



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.

Capital Spending 2024-34 <b>\$0.6m</b>	Operational Spending 2024-34 <b>\$329m</b>	Funding Sources: Rates, external funding, government funding and debt	Rates contribution 2024/25 <b>7 percent (\$20.6m*)</b> (* Excluding Warm Wellington)
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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 adaption 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 2035<sup>22</sup>.

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 (CO<sub>2</sub>e).

<sup>22</sup> 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.

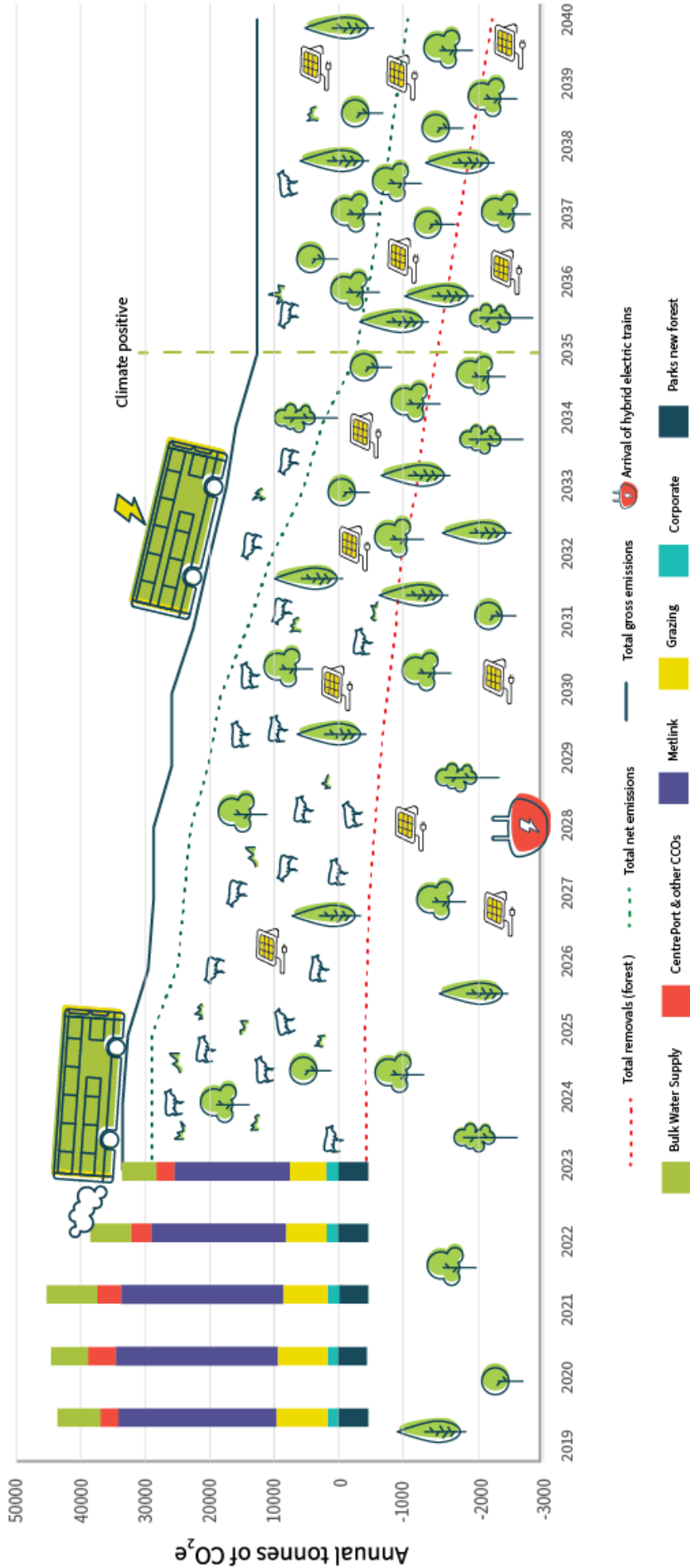
We will also be keeping an eye on central government's decisions on climate adaptation legislation, including the outcomes of the Environment Select Committee community adaptation inquiry.



# 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 (tCO<sub>2</sub>e)



## 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 mātawaka 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)	<p>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.</p> <p>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.</p>	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"> <li>• Screen, creative and digital</li> <li>• Science, technology, engineering and high-value manufacturing</li> <li>• Visitor economy</li> <li>• Primary sector, food and fibre</li> <li>• Māori economic development</li> <li>• Skills, talent and education</li> <li>• Water accessibility and security</li> <li>• Resilient infrastructure.</li> </ul> <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

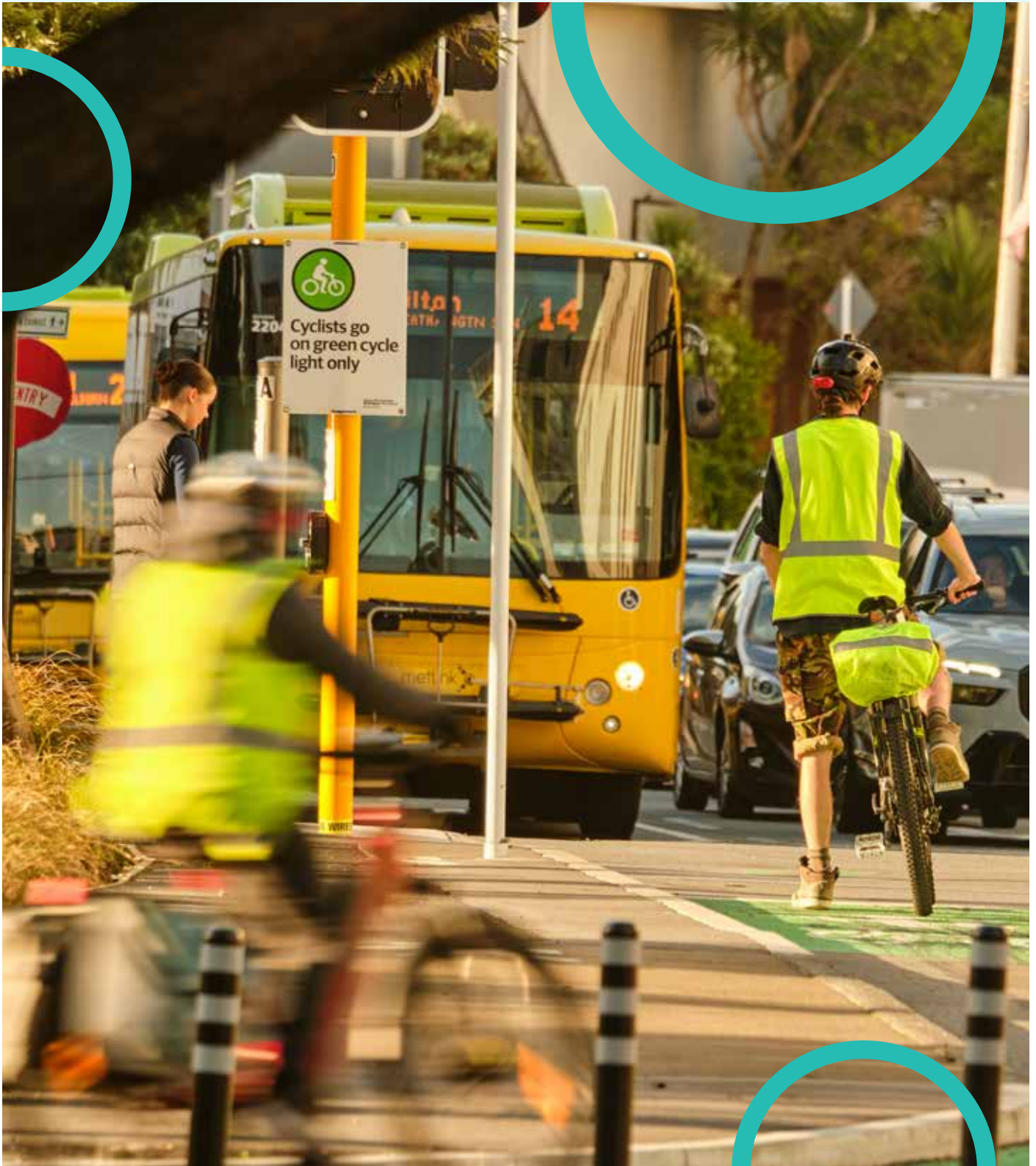
**Pedal Ready, and provides tools and resources to families and schools that support active travel via its Getting to School website.**



## 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.





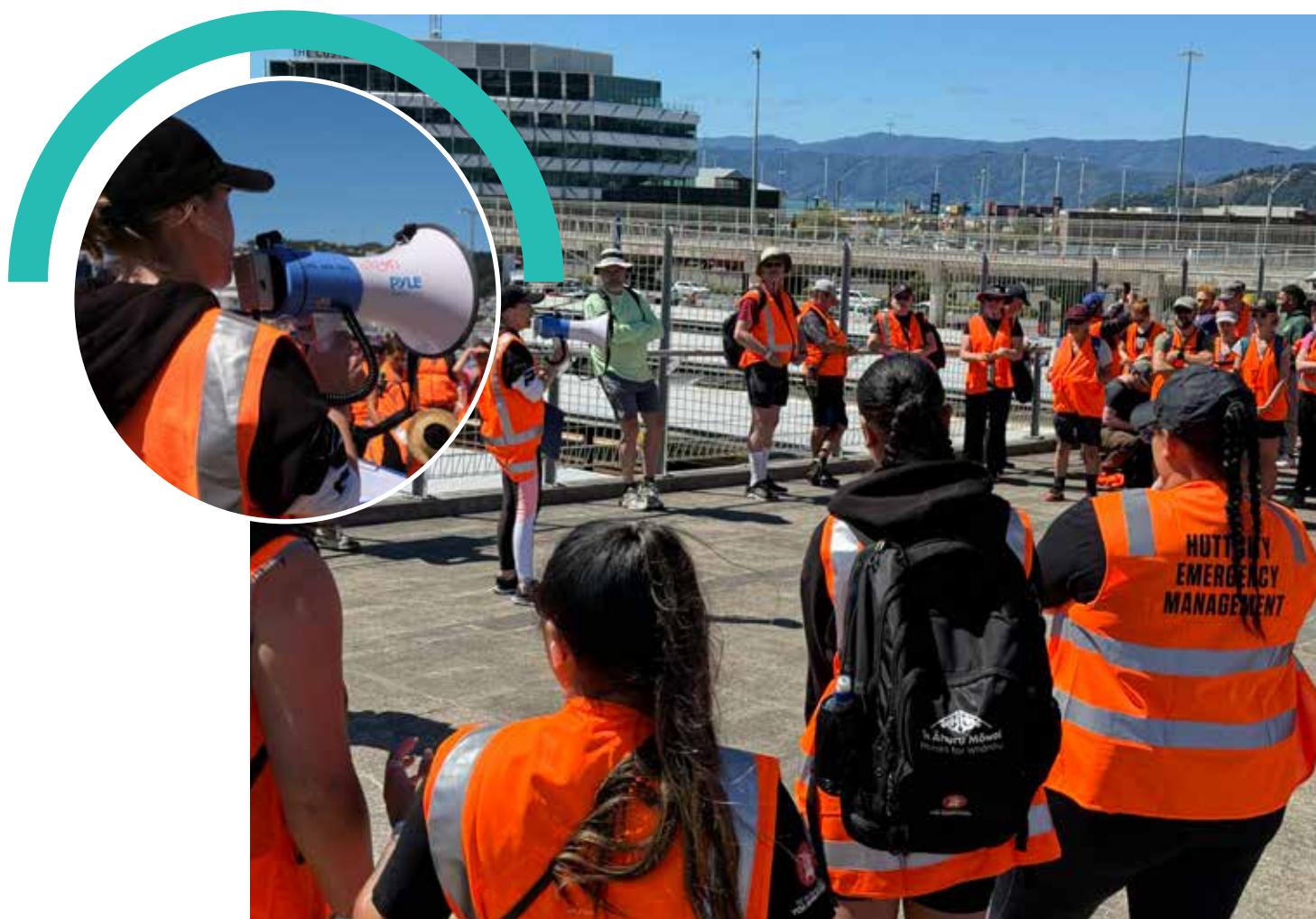
# Emergency management

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).



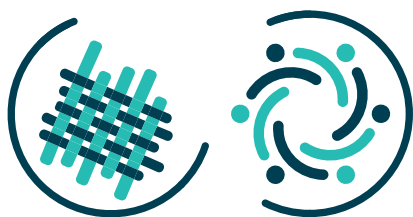
# Democratic services

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 <sub>2</sub> equivalent emissions (gross) <sup>23</sup>	48,438 *2021/22 verified result.	34,700	31,700	31,500	29,100 <sup>24</sup>
2	Resilient Future	Greater Wellington as an organisation and as a Region has planned the steps they will take to adapt to climate change <sup>25</sup> .	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 Annual Report prepared by October 2024	Work programme agreed by January 2025 Annual Report prepared by October 2025	Work programme agreed by January 2026 Annual Report prepared by October 2026	Work programme agreed annually Annual Report prepared annually

<sup>23</sup> 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.

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

<sup>25</sup> 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.	78 trained people ready to work in the ECC	78	82	84	To be reviewed
			(2) Greater Wellington will have fit for purpose response and recovery platforms including an ECC function, and technology, and tools <sup>26</sup> .	100% of readiness checks completed	100% of readiness checks completed	100% of readiness checks completed	100% of readiness checks completed	100% of readiness checks completed
5	Resilient Future	Greater Wellington (GW) will partner with the Councils in the Wellington Region to enable the Wellington Region Emergency Management Office (WREMO) <sup>27</sup> .	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 <sup>28</sup> and central government guidance	Achieved	Achieved	Achieved	Achieved	Achieved
			(2) Increase in regional public and active transport mode share	34% (TBD)	Increase	Increase	Increase	Increase

<sup>26</sup> This is a new measure for the 2024-34 Long Term Plan.

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

<sup>28</sup> 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 <sup>29</sup>	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 <sup>30</sup>	Success determined through annual partnership health check	Achieved	Achieved	Achieved	Achieved
9	Connected communities	Engagement for equitable outcomes <sup>31*</sup>  *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 <sup>32</sup>	New Measure	33% of audit response actions are complete	66% of audit response actions are complete	100% of audit response actions are complete	33% <sup>**</sup>  **first year implementing action plan from second triennial audit hence reduced target.
10	Connected communities	Supporting strong, prosperous and resilient Māori communities <sup>33*</sup>  *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 <sup>34</sup>	<p>Annual increase on % of staff who have completed Māori capability training modules***</p> <p>*** noting upcoming training review which may need a reset of the numbers throughout the LTP period.</p>	45%	75%	75%	75%	<p>TBC</p> <p>Review and reset numbers.</p>

<sup>29</sup> This Level of Service has been revived from a previous Long Term Plan and included in the 2024-34 Long Term Plan.

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

<sup>31</sup> This is a new measure for the 2024-34 Long Term Plan.

<sup>32</sup> Completion of allocated percentage of audit response actions.

<sup>33</sup> This is a new measure for the 2024-34 Long Term Plan.

<sup>34</sup> 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		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	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)	(82)
Total sources of capital funding	21,018	(593)	(233)	(5)	174	173	290	28	45	(116)	(82)	(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	265
Total application of capital funding	(893)	294	(403)	357	358	(438)	363	266	(533)	267	265	265
Surplus/(deficit) of capital funding	21,911	(887)	170	(362)	(184)	611	(73)	(238)	578	(383)	(347)	(347)
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-	-
Deprecation on council assets	67	54	49	53	41	38	18	18	17	15	14	14

## Regional Strategy and Partnerships Prospective Funding Information

For the year ending 30 June

For the year ending 30 June

	Annual Plan		Long Term Plan										
	2024	\$000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
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	-	-	-	-	



