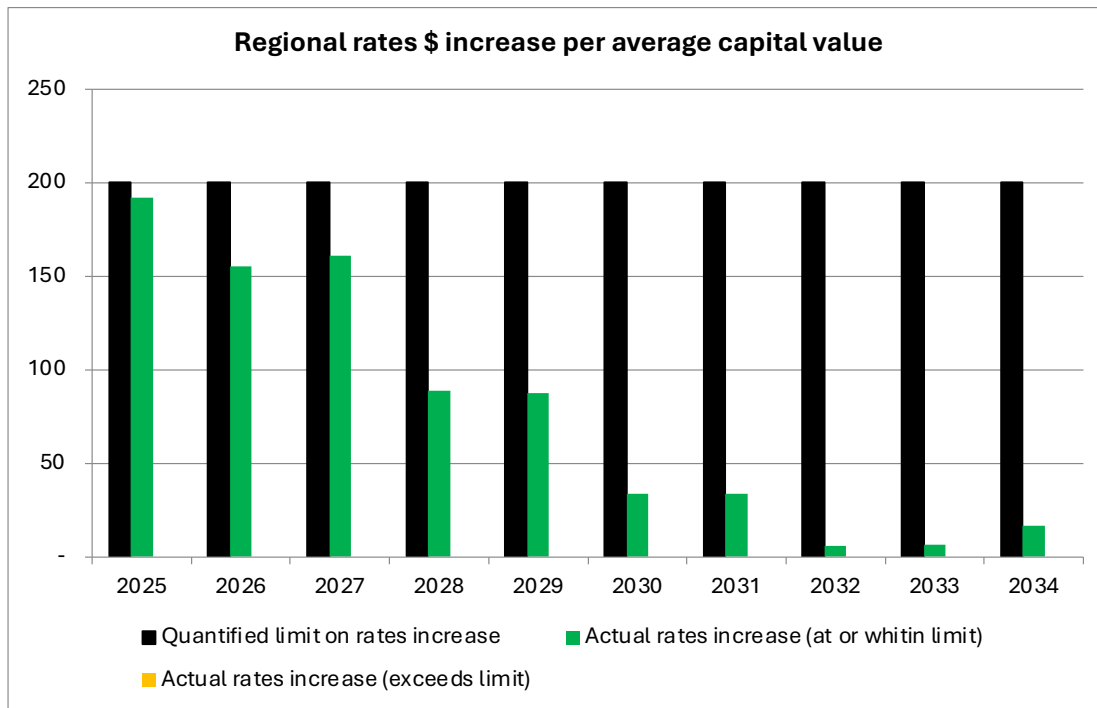
Rates (income) affordability

The rates (income) affordability graph shows the total rates planned for the Long Term Plan compared to the overall rates limit adopted by Council. The limit adopted is that the estimated rates income in the proposed year will not exceed 45 percent of the total operating revenue for that year.



Rates (increase) affordability

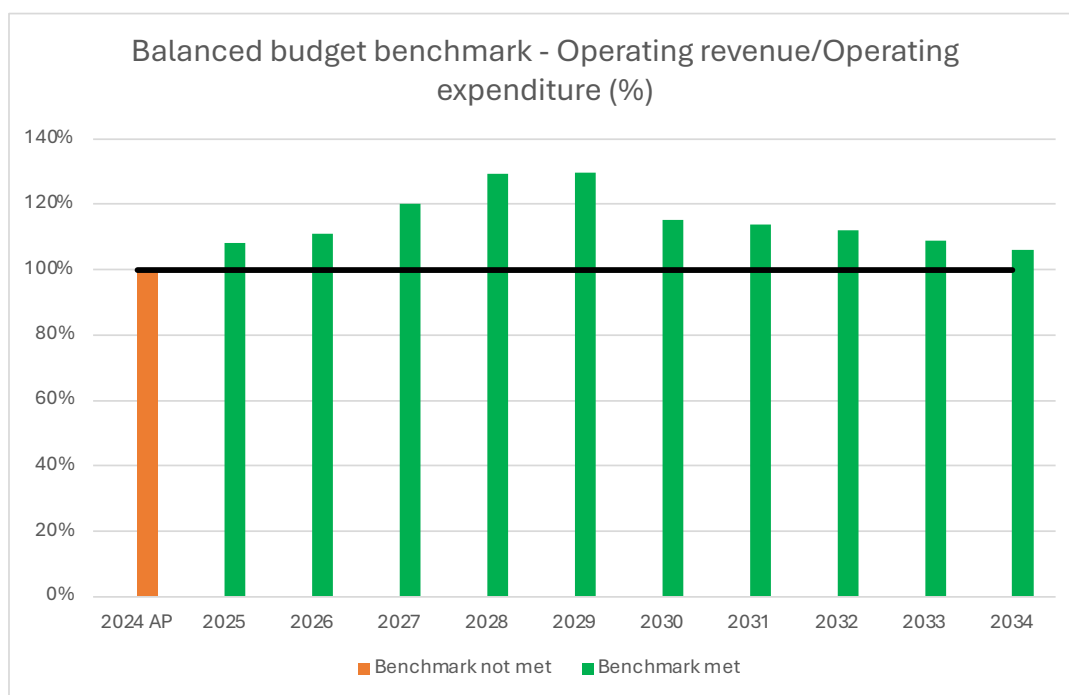
The regional rates per average capital value graph below compares the Greater Wellington’s planned rates increases with a quantified limit on rates increases contained in the Financial Strategy included in this plan. The quantified limit is a \$200 increase in average rates per ratepayer.



Balanced budget

The following balanced budget benchmark graph displays Greater Wellington’s planned revenue (excluding gains on derivative financial instruments) as a proportion of planned operating expenses (excluding losses on derivative financial instruments). We meet the balanced budget benchmark if our planned revenue equals or is greater than its planned operating expenses.

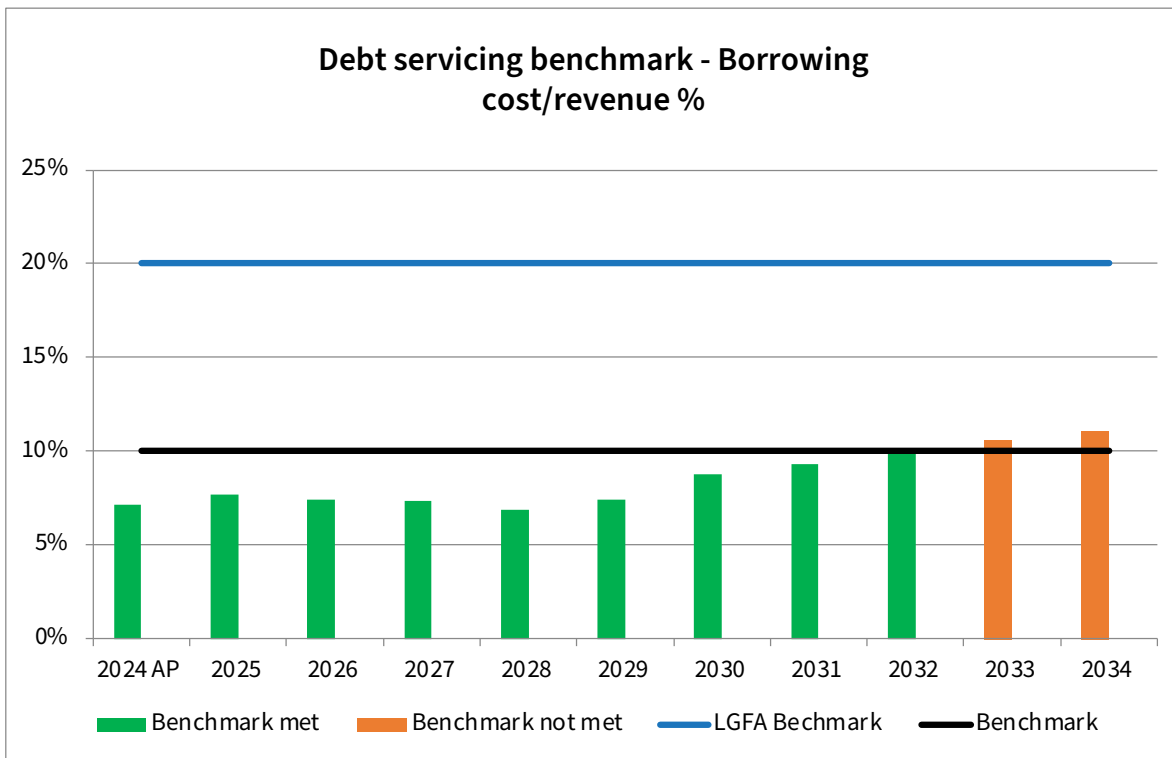
The balanced budget benchmark is not planned to be met in the 2023/24 financial year due to operating expenditure which is debt or reserve funded. The expenditure is significant one-off projects that met the criteria set out in the Revenue and Financing policy to be reserve or debt funded.



Debt servicing benchmark

The debt servicing benchmark graph displays Greater Wellington’s planned borrowing costs as a proportion of planned revenue (excluding gains on derivative financial instruments). The benchmark prudential limit is set in the Local Government Act 2002 at 10 percent for non-high population growth regions. Given that the population in the Wellington Region will grow more slowly than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs

equal or are less than 10 percent of its planned revenue. The Local Government Funding Agency sets the benchmark of net interest at 20 percent of total revenue, which is still considered prudent by this institution. Despite not meeting the benchmark in the last three years of the 2021-2031 Long Term Plan in accordance with the Local Government Act 2002, this will have no impact in our ability to raise debt as we are well within the Local Government Funding Agency benchmark.



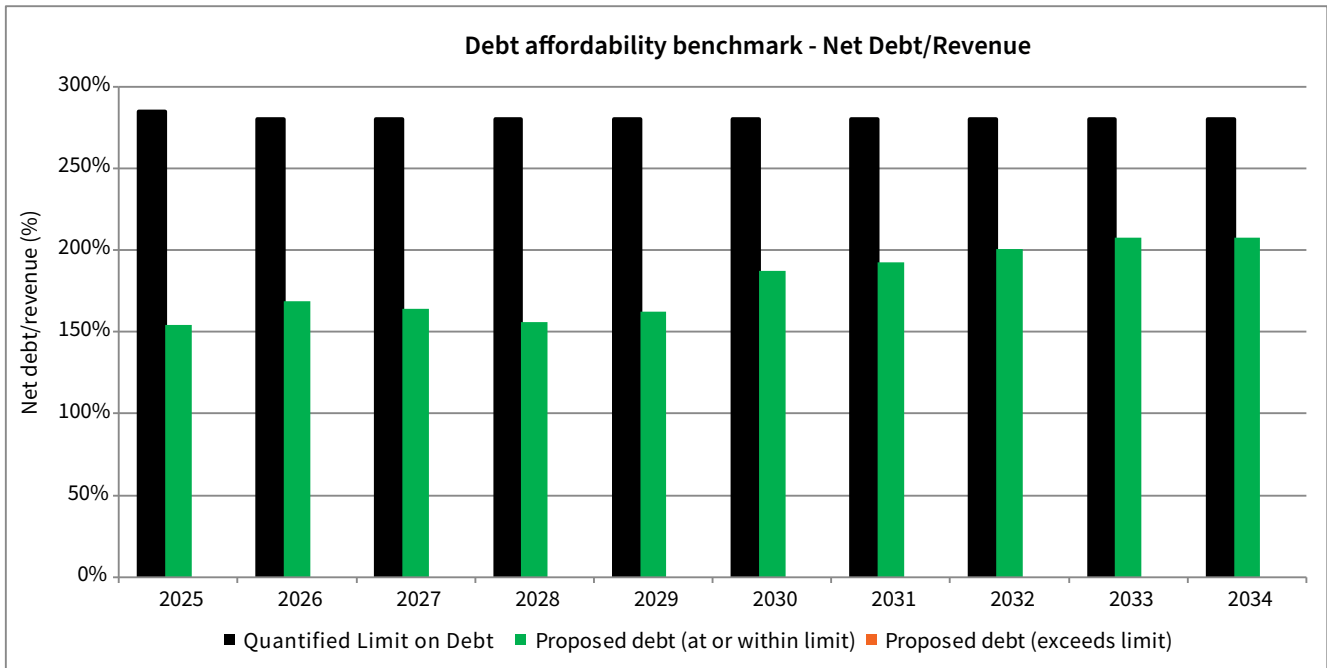
Debt affordability benchmarks

Greater Wellington meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing:

- Interest expenses on external borrowings are less than each quantified limit on borrowing
- External debt is less than each quantified limit on borrowing.

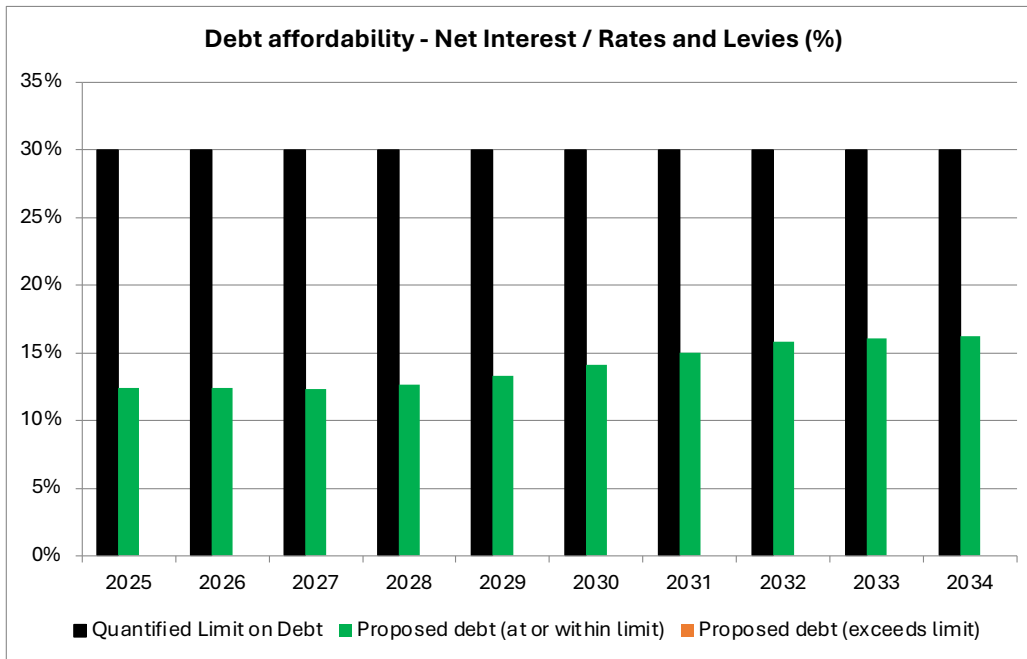
Debt affordability

The debt affordability benchmark – net debt/revenue graph compares our planned debt with a quantified limit on borrowing contained in the financial strategy included in this plan. The quantified limit is that net debt/total revenue is lower than the allowable maximum percent as indicated in the Financial Strategy.



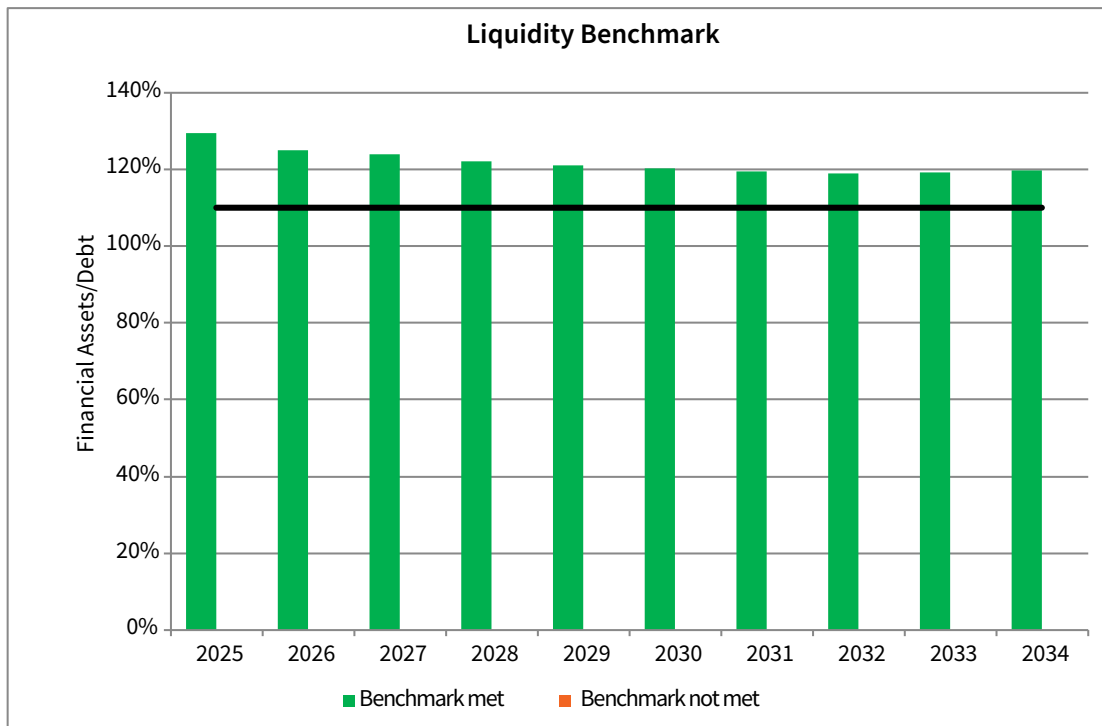
Debt affordability – Net Interest / Rates and Levies

The debt affordability – net interest/rates and levies graph compares our planned debt with a quantified limit on borrowing contained in the Financial Strategy included in this plan. The quantified limit is that net interest / total rates and levies is <30 percent.



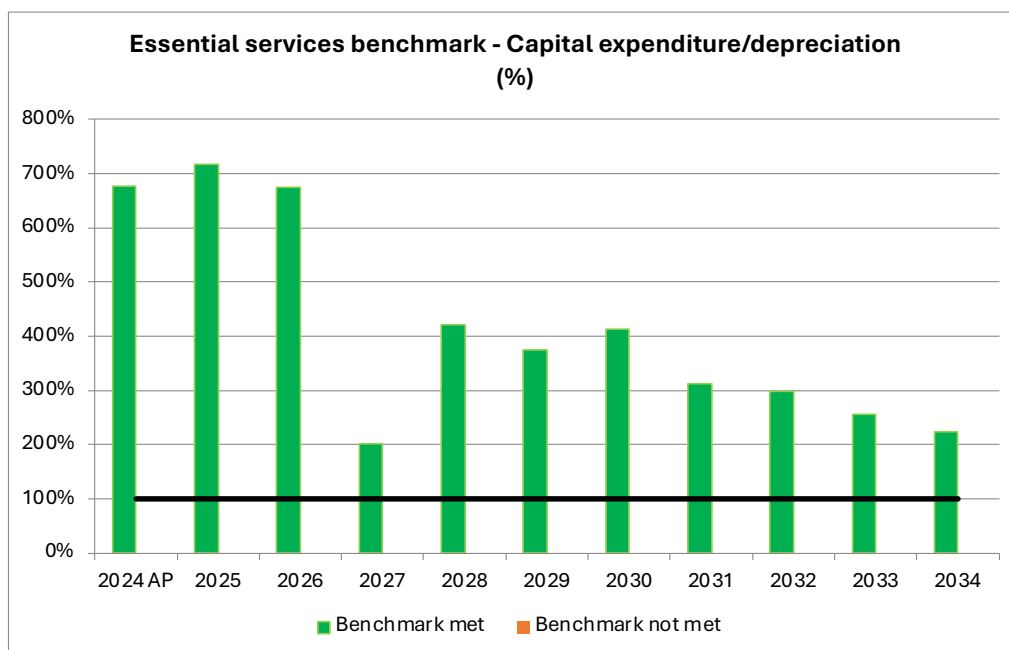
Liquidity Benchmark

The liquidity benchmark graph compares our planned borrowing with a quantified limit on borrowing contained in the financial strategy included in this plan. The quantified limit is that liquidity is >110 percent. Liquidity is defined as external debt plus committed loan facilities plus liquid investments divided by external debt.



Essential Services Benchmark – Flood protection (resilience) and Water

This essential services benchmark graph compares actual capital expenditure with depreciation. The general concept is that over time capital expenditure will be like depreciation indicating that assets are being replaced in an appropriate and timely manner.



He mōhiohio mō te pūnaha reti – Rating system and information

Rating system, policies and indicative rates

This section complies with the requirements under Schedule 10 clauses 15(3)-(5) and 15A of the Local Government Act 2002. It should be read in conjunction with the Greater Wellington’s Revenue and Financing Policy.

Figures quoted are exclusive of GST unless otherwise stated.

Summary of Rates and Levies

Greater Wellington rates are mostly allocated to ratepayers based on their property’s capital values. Within the region, different territorial authorities undertake general revaluations at different times. To equalise the values, each year we get Quotable Value or another registered valuer to estimate the projected valuations of all the rateable land in the districts within the region. This means that rates are assessed on a consistent valuation basis, regardless of the timing of individual territorial authority revaluations.

Projected Rating Units

2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
213,243	215,569	217,896	220,222	222,548	224,874	227,201	229,527	231,853	234,180

The summary information in this section should be read in conjunction with the Funding Impact Statement and the Revenue and Financing policy.

The Summary of Rates and Levies table shows the rates and levies for GWRC in 2024/25, with the changes from last year 2023/24. Rates comprise the general rate and various targeted rates. We also charge a water supply levy directly to the four city councils in the region, and they set their own rates to cover the cost of this levy.

The total increase in regional rates for 2024/25 is 20.5 percent. The water supply levy, which is charged to the four metropolitan city councils is proposed to increase by 27.5 percent compared to 2023/24. When the water supply levy is included, Greater Wellington’s overall rates and levies increase is 22.0 percent in 2024/25.

	Summary of rates and levies			
	2023/24	2024/25	Change	Change
	Annual Plan	Long Term Plan		
	\$000	\$000	\$000	%
General rate	77,979	93,557	15,578	20.0%
Targeted rates				
Region-wide targeted rates ¹				
River management rate	10,785	12,544	1,759	16.3%
Public transport rate	113,009	137,937	24,927	22.1%
Economic development rate	4,743	4,996	253	5.3%
Specific area targeted rates:				
South Wairarapa district – river rates	102	102	-	-
Wairarapa scheme and stopbank rates	1,858	2,180	322	17.3%
Total targeted rates²	130,497	157,758	27,261	20.9%
Total regional rates	208,476	251,315	42,838	20.5%
Water supply levy	53,140	67,731	14,592	27.5%
Total regional rates and levies	261,616	319,046	57,430	22.0%
Warm Greater Wellington rates ³	1,138	775		
Total rates and levies	262,754	319,821		

¹Region-wide rates are charged to all ratepayers in the region. They exclude targeted rates for Wairarapa river and drainage schemes, and “Warm Greater Wellington”, because those rates only apply to highly specific ratepayers in those work programmes.

²This total excludes “Warm Greater Wellington” targeted rates because they only apply to ratepayers who participate in the scheme.

³The Warm Greater Wellington scheme assists regional ratepayers to insulate their homes. Only ratepayers who participate in the scheme are charged this rate.

Impact on each City and District

Rates increases vary among cities and districts because of differing equalised capital values. Targeted rates are applied according to the Revenue and Financing policy. The next page shows the different rates paid in each city and district.

All figures on this page exclude GST.

Impact on each city and district				
	2023/24	2024/25	Change	Change
	Annual Plan	Long Term Plan		
	\$000s	\$000s	\$000s	%
Region-wide rates¹				
Wellington city	107,684	130,151	22,466	20.9%
Hutt city	38,784	47,015	8,231	21.2%
Upper Hutt city	13,329	16,109	2,780	20.9%
Porirua city	14,321	18,141	3,820	26.7%
Kāpiti Coast district	19,495	22,508	3,013	15.5%
Masterton district	6,090	7,332	1,242	20.4%
Carterton district	2,550	2,935	385	15.1%
South Wairarapa district	4,256	4,832	576	13.5%
Tararua district	8	9	1	16.1%
Total region-wide rates	206,517	249,033	42,516	20.6%
Specific area targeted rates				
South Wairarapa district – river rates	102	102	-	-
Wairarapa scheme and stopbank rates	1,858	2,180	322	17.3%
Total regional rates	208,476	251,315	42,838	20.5%
Water supply levy				
Wellington City Council	26,268	34,122	7,854	29.9%
Hutt City Council	14,309	18,215	3,905	27.3%
Upper Hutt City Council	6,187	7,789	1,602	25.9%
Porirua City Council	6,375	7,606	1,231	19.3%
Water supply levy	53,140	67,731	14,592	27.5%
Total regional rates and levies²	261,616	319,046	57,430	22.0%
Warm Wellington rate ³	1,138	775		
Total rates and levies	262,754	319,821		

¹Region-wide rates are charged to all ratepayers in the region. They exclude targeted rates for Wairarapa river and drainage schemes, and “Warm Greater Wellington”, because those rates only apply to highly specific ratepayers in those work programmes.

²This total excludes “Warm Greater Wellington” targeted rates because they only apply to ratepayers who participate in the scheme.

³The Warm Greater Wellington scheme assists regional ratepayers to insulate their homes. Only ratepayers who participate in the scheme are charged this rate.

Residential region-wide rates

Region-wide rates are charged to all ratepayers in the region. They exclude targeted rates for Wairarapa river and drainage schemes, and “Warm Greater Wellington”, because those rates only apply to highly specific ratepayers involved in those work programmes.

Average value of residential property in each city or district

	2023/24	2024/25
Wellington city	\$1,264,263	\$1,273,970
Hutt city	\$828,465	\$828,360
Upper Hutt city	\$809,394	\$812,682
Porirua city	\$870,344	\$876,647
Kāpiti Coast district excl Ōtaki	\$748,102	\$839,881
Ōtaki rating area	\$515,261	\$600,817
Masterton district	\$481,445	\$531,977
Carterton district	\$499,924	\$596,804
South Wairarapa district	\$610,960	\$763,875

2024/25 residential region-wide rates, for an average value residential property.

	General rate		River management rate		Public transport rate		Economic development rate		Total region-wide rates	
	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
Wellington city	\$407.41	\$530.08	\$0.83	\$3.32	\$520.21	\$627.07	\$17.25	\$17.25	\$945.70	\$1,177.72
Hutt city	\$325.61	\$394.95	\$196.30	\$214.53	\$379.12	\$467.21	\$17.25	\$17.25	\$918.28	\$1,093.94
Upper Hutt city	\$316.02	\$368.86	\$60.41	\$81.41	\$367.95	\$436.35	\$17.25	\$17.25	\$761.63	\$903.87
Porirua city	\$338.83	\$422.98	\$2.52	\$4.78	\$394.50	\$500.37	\$17.25	\$17.25	\$753.10	\$945.38
Kāpiti Coast district excl Ōtaki	\$369.91	\$412.91	\$65.98	\$72.96	\$430.69	\$488.45	\$17.25	\$17.25	\$883.82	\$991.57
Ōtaki rating area	\$254.78	\$295.38	\$45.44	\$52.19	\$148.32	\$174.71	\$17.25	\$17.25	\$465.79	\$539.53
Masterton district	\$241.71	\$272.93	\$-	\$-	\$140.71	\$161.43	\$17.25	\$17.25	\$399.67	\$451.62
Carterton district	\$261.86	\$291.88	\$4.02	\$4.07	\$152.45	\$172.64	\$17.25	\$17.25	\$435.58	\$485.84
South Wairarapa district	\$316.41	\$364.94	\$-	\$-	\$184.20	\$215.86	\$17.25	\$17.25	\$517.86	\$598.05

2024/25 residential region-wide rates per \$100k of valued residential property

	General rate		River management rate		Public transport rate		Total region-wide rates excl economic development rate	
	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
Wellington city	\$32.23	\$41.61	\$0.07	\$0.26	\$41.15	\$49.22	\$73.44	\$91.09
Hutt city	\$39.30	\$47.68	\$23.69	\$25.90	\$45.76	\$56.40	\$108.76	\$129.98
Upper Hutt city	\$39.04	\$45.39	\$7.46	\$10.02	\$45.46	\$53.69	\$91.97	\$109.10
Porirua city	\$38.93	\$48.25	\$0.29	\$0.55	\$45.33	\$57.08	\$84.55	\$105.87
Kāpiti Coast district excl Ōtaki	\$49.45	\$49.16	\$8.82	\$8.69	\$57.57	\$58.16	\$115.84	\$116.01
Ōtaki rating area	\$49.45	\$49.16	\$8.82	\$8.69	\$28.79	\$29.08	\$87.05	\$86.93
Masterton district	\$50.20	\$51.31	\$-	\$-	\$29.23	\$30.35	\$79.43	\$81.65
Carterton district	\$52.38	\$48.91	\$0.80	\$0.68	\$30.49	\$28.93	\$83.68	\$78.52
South Wairarapa district	\$51.79	\$47.78	\$-	\$-	\$30.15	\$28.26	\$81.94	\$76.03

Region-wide rates are charged to all ratepayers in the region. They exclude targeted rates for Wairarapa river and drainage schemes, and “Warm Greater Wellington”, because those rates only apply to highly specific ratepayers in those work programmes.

Average rates for each area and category

The following three tables show the region-wide rates that are charged to all ratepayers in the region by residential, rural and business category. They exclude targeted rates for Wairarapa river and drainage schemes, and “Warm Greater Wellington”, because those rates only apply to highly specific ratepayers involved in those work programmes.

Residential, including GST	Average capital value	Increase in 2024/25	Increase per week	Rates 2024/25	Rates per week	% Increase
Wellington city	\$1,273,970	\$232	\$4.46	\$1,178	\$22.65	24.5%
Hutt city	\$828,360	\$176	\$3.38	\$1,094	\$21.04	19.1%
Upper Hutt city	\$812,682	\$142	\$2.74	\$904	\$17.38	18.7%
Porirua city	\$876,647	\$192	\$3.70	\$945	\$18.18	25.5%
Kāpiti Coast district excl Ōtaki	\$839,881	\$108	\$2.07	\$992	\$19.07	12.2%
Ōtaki rating area	\$600,817	\$74	\$1.42	\$540	\$10.38	15.8%
Masterton district	\$531,977	\$52	\$1.00	\$452	\$8.68	13.0%
Carterton district	\$596,804	\$50	\$0.97	\$486	\$9.34	11.5%
South Wairarapa district	\$763,875	\$80	\$1.54	\$598	\$11.50	15.5%

These projected rates exclude the targeted river management rates that are not charged to all ratepayers

Rural, excluding GST	Average capital value	Increase in 2024/25	Increase per week	Rates 2024/25	Rates per week	% Increase
Wellington city	\$1,594,000	\$161	\$3.11	\$766	\$14.72	26.7%
Hutt city	\$1,253,000	\$143	\$2.76	\$970	\$18.65	17.3%
Upper Hutt city	\$1,375,000	\$134	\$2.58	\$838	\$16.12	19.0%
Porirua city	\$1,954,000	\$199	\$3.82	\$1,087	\$20.90	22.4%
Kāpiti Coast district	\$1,206,000	\$140	\$2.69	\$774	\$14.88	22.1%
Masterton district	\$1,188,000	\$135	\$2.59	\$702	\$13.50	23.8%
Carterton district	\$1,261,000	\$86	\$1.65	\$717	\$13.80	13.6%
South Wairarapa district	\$1,465,000	\$100	\$1.93	\$804	\$15.46	14.2%
Tararua district	\$1,858,000	\$119	\$2.29	\$856	\$16.46	16.1%

These projected rates exclude the river management rates that are not charged to all ratepayers

Business, excluding GST	Average capital value	Increase in 2024/25	Increase per week	Rates 2024/25	Rates per week	% Increase
Wellington city	\$3,520,000	\$392	\$7.54	\$3,585	\$68.94	12.3%
Wellington city - CBD	\$4,470,000	\$2,031	\$39.06	\$15,265	\$293.56	15.3%
Hutt city	\$2,681,000	\$360	\$6.93	\$3,725	\$71.64	10.7%
Upper Hutt city	\$2,533,000	\$418	\$8.03	\$3,028	\$58.23	16.0%
Porirua city	\$2,047,000	\$412	\$7.93	\$2,422	\$46.57	20.5%
Kāpiti Coast district	\$1,702,000	\$380	\$7.30	\$2,171	\$41.76	21.2%
Masterton district	\$1,588,000	\$355	\$6.82	\$1,654	\$31.82	27.3%
Carterton district	\$849,000	\$246	\$4.72	\$849	\$16.32	40.8%
South Wairarapa district	\$1,259,000	\$264	\$5.07	\$1,221	\$23.48	27.6%

These projected rates exclude the river management rates that are not charged to all ratepayers

He reti tātaitai 2024/25 – Rates calculator - Residential region-wide rates

To calculate region-wide rates for all property types, use the calculator on our website <http://www.gw.govt.nz/regional-rates-calculator/>

Note: These calculations do not include GWRC targeted rates that are specific to individual properties, and they do not include rates set by city or district councils. Greater Wellington rates are set and assessed by Greater Wellington but are invoiced and collected by the relevant city and district Council within the region. This combined collection arrangement is cost effective and more convenient for ratepayers.

	2024/25 region-wide rates per \$100,000 of capital value	Enter the capital value of your property	Economic development rate	Indicative rates on your property for 2024/25 ¹
Wellington city	\$79.21	x	+ \$15.00	=
Hutt city	\$113.03	x	+ \$15.00	=
Upper Hutt city	\$94.87	x	+ \$15.00	=
Porirua city	\$92.06	x	+ \$15.00	=
Kāpiti Coast district excl Ōtaki	\$100.88	x	+ \$15.00	=
Ōtaki rating area	\$75.59	x	+ \$15.00	=
Masterton district	\$71.00	x	+ \$15.00	=
Carterton district	\$68.27	x	+ \$15.00	=
South Wairarapa district	\$66.12	x	+ \$15.00	=
Hutt city example	\$113.03	x	+ \$800,000	= \$919.20

includes GST @ 15%	\$1,057.08
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¹ Region-wide rates are charged to all ratepayers in the region. They exclude targeted rates for Wairarapa river and drainage schemes, and “Warm Greater Wellington”, because those rates only apply to highly specific ratepayers in those work programmes.

He Tauākī Pūtea mō ngā Hua – Funding impact statement

Rating mechanism

This section sets out how Greater Wellington will set its rates for 2023/24. It explains the basis on which each ratepayer's rating liability will be assessed. More detail can be found in Greater Wellington's Revenue and Financing Policy.

Rate	Groups of activities funded	Funding mechanism	Valuation system	Matters for differentiation/ categories of land	Calculation factor
General	Regional Strategy and Partnerships, Environment and Flood Protection	General	Capital value	All rateable land.	Cents per dollar of rateable capital value
- Relationships with mana whenua					
- Emergency management					
- Democratic services					
- Land management advice					
- Biodiversity management – Key Native Ecosystems programme					
- Biodiversity management – other activities					
- Regional predator control programme					
- Education: Enforce maritime safety regulations					
- Flood protection - Understanding flood risk					
- Climate change					
Part-General					
- Regional transport planning and programmes (50%)					
- Environmental science - State of Environment monitoring (90%)					
- Farm plans (30%)					
- Farm environment plans (50%)					
- Wellington Regional Erosion Control Initiative (30%)					
- Regional pest management plan (Up to 100%)					
- Navigational aids and communications service (40%)					
- Pollution clean-up (Up to 100%)					
- Maintaining flood protection and control works (Up to 50%)					
- Improving flood security (Up to 50%)					
- Wairarapa catchment schemes (Approx. 50%)					
- Parks (90%)					

Rate	Groups of activities funded	Funding mechanism	Valuation system	Matters for differentiation/ categories of land	Calculation factor
Regional Economic Development	Regional Strategy and Partnerships	Capital value for all business and a fixed rate for residential and rural	Capital value for business N/A for residential and rural	Where the land is situated and the use to which the land is put Where the land is situated and the use to which the land is put	Cents per dollar of rateable capital value Fixed dollar amount per rating unit
Warm Greater Wellington	Regional Strategy and Partnerships	Targeted rate	N/A	Provision of service to the land	Extent of service provided calculated as a percentage of the service provided
Public transport	Metlink Public Transport	Targeted differentials	Capital value	Calculated on ECV, with differentials based on land use, location and provision of service.	Cents per dollar of rateable capital value
Water Supply	Water Supply	Levy	Volumetric levy on the participating territorial authorities		
Flood Protection - Maintaining flood protection and control works - Improving flood security	Environment and Flood Protection	Targeted (+ Up to 50% general)	Capital value/ land value	Where the land is situated	Cents per dollar of rateable capital value / land value
River management	Environment and Flood Protection	Targeted (+ Up to 50% general)	Capital value/ land	Where the land is situated	Cents per dollar of rateable capital value / land value

Rate	Groups of activities funded	Funding mechanism	Valuation system	Matters for differentiation/ categories of land	Calculation factor
Wairarapa river management schemes (Lower valley and Waiohine – Excludes Upper Ruamahanga)	Environment and Flood Protection	Targeted (+ Up to 50% general)	N/A	Where the land is situated and/ or the benefits accruing through the provision of services and in some cases use	Dollars per hectare in the area protected, or dollars per point attributed to each rating unit and in some cases a fixed charge per separately used or inhabited part (dwelling) ¹
Wairarapa drainage schemes	Environment and Flood Protection	Targeted (+ Up to 50% general)	N/A	Where the land is situated	Dollars per hectare in the area protected
Te Kāuru catchment Waipoua, Waingawa, Ruamahanga (Mt Bruce, Te Ore Ore, Gladstone), Whangaehu, Kopuaranga and Taueru	Environment and Flood Protection	Targeted (+ Up to 50% general)	Capital Value	Where the land is situated	Cents per dollar of rateable capital value / land value
Waiōhine River stopbank	Environment and Flood Protection	Targeted (+ Up to 50% general)	Capital Value	Where the land is situated	Cents per dollar of rateable capital value / land value

Rate	Groups of activities funded	Funding mechanism	Valuation system	Matters for differentiation/ categories of land	Calculation factor
Wairarapa catchment schemes (Land Management)	Environment and Flood Protection	Targeted (+ Up to 50% general)	N/A	Where the land is situated and/ or the benefits accruing through the provision of services and in some cases use	Dollars per hectare or cents per metre of river frontage in the area protected and in some cases a fixed charge per separately used or inhabited part (dwelling) and cents per dollar of rateable land value ¹

***Targeted rates** - For more detail about each activity within these Groups of Activities, refer to the Activities of Greater Wellington section of this plan

1. "Separately used or inhabited part" (dwelling) includes any part of a rating unit separately used or inhabited by the owner or any other person who has the right to use or inhabit that part by virtue of a tenancy, lease, licence or other agreement. At a minimum, the land or premises intended to form the separately used or inhabited part of the rating unit must be capable of actual habitation, or actual separate use. To avoid of doubt, a rating unit that has only one use (ie, it does not have separate parts or is vacant land) is treated as being one separately used or inhabited part (dwelling).

Stadium rate

The stadium rate will be introduced from year 2 of our Long Term Plan. The stadium rate ended in 2018 after repayment for construction, at which point the stadium was to operate without any further funding from Greater Wellington, however, the 25-year-old stadium is now in need of earthquake strengthening and maintenance.

Greater Wellington will fund this over the next following 9 years, using target differentials:

- Wellington CBD - 2
- All other Wellington properties - 1.2
- Porirua City, Hutt City, Upper Hutt City - 1
- Kāpiti Coast District, Wairarapa territorial authority areas - 0.5.

Rates categories

Each rating unit is allocated to a differential rating category based upon location and/or land use for the purpose of calculating general rates or targeted rates based upon capital or land value. As Greater Wellington rates are invoiced and collected by each of the territorial authorities in the Wellington Region, Greater Wellington is limited to using rating categories based on those used by each of the territorial authorities. Set out below are the definitions used to allocate rating units into rating categories.

Category 1 – Rates based on capital or land value

Location	Use	Description
Wellington city	Wellington CBD	All rating units classified as commercial, industrial and business properties within the downtown area boundary, currently shown on the Downtown Levy Area map of Wellington city. See Wellington City downtown levy area map for Wellington city downtown city centre business area.
	Wellington City business	All rating units classified as commercial, industrial and business properties in the rating information database for Wellington City outside the Downtown Levy Area map boundary
	Wellington City residential	All rating units classified as base (excluding businesses, rural and farm) in the rating information database for Wellington City
	Wellington City rural	All rating units sub-classified as rural or farm within the base category in the rating information database for Wellington City
Lower Hutt city	Lower Hutt City business	All rating units not classified as residential, rural or community facilities in the rating information database for Lower Hutt City
	Lower Hutt City residential	All rating units classified as residential or community facilities in the rating information database for Lower Hutt City
	Lower Hutt City rural	All rating units classified as rural in the rating information database for Lower Hutt City
Porirua city	Porirua City business	All rating units classified as business in the rating information database for Porirua City
	Porirua City residential	All rating units classified as residential in the rating information database for Porirua City
	Porirua City rural	All rating units classified as rural in the rating information database for Porirua City
Upper Hutt city	Upper Hutt City business	All rating units classified as business or utilities in the rating information database for Upper Hutt City
	Upper Hutt City residential	All rating units not classified as rural, business or utilities in the rating information database for Upper Hutt City
	Upper Hutt City rural	All rating units classified as rural in the rating information database for Upper Hutt City
Kāpiti Coast district	Kāpiti Coast district business	All rating units used for a commercial, business, industrial purpose or utility network activity in the Kāpiti Coast district rating information database
	Kāpiti Coast district residential	All rating units located in the urban rating areas, except those properties which meet the classification of rural, commercial, business, industrial purpose, or utility network activity in the Kāpiti Coast district rating information database

	Kāpiti Coast district rural	All rating units classified in the rural rating areas for the Kāpiti Coast district
Masterton district	Masterton district business	All rating units classified as non-residential urban in the Masterton district rating information database
	Masterton district residential	All rating units classified as urban residential in the Masterton district rating information database
	Masterton district rural	All rating units classified as rural in the rating information database for the Masterton district
	Carterton district business	All rating units classified as urban commercial, urban industrial or urban smallholding – greater than one hectare in the Carterton district rating information database
Carterton district	Carterton district residential	All rating units classified as urban residential in the Carterton district rating information database
	Carterton district rural	All rating units classified as rural in the rating information database for the Carterton district
	South Wairarapa district business	All rating units classified as commercial in the South Wairarapa district rating information database
South Wairarapa district	South Wairarapa district residential	All rating units classified as urban in the South Wairarapa district rating information database
	South Wairarapa district rural	All rating units classified as rural in the rating information database for the South Wairarapa district
	Greytown ward	All rating units classified in the rating area of the Greytown ward in the rating information database for the South Wairarapa district
	Greytown urban	All rating units classified in the urban area of Greytown in the rating information database for the South Wairarapa district. (Prefaced Nos 18400 and 18420)
	Featherston urban	All rating units classified in the urban area of Featherston in the rating information database for the South Wairarapa district. (Prefaced Nos 18440 and 18450)
		All rating units within the Tararua district area are classified as being within the boundaries of the Wellington Region
Tararua district		

Category 2 – Public transport rate

Public transport is funded from a targeted rate, based on capital value, with differentials based on where the land is situated and the use to which the land is put. The table below shows the applied targeted differentials:

Location	Use	Description	Differential on the value for 2024/25
Wellington City	Wellington CBD	As in Category 1 above	7.00
	Wellington City business	As in Category 1 above	1.40
	Wellington City residential	As in Category 1 above	1.00
	Wellington City rural	As in Category 1 above	0.25
Lower Hutt City	Lower Hutt City business	As in Category 1 above	1.40
	Lower Hutt City residential	As in Category 1 above	1.00
	Lower Hutt City rural	As in Category 1 above	0.25
Porirua City	Porirua City business	As in Category 1 above	1.40
	Porirua City residential	As in Category 1 above	1.00
	Porirua City rural	As in Category 1 above	0.25
Upper Hutt City	Upper Hutt City business	As in Category 1 above	1.40
	Upper Hutt City residential	As in Category 1 above	1.00
	Upper Hutt City rural	As in Category 1 above	0.25
Kāpiti Coast district	Kāpiti Coast district business	All rating units used for a commercial, business, industrial purpose or utility network activity in the Kāpiti Coast district rating information database	1.40
	Kāpiti Coast district residential excl. Ōtaki	All rating units located in the urban rating areas except those properties which meet the classification of rural, commercial, business, industrial purpose, utility network activity or Ōtaki residential in the Kāpiti Coast District rating information database.	1.00

Ōtaki rating area residential	All rating units located in the Ōtaki urban rating area except those properties which meet the classification of rural, commercial, business, industrial purpose, utility network activity or “Kāpiti Coast District Residential excluding Ōtaki” in the Kāpiti Coast District rating information database	0.50
Kāpiti Coast district rural	All rating units located in rural rating areas except those properties that meet the classification of commercial, business, industrial purpose, utility network or community activity in the Kāpiti Coast district rating information database	0.25
Masterton district		
Masterton district business	All rating units classified as non-residential urban in the Masterton district rating information database	1.00
Masterton district residential	All rating units classified as urban residential in the Masterton district rating information database	0.50
Masterton district rural	As in Category 1 above	0.25
Carterton district		
Carterton district business	All rating units classified as urban commercial, urban industrial or urban smallholding – greater than one hectare in the Carterton district rating information database	1.00
Carterton district residential	All rating units classified as urban residential in the Carterton district rating information database	0.50
Carterton district rural	As in Category 1 above	0.25
South Wairarapa district		
South Wairarapa district business	All rating units classified as commercial in the South Wairarapa district rating information database	1.00
South Wairarapa district residential	All rating units classified as urban in the South Wairarapa district rating information database	0.50
South Wairarapa district rural	As in Category 1 above	0.25

Category 3 – Targeted rates based on land area, provision of service, land use or location.

Some targeted rates (either in whole or part) are allocated to differential rating categories (based on the area of land, provision of service, the use to which the land is put, or the location of the land) for the purpose of calculating catchment scheme rates, drainage scheme rates and river management scheme rates.

Some schemes have an additional fixed charge per separate use or inhabited part. Rating units subject to river management scheme rates are shown within an approved classification register for each scheme.

Category 4 – Flood protection – property rate for the Lower Wairarapa Valley Development Scheme

The Lower Wairarapa Valley Development Scheme is a targeted rate allocated according to extent of services received (as measured in a points system) and in some cases an additional fixed charge per separately used or inhabited part.

Rating units subject to this rate are shown within an approved classification register for each scheme.

Category 5 – Warm Greater Wellington rate

The Warm Greater Wellington rate is a Voluntary Targeted Rate set on properties that have benefited from the housing insulation scheme provided by Greater Wellington requested by the property owner. The rate is calculated as a percentage of the service amount until the service amount and the costs of servicing the service amount are recovered.

In the final year of payment, the rate may be the actual balance rather than a percentage of the service amount.

Category 6 – Regional Economic Development rate

The Regional Economic Development rate is a fixed amount for residential and rural ratepayers (\$15 +GST), and capital value basis for businesses. This rate funds the economic development activities supporting the Regional Economic Development Plan.

Category 7 – Stadium rate

In 2022, council introduced a funding mechanism to fund the earthquake strengthening and maintenance of the 25-year-old stadium. The benefits of the stadium extend across the region because of its ability to host a diverse range of events and attract a diverse range of visitors who may use their time to explore the region. However, the benefits of the stadium are greater for those within a closer proximity, therefore a targeted differential has been applied.

Location	Use	Description	Differential to apply from 2025/26
Wellington City	Wellington CBD	As in Category 1 above	2
	Wellington City business	As in Category 1 above	1.2
	Wellington City residential	As in Category 1 above	1.2
	Wellington City rural	As in Category 1 above	1.2
Lower Hutt City	Lower Hutt City business	As in Category 1 above	1
	Lower Hutt City residential	As in Category 1 above	1
	Lower Hutt City rural	As in Category 1 above	1
Porirua City	Porirua City business	As in Category 1 above	1
	Porirua City residential	As in Category 1 above	1
	Porirua City rural	As in Category 1 above	1
Upper Hutt City	Upper Hutt City business	As in Category 1 above	1
	Upper Hutt City residential	As in Category 1 above	1
	Upper Hutt City rural	As in Category 1 above	1

Kāpiti Coast district	Kāpiti Coast district business	All rating units used for a commercial, business, industrial purpose or utility network activity in the Kāpiti Coast district rating information database	0.5
	Kāpiti Coast district residential excl. Ōtaki	All rating units located in the urban rating areas except those properties which meet the classification of rural, commercial, business, industrial purpose, utility network activity or Ōtaki residential in the Kāpiti Coast District rating information database.	0.5
	Ōtaki rating area residential	All rating units located in the Ōtaki urban rating area except those properties which meet the classification of rural, commercial, business, industrial purpose, utility network activity or “Kāpiti Coast District Residential excluding Ōtaki” in the Kāpiti Coast District rating information database	0.5
	Kāpiti Coast district rural	All rating units located in rural rating areas except those properties that meet the classification of commercial, business, industrial purpose, utility network or community activity in the Kāpiti Coast district rating information database	0.5
Masterton district	Masterton district business	All rating units classified as non-residential urban in the Masterton district rating information database	0.5
	Masterton district residential	All rating units classified as urban residential in the Masterton district rating information database	0.5
	Masterton district rural	As in Category 1 above	0.5
Carterton district	Carterton district business	All rating units classified as urban commercial, urban industrial or urban smallholding – greater than one hectare in the Carterton district rating information database	0.5
	Carterton district residential	All rating units classified as urban residential in the Carterton district rating information database	0.5
	Carterton district rural	As in Category 1 above	0.5
South Wairarapa district	South Wairarapa district business	All rating units classified as commercial in the South Wairarapa district rating information database	0.5
	South Wairarapa district residential	All rating units classified as urban in the South Wairarapa district rating information database	0.5
	South Wairarapa district rural	As in Category 1 above	0.5
Tararua district	Tararua district rural	As in Category 1 above	0.5

Rates funding impact statements

The following tables outline the impact of rates in your city or district. Please also visit our rates calculator webpage to assess the impact of rates on your individual property www.gw.govt.nz/regional-rates-calculator.

General rate	2024/25 Cents per \$ of rateable capital value	2024/25 Revenue required \$
Wellington city	0.03618	42,450,780
Hutt city	0.04146	16,462,523
Upper Hutt city	0.03951	6,653,080
Porirua city	0.04196	8,143,696
Kāpiti Coast district	0.04275	9,893,495
Masterton district	0.04461	4,697,759
Carterton district	0.04253	1,967,718
South Wairarapa district	0.04154	3,278,234
Tararua district	0.04524	9,248
Total general rate		93,556,534

Hutt City refers to the local government administrative area of Lower Hutt City.

Targeted rate River management rate based on capital value	2024/25 Cents per \$ of rateable capital value	2024/25 Revenue required \$
Wellington city	0.00023	265,572
Hutt city	0.02252	8,942,064
Upper Hutt city	0.00872	1,468,314
Porirua city	0.00047	92,070
Kāpiti Coast district	0.00755	1,748,053
Carterton district	0.00059	27,451
Total district-wide river management rate		12,543,525
Greytown ward	0.00691	98,710
Total river management rates based upon capital value		12,642,234

Hutt City refers to the local government administrative area of Lower Hutt City.

Targeted rate River management	2024/25 Cents per \$ of rateable land value	2024/25 Revenue required \$
Featherston urban: Donalds Creek Stopbank	0.00091	3,051
Total river management rates based upon land value		3,051
Total river management rates		12,645,285

Targeted rate Public transport rate	2024/25 Cents per \$ of rateable capital value	2024/25 Revenue required \$
Wellington City		
Wellington CBD	0.29961	40,053,106
Business	0.05992	3,883,195
Residential	0.04280	41,106,936
Rural	0.01070	153,804
Hutt City		
Business	0.06866	4,629,469
Residential	0.04905	15,893,798
Rural	0.01226	68,502
Upper Hutt City		
Business	0.06378	1,355,827
Residential	0.04671	6,032,631
Rural	0.01166	217,319
Porirua City		
Business	0.06949	1,217,513
Residential	0.04963	8,126,864
Rural	0.01241	159,295
Kāpiti Coast district		
Business	0.07080	1,499,909
Residential excl Otaki	0.05057	7,928,668
Residential Otaki rating area	0.02529	514,863
Rural	0.01264	418,472
Masterton district		
Business	0.05278	503,694
Residential	0.02639	1,236,022
Rural	0.01319	645,385
Carterton district		
Business	0.05031	99,989
Residential	0.02515	403,676
Rural	0.01258	355,099
South Wairarapa district		
Business	0.04914	197,925
Residential	0.02457	629,738
Rural	0.01229	605,158
Total public transport rate		137,936,858

Hutt city refers to the local government administrative area of Lower Hutt City.

Targeted rate Warm Greater Wellington Based on extent of service provided	2024/25 Percentage of service provided	2024/25 Revenue required \$
For any ratepayer that utilises the service	15.000%	775,399

Targeted rate Economic development rate	\$ per rating unit	2024/25 Cents per \$ of rateable capital value	2024/25 Revenue required \$
Wellington City			
Wellington CBD		0.00551	736,159
Business		0.00551	356,857
Residential – per rating unit	15.00		1,130,805
Rural – per rating unit	15.00		13,530
Hutt City			
Business		0.00631	425,438
Residential – per rating unit	15.00		586,530
Rural – per rating unit	15.00		6,690
Upper Hutt City			
Business		0.00601	124,598
Residential – per rating unit	15.00		238,170
Rural – per rating unit	15.00		19,500
Porirua City			
Business		0.00639	111,887
Residential – per rating unit	15.00		280,170
Rural – per rating unit	15.00		9,855
Kāpiti Coast district			
Business		0.00651	137,838
Residential – per rating unit	15.00		327,315
Rural – per rating unit	15.00		39,345
Masterton district			
Business		0.00679	64,804
Residential – per rating unit	15.00		130,095
Rural – per rating unit	15.00		54,675
Carterton district			
Business		0.00647	12,864
Residential – per rating unit	15.00		39,180
Rural – per rating unit	15.00		28,665

South Wairarapa district

Business		0.00632	25,464
Residential – per rating unit	15.00		48,990
Rural – per rating unit	15.00		46,410
Tararua district – per rating unit	15.00		165
Total economic development rate			4,996,000

Targeted rate River Management Plans rated using CV	2024/25 Cents per \$ of rateable capital value	2024/25 Revenue required \$
Te Kauru	0.00473	499,237
Waiohine FMP scheme (targeted portion only)	0.00228	27,265
Total River Management Plans rated using CV		526,502

Targeted rate River management schemes 1		2024/25 \$ per hectare	2024/25 Revenue required \$
Waiohine Rural	A	48.85791	5,495
Waiohine Rural	B	40.71500	15,585
Waiohine Rural	C	32.57191	41,686
Waiohine Rural	D	24.42909	9,036
Waiohine Rural	E	16.28600	12,983
Waiohine Rural	S	814.29891	13,925
			98,710
Mangatarere	A	36.91791	792
Mangatarere	B	35.31282	7,400
Mangatarere	C	29.92418	472
Mangatarere	D	26.48464	1,903
			10,566
Total river management scheme rates 1			109,276

Targeted rate River management schemes 2		2024/25 \$ per SUIP ¹	2024/25 \$ per point	2024/25 Revenue required \$
Lower Wairarapa valley Development Scheme ²	A		0.32142	935,939
	Sa	26.38289		11,371
	Sb	\$52.80320		133,698
Total river management scheme rates 2				1,081,007

Total river management scheme rates **1,190,284**

Targeted rate Pump drainage schemes		2024/25 \$ per hectare	2024/25 Revenue required \$
Te Hopai	A	50.91843	63,476
Moonmoot pump	A	142.79744	32,518
Onoke pump	A	79.29562	56,572
Pouawha pump	A	119.62282	113,104
Total pump drainage scheme rates			265,670

¹ "Separately used or inhabited part" (dwelling) includes any part of a rating unit separately used or inhabited by the owner or any other person who has the right to use or inhabit that part by virtue of a tenancy, lease, licence or other agreement. At a minimum, the land or premises intended to form the separately used or inhabited part of the rating unit must be capable of actual habitation, or actual separate use. To avoid of doubt, a rating unit that has only one use (ie, it does not have separate parts or is vacant land) is treated as being one separately used or inhabited part (dwelling).

² **Category 4 – Flood protection – property rate for the Lower Wairarapa Valley Development Scheme.** The Lower Wairarapa Valley Development Scheme is a targeted rate allocated according to extent of services received (as measured in a points system) and in some cases an additional fixed charge per separately used or inhabited part. Rating units subject to this rate are shown within an approved classification register for each scheme.

Targeted rate		2024/25	2024/25 Revenue required \$
Catchment schemes 1		\$ per hectare	
Whareama	A	5.32687	3,811
Whareama	B	2.04876	1,952
Whareama	C	0.35854	16,341
Whareama	E	0.25609	4
Whareama	F	0.20485	565
			22,672
Homewood	A	2.22558	5,107
Homewood	B	2.11964	1,171
Homewood	C	1.85472	6,793
Homewood	D	0.26492	461
			13,532
Maungaraki	A	1.15770	3,827
Maungaraki	B	0.54478	1,619
			5,446
Upper Kaiwhata	A	11.95520	390
Upper Kaiwhata	B	5.23047	275
Upper Kaiwhata	C	0.74718	716
Upper Kaiwhata	D	0.44835	920
Upper Kaiwhata	E	0.29883	490
Upper Kaiwhata	F	0.14952	68
			2,859
Lower Kaiwhata	A	19.40232	895
Lower Kaiwhata	B	8.48852	378
Lower Kaiwhata	C	1.21265	1,406
Lower Kaiwhata	D	0.72755	2,154
Lower Kaiwhata	F	0.24292	85
			4,917
Catchment management scheme 1 rates			49,427

Targeted rate Catchment schemes 2		2024/25 Cents per \$ of rateable land value	2024/25 Revenue required \$
Awhea-Opouawe	Land value	0.006014	9,822
Mataikona-Whakataki	Land value within scheme area	0.004801	4,336
Catchment management scheme 2 rates			14,159

Targeted rate Catchment schemes 3		2024/25 \$ per SUIP	2024/25 Revenue required \$
Awhea-Opouawe	Charge per dwelling	\$160.31 / \$80.25	16,271
Maungaraki	Charge per dwelling	\$19.00	776
Mataikona-Whakataki	Charge per dwelling	\$25.85	3,180
Catchment management scheme 3 rates			20,228

Targeted rate Catchment schemes 4		2024/25 Cents per metre of river frontage	2024/25 Revenue required \$
Maungaraki	River frontage	0.03814	1,767
Catchment management scheme 4 rates			1,767
Total catchment management scheme rates			85,580

Targeted rate		2024/25	2024/25
Gravity drainage schemes		\$ per hectare	Revenue required \$
Okawa	A	15.42550	4,350
Taumata	A	20.09550	5,839
East Pukio	A	84.11980	9,548
Longbush	A	30.47168	6,647
Longbush	B	15.23577	1,914
Otahoua	A	80.57000	7,470
Te Whiti	A	29.78610	4,208
Ahikouka	A	53.91340	6,050
Battersea	A	46.35410	7,819
Battersea	B	38.37920	7,498
Battersea	C	29.90580	9,487
Battersea	D	17.94350	2,738
Battersea	E	15.45130	2,965
Battersea	F	14.95300	1,053
Manaia	A	96.95400	16,918
Whakawiriwiri	A	24.22170	17,480
Total gravity drainage scheme rates			111,984

To the reader

Independent Auditor's Report on Greater Wellington Regional Council's 2024-34 Long-Term Plan

I am the Auditor-General's appointed auditor for Great Wellington Regional Council (the Regional Council). The Local Government Act 2002 (the Act) requires the Regional Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Regional Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 27 June 2024.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Regional Council's resources; and
 - accountability of the Regional Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 234 to 238 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Emphasis of Matter – Uncertainty over rail programme funding contributions

Without modifying our opinion, we draw attention to page 75, which outlines uncertainty over the Regional Council's assumed government funding contribution towards its rail programme as detailed on page 72. The amount of funding has not yet been agreed and if the Regional Council does not receive the assumed funding, the rail programme will need to be significantly revised.

Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400 *The Examination of Prospective Financial Information* that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Regional Council's financial strategy, and the associated financial policies, support prudent financial management by the Regional Council;
- the Regional Council's infrastructure strategy identifies the significant infrastructure issues that the Regional Council is likely to face during the next 30 years;
- the Regional Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Regional Council's knowledge of the assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Regional Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Regional Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Regional Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Regional Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Regional Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

Independence and quality management

We have complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the requirements of Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* (PES 1) issued by the New Zealand Auditing and Assurance Standards Board. PES 1 is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour; and
- quality management requirements, which incorporate the requirements of Professional and Ethical Standard 3 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* (PES 3) issued by the New Zealand Auditing and Assurance Standards Board. PES 3 requires our firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Regional Council or any of its subsidiaries.



Clint Ramoo
Audit New Zealand
On behalf of the Auditor-General, Wellington, New Zealand

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