

# Tō mātou mahere ngahuru tau Our 10-year Plan

2024-34 Long-term Plan Volume 2 Amendment - Our activities and financial information



**Absolutely Positively**  
**Wellington City Council**

Me Heke Ki Pōneke

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# He whakarāpopoto o ngā mahi a te kaunihera

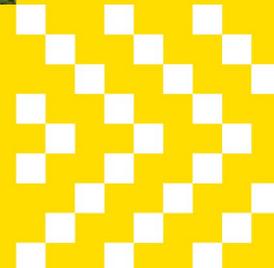
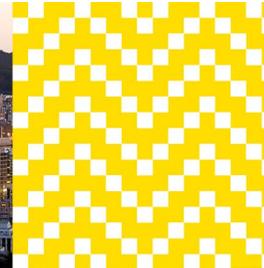
## Council activity summaries

### Kei tēnei wāhanga

Kei tēnei wāhanga ā mātou mahi, te ara e tutuki ai aua mahi, ki whea whai tahua tautoko e tutuki ai, me ngā matapae anganui e hāpai ana i ēnei tauākī me tā mātou mahere.

### In this section

This section includes our Statements of service provision (what we do, how we do it and how it's funded) and the Significant forecasting assumptions that underpin these statements and our plan



# 1. Te mana urungi Governance

Our governance work includes all the activities that support Council decision-making and ensure we are accountable to the people of Wellington.

## Overview

Our governance activities include managing local elections, informing residents about the city and the issues or challenges it faces, listening to residents' views and making decisions in the best interests of Wellingtonians. This area also drives our focus on being open and talking with people who live in Wellington about the plans and decisions we make for our city. We also operate the City Archives, where the public can access historic information about Wellington, and property information. The Governance activity is responsible for the development of strategies, policies and plans.

The key groups of activities under this strategic area are below, along with their alignment to the Council's strategic direction that is outlined in Volume 1, page 36.

## Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all Council decision making, governance information and engagement activities.

The Tūpiki Ora Māori Strategy priorities agreed with Tākai Here partners, includes that Council decision-making is underpinned by Te Tiriti o Waitangi and actively includes and considers Māori and mana whenua perspectives and values. More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## Key activity groups

Activity Group	Community outcome	Strategic priority (where applicable)	Key strategies or plans
1.1 Governance, information and engagement	Social wellbeing: A city of healthy and thriving whānau and communities	Governance activities contribute to all of the strategic priorities through managing the decision-making processes.	<ul style="list-style-type: none"> <li>Infrastructure Strategy 2024</li> <li>Finance Strategy 2024</li> </ul>

## How we will embed Strategic Approaches in this activity

Strategic Approaches are about how we will deliver our work. They are important and will be applied to everything we do.

<b>Integrating te ao Māori</b>	Ensure the voices and perspectives of our Tākai Here partners hapori Māori, rangatahi, takatāpui and whānau hauā/ tangata whai kaha are uplifted, valued and embedded in decision-making. Support whānau wellbeing through Council activities, decisions, and planning.
<b>Making our city accessible and inclusive for all</b>	Continue to work to improve the accessibility of our decision-making, information, services and how we communicate and engage with our communities. Ensure efforts are made to overcome barriers and address disparities in participation in everyday activities.
<b>Embedding climate action</b>	Through our actions and decisions, we support an approach to climate change solutions that are fair and equitable for all involved. We will support community discussions and planning to mitigate the impacts of climate change.
<b>Engaging our community</b>	Focus on inclusive and transparent decision making and seeking community feedback on the effectiveness of, and satisfaction with, our programmes.
<b>Value for money</b>	Make future focused, strategic and integrated decisions with sound information and research.

# 1.1 Te mana urungi, ngā pārongo me te whai wāhi

## Governance, information and engagement

### Purpose

Our governance work includes all of the activities that support Council decision-making and ensures we are accountable to the people of Wellington.

This includes:

- running local elections
- holding meetings;
- informing residents about the city and our work; and
- seeking input from residents and engaging them in our decision-making.

### Activities

Activities in this group	Services we deliver
1.1.1 City governance and engagement	<ul style="list-style-type: none"> <li>■ Providing accurate and professional advice, research and administrative support to elected members and community boards</li> <li>■ Organising local body elections, and encouraging all Wellingtonians to have their say on who will govern their city</li> <li>■ A contact centre and website providing 24/7 access to information and a place to log service faults</li> <li>■ Facilitating community engagement and consultation on key decisions facing the city, including facilitating input from Council advisory groups</li> <li>■ Provide information to the public about our services and change proposals</li> </ul>
1.1.2 Civic Information	<ul style="list-style-type: none"> <li>■ Setting policy and bylaws, carrying out planning and budgeting and reporting our performance</li> </ul>
1.1.3 City Archives	<ul style="list-style-type: none"> <li>■ Management of archival information in line with legislation</li> </ul>

### Rationale for Activities

- To ensure the Council meets the requirements of the Local Government Act and other statutory requirements.
- To ensure that residents of Wellington are actively involved in decision-making for the city and have access to information.
- 



### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
1.1 Governance, information and engagement	We do not anticipate any significant negative effects associated with the provision of these services.	N/A

## Statement of levels of service and performance measures

### Activity - 1.1 Governance, information and engagement

Level of service statements:

- Facilitate democratic decision making and provide open access to information to build trust and confidence.
- Reduce organisational greenhouse gas emissions.

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) Meeting and committee agendas made available to the public within statutory timeframes <sup>1</sup>	Accessibility	100% (22/23 FY)	100%	Quarterly
% of residents who believe they have adequate opportunities to participate in city decision-making and have their say in Council activities	Accessibility	38% (RMS2024)	40%-45% <sup>2</sup>	Annual
(%) Residents who agree that Council information is easy to access (via website, libraries, social media)	Accessibility	49% (22/23 FY)	55%	Annual
Council's consultations are implemented in accordance with the principles of the Local Government Act 2002	Reliability	100% (April 2024)	100%	Quarterly
(%) Contact Centre contacts responded to within target timeframes <sup>3</sup>	Responsiveness	90% (22/23 FY)	90%	Quarterly
By 2027 overall channel reach will be more than 26 million	Accessibility	25,553,377 (Sept 2023)	>26 million	Annual
WCC Group greenhouse gas emissions (tCO <sup>2</sup> -e decreasing)	Sustainability	Total 98,791 (Scope 1 48,978; Scope 2 22,072; Scope 3 47,742) (FY22/23)	Achieve 2050 target of net zero	Annual

1. The statutory timeframe is defined as at least two working days before every meeting as per the Local Government Official Information and Meetings Act 1987
2. The target of 40-45% has been set using data from the 2021-31 LTP KPI and baseline results from the question relating to this KPI run in the 2024 Residents Monitoring Survey
3. The target timeframes are defined as; % of calls handled answered within 240 seconds; % of emails received responded to within 24 hours



## Key service level changes

### Community Engagement

We will invest in an Ethnic Communities Forum and establish a new Ethnic Communities Advisory Group at a per year additional cost of \$130,000.

### Affordability

While most core services remain unchanged, we will stop collecting community archives from the public at the City Archive. This is a cost neutral level of service change, which will reduce the longer-term requirements for both physical storage and resourcing to manage this material.

Additionally, we are reallocating resources from climate mitigation initiatives to enhance our focus on adaptation planning and engagement.

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
1.1.1 City governance and engagement	Expense	11,949	13,349	12,049	12,468	13,312	12,796	13,332	14,264	13,595	14,298
	Income	(27)	(417)	(28)	(29)	(236)	(30)	(30)	(250)	(31)	(32)
1.1.2 Civic information	Expense	7,526	8,153	8,364	8,556	8,714	8,951	9,102	9,265	9,414	9,658
	Income	(342)	(278)	(284)	(290)	(296)	(301)	(307)	(313)	(319)	(324)
1.1.3 City Archives	Expense	2,783	4,130	4,406	4,744	4,924	5,074	5,228	5,373	5,510	5,667
	Income	(148)	(151)	(154)	(157)	(161)	(164)	(167)	(170)	(173)	(176)
<b>Total</b>		<b>21,742</b>	<b>24,787</b>	<b>24,353</b>	<b>25,293</b>	<b>26,256</b>	<b>26,327</b>	<b>27,157</b>	<b>28,169</b>	<b>27,996</b>	<b>29,091</b>

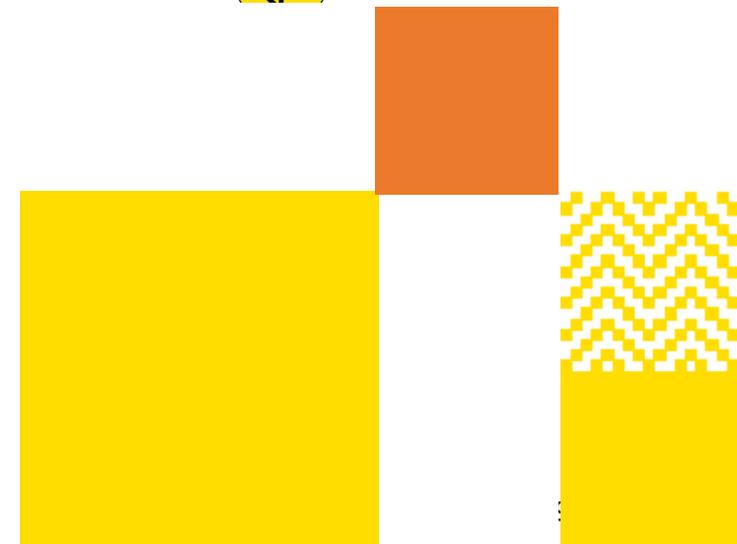
### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
1.1.1 City governance and engagement	0	0	146	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>146</b>	<b>0</b>							

## Funding impact statement (\$000s)

1.1 Governance Information and Engagement	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	22,248	25,293	24,859	25,799	26,762	26,833	27,663	28,175	28,002	29,097
Targeted rates	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
Fees and charges	517	846	466	476	693	495	504	733	523	532
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>22,765</b>	<b>26,139</b>	<b>25,325</b>	<b>26,275</b>	<b>27,455</b>	<b>27,328</b>	<b>28,167</b>	<b>28,908</b>	<b>28,525</b>	<b>29,629</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	13,898	15,370	14,246	14,686	15,608	15,108	15,661	16,542	16,003	16,624
Finance costs	30	22	46	35	39	45	52	62	66	70
Other operating funding applications	10	10	10	10	10	10	10	10	10	10
Internal charges	7,816	8,887	8,909	9,137	9,268	9,610	9,840	10,121	10,204	10,614
<b>Total applications of operating funding (B)</b>	<b>21,754</b>	<b>24,289</b>	<b>23,211</b>	<b>23,867</b>	<b>24,925</b>	<b>24,772</b>	<b>25,562</b>	<b>26,735</b>	<b>26,283</b>	<b>27,318</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>1,011</b>	<b>1,850</b>	<b>2,114</b>	<b>2,408</b>	<b>2,529</b>	<b>2,556</b>	<b>2,605</b>	<b>2,174</b>	<b>2,242</b>	<b>2,311</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(1,011)	(1,703)	(2,114)	(2,408)	(2,529)	(2,556)	(2,605)	(2,174)	(2,242)	(2,311)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>(1,011)</b>	<b>(1,703)</b>	<b>(2,114)</b>	<b>(2,408)</b>	<b>(2,529)</b>	<b>(2,556)</b>	<b>(2,605)</b>	<b>(2,174)</b>	<b>(2,242)</b>	<b>(2,311)</b>
<b>Applications of capital funding</b>										
Capital expenditure										

<b>1.1 Governance Information and Engagement</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	146	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>(0)</b>	<b>146</b>	<b>(0)</b>							
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(1,011)</b>	<b>(1,850)</b>	<b>(2,114)</b>	<b>(2,408)</b>	<b>(2,529)</b>	<b>(2,556)</b>	<b>(2,605)</b>	<b>(2,174)</b>	<b>(2,242)</b>	<b>(2,311)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	505	1,344	1,608	1,902	2,023	2,050	2,099	2,168	2,236	2,305



## 2. Te Taiao me te Tūāhanga Environment and Infrastructure

This area covers an extensive range of Council services, and includes everything from open spaces, waste reduction and energy conservation to water, wastewater and stormwater. Our conservation attractions Wellington Zoo and ZEALANDIA - Te Māra a Tāne, are also part of this portfolio.

### Overview

Pōneke boasts rich parks and open spaces that support active recreation, thriving ecosystems, and climate resilience. Wellington Zoo and Zealandia support indigenous plants and wildlife to thrive. Parks and open space assets, especially coastal assets, will require more investment due to climate change, increasing storm events, and sea level rise. During the period 2024-2027, detailed climate adaptation planning will be conducted for key parts of the city, and this will help inform investment choices for the 2027-37 LTP. The landfill generates approximately 80% of the Council's emissions. Big waste asset investments are needed to shift from a model that manages waste to a system that enables people to avoid waste going to the landfill in the first place. Where available we will seek central government funding that enables this transition.

Despite meeting health standards, the current water supply network faces material challenges and does not meet all service levels. Many assets have exceeded their expected

lifespan, with 31% of drinking water lost through public pipes and an additional 10% on private property. Around 30% of the network is at or near the end of its life, and over 50% will need replacement within 30 years. Prioritising leak repairs over additional supply investment is crucial to increase water availability.

Compliance with the National Policy Statement-Freshwater Management (2020) by 2040 is essential. This aims to improve freshwater quality, protect public health, and respect community aspirations. Upgrading wastewater assets is necessary to meet service levels, including replacing poor-condition pipes and preventing sewage overflows during heavy rain. Completing the sludge minimisation facility and increasing network capacity to prevent stormwater overflow are priorities.

The stormwater system's purpose is to prevent flooding and associated health risks by draining rainwater through pipes, culverts, and sumps, as well as overland flow paths and open channels. However, variations in design standards across the city

mean some areas are more prone to flooding than others.

The key groups of activities under this strategic area are below, along with their alignment to the Council's strategic direction that is outlined in Volume 1, page 36.

## Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all nature and climate activities, including activities undertaken by Wellington Zoo Trust and Zealandia Te Māra a Tāne.

The Tūpiki Ora Māori Strategy action plan outlines our priorities in its waypoint, Tiakina te taiao | Caring for our environment, including that water quality and quantity initiatives are aligned to mana whenua and Māori aspirations, and our waste programme is being delivered in partnership with our Tākai Here partners wherever possible and in ways that are culturally sensitive and responsive to the histories of our Tākai Here partners.

More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## Key activity groups

Activity groups	Community outcome	Strategic priority (where applicable)	Key strategies or plans
2.1 Parks, beaches and open spaces	Social wellbeing: A city of healthy and thriving whānau and communities	Invest in sustainable, connected and accessible community and recreation facilities	<ul style="list-style-type: none"> <li>■ Te Whai Oranga Pōneke – Open Spaces and Recreation Strategy</li> <li>■ Our Natural Capital</li> </ul>
2.2 Waste	Environmental wellbeing: A city restoring and protecting nature	Transform our waste system to enable a circular economy	<ul style="list-style-type: none"> <li>■ Te Atakura   First to Zero – Zero Carbon Strategy</li> <li>■ Green Network Plan</li> <li>■ A zero-waste future for Wellington – Zero Waste Strategy</li> <li>■ Wellington Regional Waste Management and Minimisation Plan</li> </ul>
2.3 Water network 2.4 Wastewater 2.5 Stormwater	Urban form – A liveable and accessible, compact city	Fix our water infrastructure and improve the health of waterways	<ul style="list-style-type: none"> <li>■ Spatial Plan – Our City Tomorrow</li> <li>■ District Plan 2024</li> <li>■ Infrastructure Strategy 2024</li> </ul>
2.6 Conservation organisations	Environmental wellbeing: A city restoring and protecting nature	Revitalise the city and suburbs to support a thriving and resilient economy and support job growth	<ul style="list-style-type: none"> <li>■ Our Natural Capital</li> </ul>



## How we will embed Strategic Approaches in this activity

Strategic Approaches are about how we will deliver our work. They are important and will be applied to everything we do.

We are proud that this 10-year plan embeds five approaches to help guide the Council in all parts of our plan. How these approaches will be applied in this strategic area is outlined below.

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### Integrating te ao Māori

We recognise the unique role that Mana Whenua play as kaitiaki for te taiao and grounding our approach to environmental wellbeing in mātauranga Māori. Wai is also a priority for mana whenua and Hapori Māori. We will seek opportunities for co-design with our Tākai Here partners on initiatives that include our environment.

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### Making our city accessible and inclusive for all

Providing spaces in nature that are accessible and inclusive including by wheelchair and pushchair, as well as places to rest. We will encourage reuse, repurposing, recycling and processing by providing a network of services close to communities. We will seek to provide information that is accessible and easy to find and use so that the disabled community can find services and facilities that meet their individual needs. We will support the accessibility of parking spaces, and footpaths to enable everyone to access open spaces and attractions. We will continue to ensure everyone in Wellington has access to safe, clear water, and is serviced by wastewater and stormwater removal.

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### Embedding climate action

We will continue to embed climate change mitigation and adaption in all decisions and actions for our natural environment. We will utilise nature-based solutions to address infrastructure resilience and climate issues. We will continue to develop a waste system that reduces carbon emissions. We will ensure our city has the capacity and capability to manage and reduce its waste in extreme events and day-to-day operations. We will support the conservations organisations to work across the region and with communities to protect and enrich our natural environment - our streams, bush and birds for the health and safety of our people, our resilience to impacts of climate change and for the health of te taiao.

We are planning for two additional water reservoirs to increase resilience in the face of climate change related droughts. As we find and repair leaks in the wastewater pipe network, we will seek to understand the sea level rise issues and include any mitigation as we go. We will focus on understanding where the greatest flooding risks are and prioritise investment in nature-based solutions and flood containment in those areas.

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### Engaging our community

Providing ongoing education and opportunities for residents to participate in climate change mitigation and adaptation efforts, to promote community resilience and engagement in the process. We will continue to provide waste education programmes in schools and communities, and actively involve the community in design and delivery of resource efficiency systems, contributing to a culture shift towards reduction of waste. Our conservation organisations provide spaces for residents and visitors to Wellington to directly engage and connect with te taiao and our indigenous plants and animals. We will continue to communicate and actively involve our community in our overarching water strategies and decision making.

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### Value for money

Making future-focused decisions that benefit future generations and consider the impact on the environment and climate change. We will manage rates and borrowing affordability by planning a renewals programme funded at 75% of projected requirements, prioritising assets with the worst condition levels. For operational and financial efficiency and overall affordability Wellington Water has prioritised repairing and replacing highest criticality assets in a very poor and poor condition. We will prioritise investment in stormwater filtration and flood protect in conjunction with or ahead of transport infrastructure investment, public realm, or housing development.

## 2.1 Ngā Māra, ngā matatāhuna, me tētehi papa wātea kākāriki nui

### Parks, beaches and open space

#### Purpose

The city's parks, gardens and coastlines are what makes Pōneke a great place to live. They are integral to the health of the city and Wellingtonians by providing spaces to connect to te taiao, for recreation, community gatherings and events. One-eighth of Wellington's area is reserve and has been protected for generations. It is a vital and iconic part of Wellington's landscape and supports nature to thrive. Our open space and reserves are crucial to the city's response to climate change by acting as a carbon sink, supplementing the stormwater network, especially in severe weather events, and enhancing biodiversity in the city.

To ensure these spaces continue to contribute to a high quality of life for all Wellingtonians, we invest to protect, maintain and develop these areas.

The work we do makes the city's environment greener and more pleasant for all Wellingtonians – it improves our quality of life and sense of pride in the city. These spaces also make Wellington an attractive place to visit.

#### Activities

Activities in this group	Services we deliver
2.1.1 Parks and reserves	Managing and maintaining: 4,146 hectares of parks, reserves and beaches 160 buildings located in parks, reserves or beach areas for community use A number of heritage features are among these assets, including waahi tapu sites, archaeological sites, historic gates and heritage trees
2.1.2 Wellington gardens	Managing assets and maintaining the Wellington gardens Over 200,000m <sup>2</sup> of formally maintained horticultural areas Four gardens: Wellington Botanic Garden; Ōtari Wilton's Bush; Truby King Park and Bolton Street Cemetery
2.1.3 Beaches and coast	Managing and maintaining 42 coastal structures including boat ramps, wharves, slipways and seawalls
2.1.4 Urban ecology	Improving urban ecology through restoration planting and appropriate management of biosecurity issues and animal pests Supporting community environmental initiatives
2.1.5 Trails	Managing and maintaining 367 kilometres of recreational walking and mountain bike tracks Walk-able and ride-able surfaces catering for multiple use access, walking, buggies and mountain bikes unless specified otherwise.
2.1.6 Waterfront public space	Managing daily activity on the waterfront, including property management, parking, cleaning, security and general maintenance

#### Rationale for Activities

- To provide access to green open spaces. High quality natural and green environments contribute to off-setting our carbon emissions and enhance our sense of place.
- To provide public places to congregate. Accessible and high-quality open spaces encourage people to gather, share activities and connect with each other.
- To provide access to recreational opportunities. These activities provide high quality open spaces for a wide range of recreation activities, such as walking and mountain biking.
- Water sensitive urban design: The green network and spaces throughout the City are an important part of the stormwater network and will increasingly be used to supplement the underground network of pipes.

#### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of residents and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

## Key service level changes

To manage affordability, Parks, beaches and open spaces services remain at current levels with no increases. This means a reduction in the previously planned upgrades across the activities in this grouping. There may also be some tactical green space service level changes in response to managing within tighter financial constraints, such as to garden bedding displays or mowing.

We will review several buildings in the activity, particularly waterfront commercial buildings, to assess their potential for future savings. Over the next 10 years we will also prioritise critical renewal and upgrade work, such as safety initiatives on the waterfront. However, there is funding in the Long-term Plan in years 3 (\$70,000) and 6 (\$70,000) for two additional fenced dog exercise areas.

Alongside GWRC, we will contribute \$100,000 per year to community organisation Capital Kiwi who will work with mana whenua and private landowners to continue to enhance landscape-level pest control, support biodiversity goals, and boost tourism through the re-introduction of kiwi to the Wellington area.

As part of the capital programme review in the LTP Amendment, we have increased investment for the Begonia House upgrade from \$8.1m to \$11m to complete the minimum remedial works identified in the recent condition survey. Noting that this will not address all safety and environmental concerns.

As part of the capex review, we retained the funding to demolish the Frank Kitts Park carpark to allow the Fale Malae project to occur. The carpark will remain open until demolition. The additional elements of the Frank Kitts Park upgrade will be scaled back and rephased into the outer years of the LTP.

Work related to the Garden of Beneficence will not commence until years 11+ of the LTP and the Council will not benefit from cost efficiencies associated with aligning the timing of the construction works with the adjacent Fale Malae works.

Activity	Key negative effects	Mitigation
2.1 Parks, beaches and open space	Recreational use of the city's green open spaces can have negative effects on the immediate environment. In most cases, these are not significant.  Service delivery in a challenging natural environment and managing effects of climate change.	In our management of the city's green open spaces, we seek to balance recreation needs against environmental protection.  Further analysis and investigation needs to be undertaken to understand the effects over the next 11 to 30-year period. Assets at risk need to be identified and decisions made around reinforcing or removing these assets.

## Statement of levels of service and performance measures

### Activity: 2.1 Gardens, Beaches and Green Open Spaces

**Level of Service Statement:** Provide access to green open spaces and enhance biodiversity to improve the quality of our natural environment.

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) Residents satisfied with the quality and maintenance of open spaces (local parks and reserves, botanic gardens, beaches and coastal areas, walkways and trails, waterfront, forested areas, green belts)	Client Satisfaction	71% (22/23 FY)	80%	Annual
Cost (\$) to the ratepayer per visitor to the Wellington Botanic Gardens and Otari-Wilton's Bush	Affordability	\$4.70 (22/23 FY)	\$7.00	Annual
(%) Perception that types of open spaces are easy to access, including walkways and trails, local parks and reserves, forested reserves, beaches, and coastal areas	Accessibility	78% (RMS 2024)	80%	Annual

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.1.1 Parks and Reserves	Expense	24,181	24,202	28,435	28,314	30,027	32,093	34,150	36,259	37,962	39,615
	Income	(1,275)	(1,282)	(1,330)	(1,360)	(1,388)	(1,416)	(1,443)	(1,470)	(1,498)	(1,525)
2.1.2 Wellington gardens	Expense	7,690	8,339	8,802	9,002	9,421	9,933	10,336	10,721	11,104	11,794
	Income	(879)	(880)	(816)	(834)	(852)	(869)	(885)	(902)	(919)	(936)
2.1.3 Beaches and coast	Expense	1,800	1,784	2,153	2,180	2,200	2,314	2,450	2,610	2,735	2,800
	Income	(60)	(71)	(63)	(64)	(65)	(67)	(68)	(69)	(71)	(72)
2.1.4 Urban Ecology	Expense	5,137	5,494	5,416	5,539	5,660	5,997	5,945	5,980	6,082	6,219
	Income	0	0	0	0	0	0	0	0	0	0
2.1.5 Trails	Expense	1,439	1,560	1,637	1,600	1,507	1,746	1,733	1,713	1,698	1,666
	Income	0	0	0	0	0	0	0	0	0	0
2.1.6 Wellington Waterfront	Expense	17,287	18,320	19,115	18,186	17,520	18,113	18,606	18,798	18,770	18,707
	Income	(502)	(595)	(526)	(537)	(548)	(559)	(570)	(581)	(591)	(602)
<b>Total</b>		<b>54,820</b>	<b>56,871</b>	<b>62,823</b>	<b>62,027</b>	<b>63,481</b>	<b>67,286</b>	<b>70,253</b>	<b>73,058</b>	<b>75,272</b>	<b>77,667</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.1.1 Parks and Reserves	6,973	8,340	9,869	6,167	12,856	4,278	12,180	13,065	23,230	16,529	15,763
2.1.2 Wellington gardens	1,311	804	1,224	6,301	5,520	3,501	2,429	821	2,696	4,350	2,685
2.1.3 Beaches and coast	1,355	1,001	2,232	1,212	510	856	653	827	594	826	840
2.1.4 Urban Ecology	0	0	0	0	0	0	0	0	0	0	0
2.1.5 Trails	1,343	1,343	1,217	1,934	3,264	2,709	3,129	3,650	1,479	1,680	3,386
2.1.6 Wellington Waterfront	4,985	4,774	17,377	4,544	2,453	8,908	3,089	2,124	1,740	1,763	2,002
<b>Total</b>	<b>15,967</b>	<b>16,261</b>	<b>31,919</b>	<b>20,159</b>	<b>24,603</b>	<b>20,252</b>	<b>21,480</b>	<b>20,486</b>	<b>29,739</b>	<b>25,147</b>	<b>24,676</b>

## Funding impact statement (\$000s)

2.1 Gardens, Beaches and Green Open Spaces	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	52,063	57,024	62,976	62,180	63,634	67,440	70,406	73,209	75,424	77,818
Targeted rates	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	190	129	89	91	92	94	96	98	100	102
Fees and charges	2,425	2,572	2,542	2,598	2,652	2,705	2,757	2,809	2,862	2,914
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	25	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>54,679</b>	<b>59,750</b>	<b>65,608</b>	<b>64,868</b>	<b>66,379</b>	<b>70,239</b>	<b>73,259</b>	<b>76,116</b>	<b>78,385</b>	<b>80,833</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	28,090	30,323	30,970	32,091	33,035	34,616	35,532	36,337	37,294	37,922
Finance costs	5,929	5,294	8,899	7,355	8,177	9,043	10,192	11,559	12,263	12,846
Other operating funding applications	170	170	170	170	120	120	120	120	120	120
Internal charges	10,495	10,673	11,295	11,666	11,917	12,511	12,773	12,934	13,060	13,573
<b>Total applications of operating funding (B)</b>	<b>44,685</b>	<b>46,460</b>	<b>51,333</b>	<b>51,281</b>	<b>53,249</b>	<b>56,290</b>	<b>58,616</b>	<b>60,949</b>	<b>62,737</b>	<b>64,460</b>

<b>2.1 Gardens, Beaches and Green Open Spaces</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>9,994</b>	<b>13,290</b>	<b>14,274</b>	<b>13,587</b>	<b>13,130</b>	<b>13,949</b>	<b>14,643</b>	<b>15,167</b>	<b>15,649</b>	<b>16,373</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	320	320	320	320	320	320	320	320	320	320
Increase (decrease) in debt	5,653	18,307	5,561	10,690	6,793	7,200	5,510	14,237	9,161	7,964
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>5,973</b>	<b>18,627</b>	<b>5,881</b>	<b>11,009</b>	<b>7,112</b>	<b>7,520</b>	<b>5,830</b>	<b>14,557</b>	<b>9,481</b>	<b>8,284</b>
<b>Applications of capital funding</b>										
<b>Capital expenditure</b>										
- to meet additional demand	2,386	1,476	1,000	5,023	1,726	8,899	8,729	18,654	12,455	10,611
- to improve level of service	5,100	19,765	4,016	3,638	5,332	455	1,888	1,394	399	763
- to replace existing assets	8,481	10,678	15,144	15,942	13,193	12,126	9,869	9,690	12,293	13,302
Increase (decrease) in reserves	0	(2)	(4)	(7)	(9)	(11)	(13)	(15)	(17)	(20)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>15,967</b>	<b>31,917</b>	<b>20,155</b>	<b>24,596</b>	<b>20,243</b>	<b>21,469</b>	<b>20,473</b>	<b>29,724</b>	<b>25,130</b>	<b>24,657</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(9,994)</b>	<b>(13,290)</b>	<b>(14,274)</b>	<b>(13,587)</b>	<b>(13,130)</b>	<b>(13,949)</b>	<b>(14,643)</b>	<b>(15,167)</b>	<b>(15,649)</b>	<b>(16,373)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	12,851	13,239	14,225	13,540	13,086	13,907	14,603	15,131	15,615	16,341



## 2.2 Para Waste

### Purpose

Our goal is to achieve intergenerational sustainability by moving to a circular economy. In a circular economy, economic activity is disconnected from the use of finite resources. Products and materials are kept in use for as long as possible, and waste that can't be reused or recycled is safely managed.

Zero waste is an ambitious target for Wellington. It signals a significant shift in how we as city think about waste, the services and infrastructure we provide, and how businesses, residents and the Council can contribute to making a difference for our city's environmental, societal, and economic future. To deliver this strategy's objectives, collective responsibility and action is critical.

We manage and monitor landfill operations and composting waste at the Southern Landfill, undertake domestic recycling and rubbish collection services, limit the environmental impact of closed landfills, and undertake programmes to educate residents on how to manage and minimise waste effectively.

### Activities

Activities in this group	Services we deliver
2.2.1 Waste minimisation, disposal and recycling management	<ul style="list-style-type: none"> <li>Domestic recycling and rubbish kerbside collection and facilities for disposing of general household waste (Note: the 2024-34 LTP includes the decision to make changes to this service and this is outlined in the Key service level changes.)</li> <li>Diversion services, green waste disposal and composting facilities at the Southern Landfill</li> <li>Education and advocacy for greater waste minimisation practices in the homes of Wellingtonians</li> <li>Facilities for disposing of hazardous and industrial waste, waste from developments and construction activities, and waste from emergencies and disasters</li> <li>A recycling facility, including a shop for the sale of reusable goods</li> <li>Supporting programmes to reduce the organisation's carbon emissions.</li> </ul>
2.2.2 Closed Landfills Aftercare	<ul style="list-style-type: none"> <li>Mange closed landfills, including gas monitoring and management</li> </ul>

### Rationale for Activities

Managing and minimising waste is a legislative requirement. We aim to support the city to avoid unnecessary waste, make it easy for residents and businesses to sort their waste for reuse, recycling, and

composting, recover and process materials to regain value from resources, and safely manage hazardous waste.

### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
2.2 Waste	<p>Waste management has the potential to create leachates and gases.</p> <p>Methane and carbon are products of the landfill.</p>	<p>The construction and management of the Southern Landfill is designed to minimise the impact of these. The service is subject to resource consent conditions and is monitored.</p> <p>We capture and destroy the methane which minimises the impact of the landfill on the environment and generates energy in the process. Some carbon is still released to the environment. We aim to reduce carbon emissions throughout the city and reduce the amount of waste generated through our Low Carbon Capital Plan.</p>

# Statement of levels of service and performance measures

## Activity: 2.2 Waste

**Level of service statement:** Reduce our impact on the environment by minimising and managing the disposal of waste.

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Volume of waste diverted from landfill	Sustainability	16,719 Tonnes (22/23 FY)	20,000 Tonnes	Quarterly
Percentage of contamination in kerbside recycle collection	Sustainability	16% (May 2023)	Declining ≤ 10%	Quarterly

## Key service level changes

### Waste collection changes

We are working to implement our Zero Waste Strategy, which was adopted in April 2023, and the new Wellington Regional Waste Management and Minimisation Plan. A key part of this is making changes to our kerbside collection service.

Rubbish collection will continue to be a bagged user pays collection in year 1 and 2 and there will be no changes to the two recycling collections.

From year 3 we are changing our services to: a new organics collection service in wheelie bins, a wheelie bin collection for rubbish, larger 240L recycling wheelie bins, and no change to the 45L glass crate collection service.

There will be a new targeted rate to fund the rubbish and organics changes. The recycling collection will continue to be funded through the landfill gate fees. We will also investigate implementation trials for the collection of waste at Multi-Unit Developments, and in the central city.

The Council will also support community compost hub providers to educate the community and divert organics from the waste stream, to be funded using (ring fenced) Waste Levy Funding of \$50,000 to \$150,000 per annum until the 2027-37 LTP.



## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.2.1 Waste minimisation, disposal and recycling	Expense	35,419	37,387	40,866	54,978	57,644	61,188	64,279	66,321	68,489	70,983
	Income	(32,592)	(35,017)	(36,537)	(32,855)	(35,241)	(36,802)	(38,825)	(40,848)	(42,926)	(45,049)
2.2.2 Closed landfills aftercare	Expense	511	62	73	72	76	81	87	94	99	103
<b>Total</b>		<b>3,338</b>	<b>2,432</b>	<b>4,403</b>	<b>22,194</b>	<b>22,479</b>	<b>24,467</b>	<b>25,542</b>	<b>25,567</b>	<b>25,662</b>	<b>26,037</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.2.1 Waste minimisation, disposal and recycling	15,334	9,494	16,615	35,840	28,987	11,160	5,059	5,439	6,951	7,181	7,521
<b>Total</b>	<b>15,334</b>	<b>9,494</b>	<b>16,615</b>	<b>35,840</b>	<b>28,987</b>	<b>11,160</b>	<b>5,059</b>	<b>5,439</b>	<b>6,951</b>	<b>7,181</b>	<b>7,521</b>

## Funding impact statement (\$000s)

2.2 Waste	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties		511	62	73	2	76	81	87	94	99	3,937
Targeted rates (other than a targeted rate for water supply)		0	0	0	22,104	21,303	22,148	22,944	23,720	24,466	21,462
Subsidies and grants for operating purposes		0	578	0	0	0	0	0	0	0	0
Fees and charges		32,592	34,439	36,537	32,855	35,241	36,802	38,825	40,848	42,926	45,049
Interest and dividends from investments		0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts		0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>		<b>33,103</b>	<b>35,079</b>	<b>36,610</b>	<b>54,962</b>	<b>56,620</b>	<b>59,031</b>	<b>61,856</b>	<b>64,662</b>	<b>67,491</b>	<b>70,448</b>

<b>2.2 Waste</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	29,576	31,105	33,486	46,324	46,143	47,030	49,161	50,662	52,130	53,623
Finance costs	791	629	966	822	898	978	1,084	1,230	1,302	1,366
Other operating funding applications	538	0	0	0	0	0	0	0	0	0
Internal charges	4,032	4,422	4,903	6,109	6,068	6,365	6,562	6,714	6,811	7,125
<b>Total applications of operating funding (B)</b>	<b>34,937</b>	<b>36,156</b>	<b>39,355</b>	<b>53,255</b>	<b>53,109</b>	<b>54,372</b>	<b>56,806</b>	<b>58,606</b>	<b>60,244</b>	<b>62,115</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>(1,834)</b>	<b>(1,078)</b>	<b>(2,745)</b>	<b>1,707</b>	<b>3,511</b>	<b>4,659</b>	<b>5,050</b>	<b>6,056</b>	<b>7,247</b>	<b>8,333</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	383	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	16,785	17,693	38,585	27,281	7,649	400	389	896	(66)	(812)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>17,168</b>	<b>17,693</b>	<b>38,585</b>	<b>27,281</b>	<b>7,649</b>	<b>400</b>	<b>389</b>	<b>896</b>	<b>(66)</b>	<b>(812)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	383	2,673	18,980	13,684	0	0	0	0	0	0
- to improve level of service	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	14,951	13,942	16,859	15,303	11,160	5,059	5,439	6,951	7,181	7,521
Increase (decrease) in reserves	0	(0)	0	0	0	(0)	(0)	(0)	(0)	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>15,334</b>	<b>16,615</b>	<b>35,840</b>	<b>28,987</b>	<b>11,160</b>	<b>5,059</b>	<b>5,439</b>	<b>6,951</b>	<b>7,181</b>	<b>7,521</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>1,834</b>	<b>1,078</b>	<b>2,745</b>	<b>(1,707)</b>	<b>(3,511)</b>	<b>(4,659)</b>	<b>(5,050)</b>	<b>(6,056)</b>	<b>(7,247)</b>	<b>(8,333)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	993	1,292	1,584	1,795	4,611	6,897	7,560	7,809	8,344	8,971

## 2.3 Wai Water

### Purpose

A city needs a steady supply of clean, safe, drinkable water. Freshwater is a precious resource that's in limited supply. Before it can be supplied to Wellington households, it is gathered in rainwater catchments, stored and treated to ensure it's free of contamination. It is then piped and distributed to every household and business through an extensive network. The city shares its water supply with the region's other main metropolitan areas using water collection, bulk storage, treatment and transportation assets owned by GWRC. This complete water supply service, including the bulk water, is managed, controlled and maintained for the councils by Wellington Water Limited, a Council-controlled organisation.

Our focus for the next ten years is also on managing the significant renewal requirements of the drinking water network, and ensuring it is resilient to earthquakes and the increasing extreme weather. The other key area of focus is our security of water supply to increase our resilience to the changing climate and meet demand from population growth.

### Activities

Activities in this group	Services we deliver
2.3.1 Water network	<ul style="list-style-type: none"> <li>Ensuring high-quality water is available at all times for drinking and other household and business uses and for firefighting purposes</li> <li>Maintaining 65 reservoirs, 34 pumping stations, 156,000 fixtures, including hydrants and 1200 kilometres of pipes across the city</li> <li>Encouraging efficient, responsible use of water by providing information to residents and businesses, and through restrictions on sprinklers and garden hoses (as required)</li> <li>Investing in key areas to support growth of the city and enhance resilience</li> </ul>
2.3.2 Water collection and treatment	<ul style="list-style-type: none"> <li>Monitoring drinking water quality to ensure it complies with New Zealand Standards</li> </ul>

### Rationale for Activities

- To increase security of potable and stored water.
- A reliable, resilient, and adequate supply of clean and safe water is critical for the health, wellbeing and prosperity of all residents.

### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
2.3 Water Supply	Our population is growing over the long term and demand on water is increasing.	Investment during the 10 years of this plan will provide an additional water storage asset serving central Wellington and the CBD. An increased investment in network leakage and repair will have some impact on overall demand.

### Key service level changes

We are significantly increasing the investment in our water supply network to address water leaks in the short-term, and water supply over the medium to long-term. This will include investment in water meters to make identifying leaks easier, and reduce demand for water, managing the loss of water in the network.

- In Year 1 we are debt funding an additional \$3.3m for reactive water maintenance to clear the backlog of leak repairs in Wellington before the 2024/25 summer.
- See Local Water Done Well section on the next page for additional information on service level changes for this area.

## Local Water Done Well

The Government's Local Water Done Well (LWDW) reforms require all councils to prepare a Water Services Delivery Plan (WSDP) by 3 September 2025. The WSDP must contain information about the current state of water services and assets, as well as the proposed future delivery model to ensure water services are financially sustainable by 2028.

The Council has resolved that the new delivery model for Wellington will be a regional Council-controlled organisation. As a result of implementing LWDW it is assumed that from 1 July 2026 ownership, cost and responsibility of three water assets will no longer rest with Wellington City Council.

The final delivery model will be subject to decisions made by other Councils in the region. The LTP amendment was also finalised prior to the completion of the legislative process for LWDW being completed, which creates a level of uncertainty as to the final transition arrangements, including the responsibility for reporting on mandatory DIA key performance indicators.

Our interest in a new water services delivery entity will also not be known until the water services delivery plan is finalised.

## Statement of levels of service and performance measures

### Activity: 2.3 Water

**Level of service statement:** Increase the security of potable and stored water

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
The extent to which the local authority's drinking water supply complies with the following parts of the Drinking Water Quality Assurance standards (effective 15 Nov 2022): (h) 4.10.1 T3 Bacterial Rules *	Safety	Compliant	Compliant	Quarterly
The extent to which the local authority's drinking water supply complies with the following parts of the Drinking Water Quality Assurance standards (effective 15 Nov 2022): (i) 4.10.2 T3 Protozoal Rules *	Safety	Non-Compliant	Compliant	Quarterly
The extent to which the local authority's drinking water supply complies with the following parts of the Drinking Water Quality Assurance standards (effective 15 Nov 2022): (j) 4.11.5 D3.29 Microbiological Monitoring Rule *	Safety	Not Applicable	Compliant	Quarterly
Number of complaints about the drinking water's clarity, taste, odour, pressure or flow, continuity of supply, and supplier responsiveness, expressed per 1000 connections*	Safety	18.7 (YE22/23)	<20 per 1000	Quarterly
Median response time for attendance for water network urgent call outs (minutes)* (a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site <sup>2</sup>	Responsiveness	132 minutes (YE22/23)	≤60 minutes	Quarterly
Median response time for resolution for water network urgent call outs (hours)* (a) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption <sup>2</sup>	Responsiveness	13.4 hours (YE22/23)	≤4 hours	Quarterly
Median response time for attendance for water network non-urgent call outs (hours)* (a) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site <sup>2</sup>	Responsiveness	654 hours (YE22/23)	≤36 hours	Quarterly

\*This KPI is mandatory as directed by the Department of Internal Affairs. These were not confirmed at the time of adoption of the LTP in June 2024. Three of these related to drinking water quality have been updated here through the LTP Amendment process in June 2025 to reflect the confirmed changes made by DIA in August 2024.

1. There was a technical non-compliance with the water quality rules on 12 January 2023 at the Wainuiomata Water Treatment Plant that supplies water to both Wainuiomata in Lower Hutt and parts of Wellington City. The water quality rules requires that water passing through the treatment plant does not exceed a certain level of turbidity (cloudy water that is used as an indicator for the presence of bugs that could cause public health risk) for more than 72 minutes per day. On this occasion the allowable level of turbidity was exceeded for a total of 18 minutes that day. Investigations and monitoring showed that at no point was this water unsafe to drink.

2. The recent independent review by ForceField into the service delivery efficiency of Wellington Water had several recommendations to improve service delivery. Shareholding councils have agreed to pursue operational improvements through the inclusion of performance and productivity based KPIs into the 2024 Letter of Expectations.

Key Performance Indicator	Service dimension	Baseline	Target	Reporting frequency
Median response time for resolution for water network non-urgent call outs (days)* (a) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption <sup>2</sup>	Responsiveness	40 days (YE22/23)	≤5 days	Quarterly
Water supply interruptions (measured as customer hours)	Reliability	0.4 hours ((YE22/23)	2 hours	Quarterly
Average drinking water consumption per resident/day* The average consumption of drinking water per day per resident within the territorial authority district <sup>2</sup>	Accessibility	407 litres (YE22/23)	<365 litres	Quarterly
Percentage (%) of real water loss from networked reticulation system and description of methodology used* Calculated as a regional mean value <sup>2</sup>	Reliability	31% (YE22/23)	17%	Quarterly

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.3.1 Water Network	Expense	69,904	78,486	0	0	0	0	0	0	0	0
	Income	(2,751)	(2,990)	0	0	0	0	0	0	0	0
2.3.2 Water Collection and Treatment	Expense	33,492	40,410	0	0	0	0	0	0	0	0
<b>Total</b>		<b>100,645</b>	<b>115,907</b>	<b>0</b>							

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.3.1 Water Network	7,703	5,591	24,436	0	0	0	0	0	0	0	0
<b>Total</b>	<b>7,703</b>	<b>5,591</b>	<b>24,436</b>	<b>0</b>							

## Funding impact statement (\$000s)

2.3 Water Supply	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties		0	0	0	0	0	0	0	0	0	0
Targeted rates (other than a targeted rate for water supply)		83,152	92,260	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes		2,700	0	0	0	0	0	0	0	0	0
Fees and charges		51	2,990	0	0	0	0	0	0	0	0
Interest and dividends from investments		0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts		0	0	0	0	0	0	0	0	0	0

<b>2.3 Water Supply</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Total operating funding (A)</b>	<b>85,903</b>	<b>95,250</b>	<b>0</b>							
<b>Applications of operating funding</b>										
Payments to staff and suppliers	67,121	74,831	0	0	0	0	0	0	0	0
Finance costs	7,471	7,058	0	0	0	0	0	0	0	0
Other operating funding applications	0	0	0	0	0	0	0	0	0	0
Internal charges	2,357	2,036	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>76,949</b>	<b>83,925</b>	<b>0</b>							
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>8,954</b>	<b>11,325</b>	<b>0</b>							
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	1,175	1,175	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(2,426)	11,936	0	0	0	0	0	0	0	0
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>(1,251)</b>	<b>13,111</b>	<b>0</b>							
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	150	228	0	0	0	0	0	0	0	0
- to improve level of service	2,625	3,451	0	0	0	0	0	0	0	0
- to replace existing assets	4,927	20,757	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(0)	0	0	0	0	0	0	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>7,703</b>	<b>24,436</b>	<b>0</b>							
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(8,954)</b>	<b>(11,325)</b>	<b>0</b>							
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	26,447	34,972	0	0	0	0	0	0	0	0

## 2.4 Para wai Wastewater

### Purpose

The wastewater network, which carries about 30 million cubic metres of wastewater a year, protects human health and the environment by removing wastewater from homes and businesses and treating it to make it safe for disposal. The cleaned and treated wastewater is discharged into the ocean and the biosolids removed in the treatment process are currently disposed of in the Southern Landfill. Wellington is making significant investment into the new sludge minimisation plant. Once it's completed in 2026, the biosolids will be treated and minimised, enabling it to be reused rather than being disposed in the Southern Landfill.

Our key aims are health, safety and sustainability – wastewater should be disposed of in ways that protect public health and don't compromise ecosystems. Many parts of Wellington's wastewater network are aging and in poor condition and susceptible to failures, blockages and overflows. A key focus needs to be on improving the network to minimise failures. The city's anticipated population growth will also put pressure on this infrastructure.

### Activities

Activities in this group	Services we deliver
2.4.1 Sewage collection and disposal network	<ul style="list-style-type: none"> <li>Collecting, treating and disposing of wastewater in ways that protect our waterways from harmful effects</li> </ul>
2.4.2 Sewage treatment	<ul style="list-style-type: none"> <li>Monitoring and maintaining 1000 kilometres of pipes, 64 pump stations and three treatment plants</li> </ul>

### Rationale for Activities

For public and environmental health. The wastewater network is crucial to our city's health. By providing safe and sanitary removal of wastewater and ensuring that the waste is disposed of in ways that minimise harm on the environment and protect public and environmental health.

### Significant negative effects

Council activities are conducted to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
2.4 Wastewater	There is the risk of overflows into waterways during high rainfall events and from infrastructure failures.	The wastewater network is designed to minimise the impact of these overflows. The service is subject to resource consent conditions and is monitored. This LTP includes budget for a significant uplift in wastewater infrastructure renewals.

### Key service level changes

We are significantly increasing the investment in our wastewater network to address cost escalations at the three treatment plants, for monitoring and operations, as well as planned and reactive maintenance and renewals. Major projects include:

- Karori effluent pipeline remediation
- Wastewater renewals of critical assets at the Moa Point and Western Wastewater treatment plants
- Eastern Trunk Wastewater Main, Stage 1 cargo area pipe
- Airport wastewater interceptor contingency pipe
- See Local Water Done Well section on the next page for additional information on service level changes for this area.

## Local Water Done Well

The Government's Local Water Done Well (LWDW) reforms require all councils to prepare a Water Services Delivery Plan (WSDP) by 3 September 2025. The WSDP must contain information about the current state of water services and assets, as well as the proposed future delivery model to ensure water services are financially sustainable by 2028.

The Council has resolved that the new delivery model for Wellington will be a regional Council-controlled organisation. As a result of implementing LWDW it is assumed that from 1 July 2026 ownership, cost and responsibility of three water assets will no longer rest with Wellington City Council.

The final delivery model will be subject to decisions made by other Councils in the region. The LTP amendment was also finalised prior to the completion of the legislative process for LWDW being completed, which creates a level of uncertainty as to the final transition arrangements, including the responsibility for reporting on mandatory DIA key performance indicators.

Our interest in a new water services delivery entity will also not be known until the water services delivery plan is finalised.

## Statement of levels of service and performance measures

### Activity - 2.4 Wastewater

**Level of service statement:** Provide safe and sanitary removal of wastewater

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Dry weather wastewater overflows, expressed per 1000 connections* <sup>1</sup> The number of dry weather sewerage overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system	Reliability	5.3 (YE22/23)	0	Quarterly
Compliance with the resource consents for discharge from the sewerage system, measured by the number of: a. abatement notices; b. infringement notices; c. enforcement notices; and d. convictions received by the territorial authority in relation to those resource consents* <sup>1</sup>	Safety	2 (YE22/23)	0	Quarterly
Number of complaints about the wastewater odour, system faults, blockages, and supplier responsiveness, expressed per 1000 connections to the territorial authority's sewerage system *	Client Satisfaction	22.8 (YE22/23)	<30 per 1000	Quarterly
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	Safety	0.27 (YE22/23)	<0.8	Quarterly
Median response time for wastewater overflows (attendance time minutes)* <sup>1</sup> Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: (a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site	Responsiveness	85 minutes (YE22/23)	≤60 minutes	Quarterly
Median response time for wastewater overflows (resolution time hours)* <sup>1</sup> (b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault	Responsiveness	7.9 hours (YE22/23)	≤6 hours	Quarterly

\*This KPI is mandatory as directed by the Department of Internal Affairs

1. The recent independent review by ForceField into the service delivery efficiency of Wellington Water had several recommendations to improve service delivery. Shareholding councils have agreed to pursue operational improvements through the inclusion of performance and productivity based KPIs into the 2024 Letter of Expectations.

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.4.1 Sewage collection and disposal network	Expense	59,238	75,617	0	0	0	0	0	0	0	0
	Income	(948)	(967)	0	0	0	0	0	0	0	0
2.4.2 Sewage treatment	Expense	42,854	43,952	0	0	0	0	0	0	0	0
	Income	0	(789)								
<b>Total</b>		<b>101,144</b>	<b>117,813</b>	<b>0</b>							

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.4.1 Sewage collection and disposal network	50,378	46,178	61,169	1,766	0	0	0	0	0	0	0
2.4.2 Sewage treatment	116,429	123,187	177,502	24,017	0	0	0	0	0	0	0
<b>Total</b>	<b>166,808</b>	<b>169,365</b>	<b>238,671</b>	<b>25,783</b>	<b>0</b>						

## Funding impact statement (\$000s)

2.4 Wastewater	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0
Targeted rates (other than a targeted rate for water supply)	79,569	81,695	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	789	650	0	0	0	0	0	0	0
Fees and charges	948	967	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>80,517</b>	<b>83,452</b>	<b>650</b>	<b>0</b>						
<b>Applications of operating funding</b>										
Payments to staff and suppliers	44,787	53,484	498	0	0	0	0	0	0	0
Finance costs	13,340	13,844	0	0	0	0	0	0	0	0
Other operating funding applications	0	0	1	0	0	0	0	0	0	0
Internal charges	2,560	2,393	142	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>60,688</b>	<b>69,721</b>	<b>642</b>	<b>0</b>						
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>19,829</b>	<b>13,731</b>	<b>8</b>	<b>0</b>						
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	116,893	177,502	24,546	0	0	0	0	0	0	0
Development and financial contributions	961	961	0	0	0	0	0	0	0	0
Increase (decrease) in debt	29,125	46,477	(528)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>146,978</b>	<b>224,940</b>	<b>24,017</b>	<b>(0)</b>						
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	6,150	232	0	0	0	0	0	0	0	0

<b>2.4 Wastewater</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
- to improve level of service	130,088	204,573	24,017	0	0	0	0	0	0	0
- to replace existing assets	30,570	33,866	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	0	0	8	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>166,808</b>	<b>238,671</b>	<b>24,025</b>	<b>(0)</b>						
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(19,829)</b>	<b>(13,731)</b>	<b>(8)</b>	<b>0</b>						
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>(0)</b>	<b>0</b>							
Expenses for this activity grouping include the following depreciation/amortisation charge	41,405	49,848	0	0	0	0	0	0	0	0

## 2.5 Wai ua Stormwater

### Purpose

Each year, Wellington's stormwater network carries about 80 million cubic metres of run-off through gutters and drains to the harbour, coastal waters and piped city streams. The Council's drainage network, managed by Wellington Water, helps protect the city and personal property from flooding and protects public health from the potentially adverse effects of stormwater run-off.

Contaminants that are hazardous to the ecosystems in our waterways can enter the stormwater system from our streets, homes and businesses. We generally do not treat stormwater run-off, but we do monitor the discharge at over 80 sites to ensure it meets the required standards. A key focus will be on water quality including minimising contamination from wastewater.

As part of development planning and major renewal and upgrade work in the city, we also encourage and will adopt as a Council the implementation of water sensitive urban design solutions to minimise the impact of stormwater runoff and to improve the amenity of the city.

### Activities

Activities in this group	Services we deliver
2.5.1 Stormwater Management	<ul style="list-style-type: none"> <li>Managing stormwater flows, while minimising the risk of flooding and the impact of run-off on the environment</li> <li>Monitoring and maintaining the stormwater network, which includes 670 kilometres of pipes, one pump station and 870 culverts that allow stormwater to flow under roads and other infrastructure</li> <li>Monitoring stormwater outfalls to ensure that any threats to public health and the environment are minimised</li> </ul>

### Rationale for Activities

To protect people, property and the environment from flooding and storm runoff. A safe and reliable stormwater network prevents avoidable disruptions to community living and minimises the risk of injury, property damage and environmental damage.

### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
2.5 Stormwater	The network can carry containments, such as oil from roads or run-off from developments, into waterways.	<p>The principal objective of the stormwater network has historically been to minimise the impact of flooding. It has not been designed to provide treatment. We want to reduce the contaminants that make it into waterways. We educate residents to change behaviours, such as pouring paint down drains, and will be adopting regulatory and non-regulatory measures to increase the uptake of water sensitive design in new developments.</p> <p>The investment in stormwater network renewals is increasing, with a focus on critical assets and the CBD area.</p>

### Key service level changes

We are making a small increase in investment of our stormwater network to prioritise investment in stormwater filtration and flood protection in conjunction with or ahead of transport infrastructure investment, public realm, or housing developments. We will continue delivering current levels of planned and reactive maintenance.

## Local Water Done Well

The Government's Local Water Done Well (LWDW) reforms require all councils to prepare a Water Services Delivery Plan (WSDP) by 3 September 2025. The WSDP must contain information about the current state of water services and assets, as well as the proposed future delivery model to ensure water services are financially sustainable by 2028.

The Council has resolved that the new delivery model for Wellington will be a regional Council-controlled organisation. As a result of implementing LWDW it is assumed that from 1 July 2026 ownership, cost and responsibility of three water assets will no longer rest with Wellington City Council.

The final delivery model will be subject to decisions made by other Councils in the region. The LTP amendment was also finalised prior to the completion of the legislative process for LWDW being completed, which creates a level of uncertainty as to the final transition arrangements, including the responsibility for reporting on mandatory DIA key performance indicators.

Our interest in a new water services delivery entity will also not be known until the water services delivery plan is finalised.

## Statement of levels of service and performance measures

### Activity - 2.5 Stormwater

**Level of Service Statement:** Protect people, property and the environment from flooding and storm runoff

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Number of flooding events*	Sustainability	0 (22/23FinYr)	≤2	Quarterly
Number of stormwater pipeline blockages per km of pipeline	Reliability	0 (22/23FinYr)	≤0.5	Quarterly
Number of habitable floors per 1000 connected homes per flooding event* For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) * <sup>1</sup>	Sustainability	0 (22/23FinYr)	≤0.13	Quarterly
Median response time to attend a flooding event (minutes)* The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	Reliability	0 (22/23FinYr)	≤60mins	Quarterly
Days (%) during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use	Safety	98% (22/23FinYr)	90%	6monthly
Monitored sites (%) that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml <sup>2</sup>	Safety	78% (22/23FinYr)	90%	Quarterly
Compliance with the resource consents for discharge from the stormwater system -total number of a. abatement notices; b. infringement notices; c. enforcement orders; d. convictions*	Safety	0 (22/23FinYr)	0	Quarterly
Number of complaints about stormwater system performance per 1000 connections*	Client Satisfaction	12.8 (22/23FinYr)	≤20 per 1000	Quarterly
Residents (%) satisfied with the stormwater system <sup>2</sup> The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system	Client Satisfaction	34% (22/23FinYr)	75%	Annual

\*This KPI is mandatory as directed by the Department of Internal Affairs

1. The regional consistency for habitable floors affected in a flooding event is 10 per event, however as the DIA measure is per 1000 properties connected, we have calculated this based on connections in 2020/21.

2. The recent independent review by ForceField into the service delivery efficiency of Wellington Water had several recommendations to improve service delivery. Shareholding councils have agreed to pursue operational improvements through the inclusion of performance and productivity based KPIs into the 2024 Letter of Expectations.

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.5.1 Stormwater management	Expense	46,095	56,300	0	0	0	0	0	0	0	0
	Income	(1,236)	(487)	0	0	0	0	0	0	0	0
<b>Total</b>		<b>44,859</b>	<b>55,814</b>	<b>0</b>							

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.5.1 Stormwater management	3,721	3,571	5,655	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,721</b>	<b>3,571</b>	<b>5,655</b>	<b>0</b>							

## Funding impact statement (\$000s)

2.5 Stormwater	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties		0	0	0	0	0	0	0	0	0	0
Targeted rates (other than a targeted rate for water supply)		32,963	45,121	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes		1,234	485	0	0	0	0	0	0	0	0
Fees and charges		2	2	0	0	0	0	0	0	0	0
Interest and dividends from investments		0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts		0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>		<b>34,199</b>	<b>45,607</b>	<b>0</b>							
<b>Applications of operating funding</b>											
Payments to staff and suppliers		14,609	23,293	0	0	0	0	0	0	0	0
Finance costs		9,101	8,684	0	0	0	0	0	0	0	0
Other operating funding applications		0	0	0	0	0	0	0	0	0	0

<b>2.5 Stormwater</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Internal charges	727	894	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>24,437</b>	<b>32,871</b>	<b>0</b>							
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>9,762</b>	<b>12,736</b>	<b>0</b>							
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	102	102	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(6,142)	(7,183)	0	0	0	0	0	0	0	0
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>(6,040)</b>	<b>(7,081)</b>	<b>0</b>							
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	150	314	0	0	0	0	0	0	0	0
- to improve level of service	2,045	3,580	0	0	0	0	0	0	0	0
- to replace existing assets	1,526	1,760	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(0)	(0)	0	0	0	0	0	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>3,721</b>	<b>5,655</b>	<b>0</b>							
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(9,762)</b>	<b>(12,736)</b>	<b>0</b>							
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	21,658	23,429	0	0	0	0	0	0	0	0

## 2.6 Ngā pakihī whāomomo Conservation organisations

### Purpose

The Wellington Zoo Trust and Zealandia (Karori Sanctuary Trust) are both Council-controlled organisations (CCOs) and are part-funded by the Council.

These attractions tell a story of our past and of our special wildlife. They attract visitors to our city and inform and educate about conservation and biodiversity.

### Activities

Activities in this group	Services we deliver
2.6.1 Conservation visitor attractions	<ul style="list-style-type: none"> <li>Investment that supports the Wellington Zoo to attract visitors and to inform and educate on the importance of conservation and biodiversity</li> <li>Investment that supports Zealandia to attract visitors, educate, and protect flora and fauna, improving biodiversity for the benefit of our natural environment</li> </ul>

### Rationale for Activities

- For conservation and biodiversity: these attractions inform and educate Wellingtonians and visitors about conservation and biodiversity.
- To attract visitors: these facilities aim to attract tourists to the city, contributing to the local economy.
- To protect flora and fauna: to strive to protect native and exotic flora and fauna, protecting our natural environment.

### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington.

Some of these activities may have some negative effects that need to be managed or mitigated.

### Key service level changes

The Council continues to invest in the two organisations to help attract visitors and support for maintenance and health and safety upgrades. We are making a small increase in the funding for Wellington Zoo to deliver on the health and safety components of their 20-year master plan. As part of the LTP Amendment capital programme changes the Savannah project will be rephased into Years 11+, but we will continue with the upgrade to the Lions habitat project.

There is an expectation for the two CCOs to increasingly manage operating cost pressures through non-Council revenue, and this will create risks if revenue is not able to be achieved or costs managed.

Activity	Key negative effects	Mitigation
2.6 Conservation organisations	We do not anticipate any significant negative effects associated with the provision of these services.	N/A

## Statement of levels of service and performance measures

### Activity: 2.6 Conservation organisations

**Level of service statement:** Promoting biodiversity, conservation, sustainability and excellent animal welfare with high-quality education and visitor experiences.

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Wellington Zoo - achievement of Statement of Intent (SOI)	Other	Achieved	Achieved	Quarterly and Annual
Note: 2024/25 SOI comprises of six KPIs with the following targets:		(8/8 KPIs YE22/23)		
1. Number of visitors: 267,205				
2. Student & education visits: 21,000				
3. Percentage of satisfied visitors: 80%				
4. Council operating grant per visitor: \$16.32				
5. Trading revenue per visit (excl. grants & interest): \$19.14				
6. Non-council donations and funding: \$384,000				
Zealandia - achievement of Statement of Intent	Other	Achieved	Achieved	Quarterly and Annual
Note: 2024/25 SOI comprises of five KPIs with the following targets:		(10/10 KPIs YE22/23)		
1. Number of visitors: 130,000				
2. Percentage of satisfied visitors: >80%				
3. Council operating grant per visitor: \$12.90				
4. Trading revenue per visit (excl. grants & interest): \$37.52				
5. Non-council donations and funding: >\$200,000				

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.6.1 Conservation visitor attractions	Expense	9,926	10,026	10,403	10,496	10,929	11,257	11,746	12,518	13,340	13,906
<b>Total</b>		<b>9,926</b>	<b>10,026</b>	<b>10,403</b>	<b>10,496</b>	<b>10,929</b>	<b>11,257</b>	<b>11,746</b>	<b>12,518</b>	<b>13,340</b>	<b>13,906</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.6.1 Conservation visitor attractions	1,311	1,311	1,342	1,406	1,823	2,601	3,913	7,457	10,277	2,204	2,251
<b>Total</b>	<b>1,311</b>	<b>1,311</b>	<b>1,342</b>	<b>1,406</b>	<b>1,823</b>	<b>2,601</b>	<b>3,913</b>	<b>7,457</b>	<b>10,277</b>	<b>2,204</b>	<b>2,251</b>

## Funding impact statement (\$000s)

2.6 Conservation Organisations	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	9,964	10,064	10,441	10,534	10,967	11,295	11,784	12,556	13,340	13,906
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>9,964</b>	<b>10,064</b>	<b>10,441</b>	<b>10,534</b>	<b>10,967</b>	<b>11,295</b>	<b>11,784</b>	<b>12,556</b>	<b>13,340</b>	<b>13,906</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	409	461	484	510	536	556	578	595	619	641
Finance costs	922	804	1,171	1,007	1,100	1,207	1,332	1,526	1,616	1,692
Other operating funding applications	5,932	6,047	6,217	6,366	6,500	6,617	6,716	6,803	6,885	6,954
Internal charges	134	132	133	136	138	142	144	147	149	153
<b>Total applications of operating funding (B)</b>	<b>7,396</b>	<b>7,444</b>	<b>8,005</b>	<b>8,018</b>	<b>8,274</b>	<b>8,522</b>	<b>8,771</b>	<b>9,071</b>	<b>9,269</b>	<b>9,440</b>

<b>2.6 Conservation Organisations</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	2,568	2,620	2,435	2,516	2,693	2,773	3,014	3,485	4,071	4,465
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(1,257)	(1,278)	(1,029)	(692)	(92)	1,140	4,443	6,792	(1,867)	(2,215)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>(1,257)</b>	<b>(1,278)</b>	<b>(1,029)</b>	<b>(692)</b>	<b>(92)</b>	<b>1,140</b>	<b>4,443</b>	<b>6,792</b>	<b>(1,867)</b>	<b>(2,215)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	0	0	0	300	700	4,500	7,118	0	0
- to replace existing assets	1,311	1,342	1,406	1,823	2,301	3,213	2,957	3,159	2,204	2,251
Increase (decrease) in reserves	(0)	0	0	0	0	0	0	0	(0)	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>1,311</b>	<b>1,342</b>	<b>1,406</b>	<b>1,823</b>	<b>2,601</b>	<b>3,913</b>	<b>7,457</b>	<b>10,277</b>	<b>2,204</b>	<b>2,251</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(2,568)</b>	<b>(2,620)</b>	<b>(2,435)</b>	<b>(2,516)</b>	<b>(2,693)</b>	<b>(2,773)</b>	<b>(3,014)</b>	<b>(3,485)</b>	<b>(4,071)</b>	<b>(4,465)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	2,530	2,582	2,397	2,478	2,655	2,735	2,976	3,447	4,071	4,465

# 3. Whanaketanga ōhanga Economic development

The mahi for Economic development supports a thriving economic, employment and events sector.

## Overview

Our Economic wellbeing strategy aims to provide equal opportunities for meaningful, fairly paid, and inclusive work, supporting the transition to a zero-carbon circular economy. We seek to be New Zealand's preferred city for businesses, investors, and developers, and a hub for creativity and innovation, with a dynamic CBD and thriving suburban centres.

Council services in City promotions will focus on inner-city revitalisation, aligning with Economic wellbeing and LTP priorities. Enhanced coordination of Council spending across transportation, public spaces, and open areas is also crucial for improved economic and social outcomes. Given cost constraints, we will prioritise existing spending to maximize impact.

Our venues need significant investment requiring a strategic approach for affordable management. Working with the Wellington Stadium, the Seismic Resilience Project will address the venue's health and safety concerns.

The key groups of activities under this strategic area are to the right, along with their alignment to the Council's strategic direction that is outlined in Volume 1, page 36.

## Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all economic and cultural activities. The Tūpiki ora Māori Strategy outlines priorities including that Wellington is a bilingual city by 2040 - Māori, mana whenua and the wider community have access to learning opportunities to use to reo Māori; and the local Māori economy is thriving in the city and is supported by deliberate efforts between the Council and partners to support mana whenua, Māori and businesses. More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## Key activity groups

Activity groups	Community outcome	Strategic priority (where applicable)	Key strategies or plans
3.1 City Promotions and business support	Economic Wellbeing - An innovative business friendly city	Revitalise the city and suburbs to support a thriving and resilient economy and support job growth	<ul style="list-style-type: none"> <li>■ Economic Wellbeing Strategy</li> <li>■ Infrastructure Strategy 2024</li> <li>■ Finance Strategy 2024</li> </ul>

## How we will embed Strategic Approaches in this activity

We are proud that this 10-year plan embeds five approaches to help guide the Council in all parts of our plan. How these approaches will be applied in this strategic area is outlined below.

Strategic Approaches are about how we will deliver our work. They are important and to be applied to everything we do.

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### **Integrating te ao Māori**

We will support Māori-led initiatives that enable greater success for Māori business and employment and consider economic outcomes for Māori in our procurement decisions. We will support events and celebrations that give expression to a te ao Māori presence and ensure that ngā toi Māori and te reo Māori are highly visible in storytelling and streetscape.

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### **Making our city accessible and inclusive for all**

We will encourage safe and inclusive workplace environments and actively encourage employers in the city to be socially inclusive and accessible. This includes to hire people with disabilities and adjust workplace environments to meet their needs, paying decent wages and practicing what we preach.

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### **Embedding climate action**

We will work with businesses and organisations to better enable the transition to a zero-carbon circular economy. The carbon impact plays a significant role in decisions about what activities are supported and prioritised.

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### **Engaging our community**

We will ensure that businesses have early visibility on our major infrastructure projects and a voice at the table to ensure the disruption from infrastructure transformation is managed well. We will identify opportunities to co-create and shape initiatives that foster a sense of belonging and support resilient community, creative, and cultural spaces.

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### **Value for money**

We will make our resources work harder to get the best outcomes possible within a constrained funding environment. We will deliver high quality, well managed programmes and projects to maximise value for our residents and the city. This also means being more strategic with the funding we have available.

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# 3.1 Ngā whakatairanga a te tāone me ngā tautoko ā-pakihi

## City Promotions and business support

### Purpose

To maintain a prosperous city that ensures a high quality of life for residents, we support a dynamic economy by funding WREDA (WellingtonNZ), the Wellington region's economic development agency. WellingtonNZ provides tourism promotions, manages Wellington's public convention venues, and supports local businesses.

The Council also supports events, festivals, visitor attractions, operates Tākina, and maintains relationships with other agencies and cities, domestically and internationally, to foster economic growth.

### Activities

Activities in this group	Services we deliver
3.1.1 WellingtonNZ and Venues Wellington	<ul style="list-style-type: none"> <li>■ Promoting Wellington to domestic and international visitors to encourage the growth of the tourism sector</li> <li>■ Supporting high-quality events, such as World of Wearable Art, which generate cultural and economic benefits for the city</li> <li>■ Operating civic venues for entertainment, performances and business events</li> </ul>
3.1.2 Tākina Wellington Convention and Exhibition Centre	<ul style="list-style-type: none"> <li>■ We operate and maintain the new convention and exhibition centre.</li> </ul>
3.1.3 City Growth Fund	<ul style="list-style-type: none"> <li>■ Delivering programmes that support businesses to deliver innovation, increase the visibility of te ao Māori and mana whenua create and retain jobs, increase the rating base, support economic growth in target sectors and transition to a circular economy.</li> </ul>
3.1.4 Major Economic Projects	<ul style="list-style-type: none"> <li>■ Attracting and supporting business activity across Wellington</li> </ul>
3.1.5 International Relations	<ul style="list-style-type: none"> <li>■ Improving the city's national and international connections, including with our eight sister cities across the world</li> </ul>
3.1.6 Business Improvement Districts (BIDs)	<ul style="list-style-type: none"> <li>■ We provide support and funding to the BIDs for improvements to their local business districts.</li> </ul>

### Rationale for Activities

- To attract and retain talented residents. Attracting talent, visitors and jobs is critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive advantage.
- To grow tourism spend and economic returns from events. We aim to attract and support major events (cultural, sporting and business) that bring visitors and extra spending to the city.
- To grow inward investment and exports. Ensuring that the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.
- To sustain city vibrancy. City promotion and events build and retain city vibrancy. It is critical that Wellington remains vibrant and internationally relevant, and that people coming here have the best possible experience.
- To support businesses wanting to take climate action. Wellington has a reputation as a climate leader with a strong community of innovative sustainable businesses

## Significant negative effects

Council activities are conducted to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
3.1 City Promotions and Business Support	<p>The activities in this area facilitate and encourage growth in tourism and business, both of which result in more people in our city.</p> <p>Tourism, and the influx of additional people into the city, can bring many economic and social benefits. However, these are also associated with negative effects.</p> <p>More people in the city places additional pressure on our infrastructure networks (water and wastewater, for example) and more people travelling into and out of our city results in increased carbon emissions.</p>	<p>We are building on our skilled knowledge base, creative industries and services sector to capitalise on an economy that is becoming increasingly 'weightless' - with a focus on generating high-value, low-carbon products and services. Our focus in these industries mitigates some of the negative effects associated with a growing economy.</p> <p>We support a range of initiatives to reduce the emission profile of the city and are working with partners on making the transport system more sustainable.</p> <p>We also dispose of waste in sustainable ways; we capture gas at the landfill and are working to reduce sewage sludge.</p>

We are looking at the significant investment we have in venues and will develop a plan to identify the city's future venue needs and the best approach. As part of the LTP Amendment capital programme changes, budget provision for future unallocated projects has been removed.

### WellingtonNZ

The Council continues investment support to WellingtonNZ, although we have reduced their budget by \$500,000, which will result in less international marketing of the city. The overall investment into WellingtonNZ is \$13.5m.

### Wellington Stadium

We have committed funding to address health and safety concerns at the Wellington Regional Stadium, which will result in improved levels of service.

## Key service level changes

### Affordability

Council services in City promotions are expected to continue. While an accelerated delivery of economic wellbeing outcomes could be realised through increased spending, the Council has cost constraints. Our approach prioritises using existing spending over new spending, aiming to maximise the impact within the defined constraints.

## Statement of levels of service and performance measures

### Activity: 3.1 City Promotions and Business Support

**Level of service statement:** Grow tourism spend and economic returns to help shape the city and create a thriving Wellington region.

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
WREDA: (\$m) Direct economic impact of Wellington NZ's activities and interventions	Sustainability	\$246.6mm (YE22/23)	\$200m	Quarterly
WREDA: Number of businesses engaged by a WellingtonNZ intervention or programme	Accessibility	2,221 (YE22/23)	2,500	Quarterly
WREDA: (\$m) Equivalent Advertising Value (EAV) from media activity	Sustainability	\$20.4m (YE22/23)	\$20m	Annual
WREDA: (\$m) Value of expenditure generated from events (including business, performance and major events)	Sustainability	\$79.1m (YE22/23)	\$120m	Quarterly
WREDA: The number of Wellington region residents who attend events	Accessibility	615,181 (YE22/23)	625,000	Quarterly
WREDA: % Stakeholder engagement satisfaction	Client satisfaction	92% (YE22/23)	90%	Annual
WREDA: Māori business support: a. Number of Māori businesses and projects supported across WNZ b. Satisfaction of Māori businesses receiving support	Accessibility Client satisfaction	a. 75 (Mar24) b. 90% (Mar24)	a. 75 b. 90%;	6monthly
WREDA: Pasifika business support: a. Number of Pasifika businesses and projects supported across WNZ b. Satisfaction of Pasifika businesses receiving support	Accessibility Client satisfaction	a. 15 (Mar24) b. 90% (Mar24)	a. 15 b. 90%	6monthly
WREDA: Funding diversification (% of revenue from commercial/non council funding & commercial activity)	Sustainability	25% (YE22/23)	30%	Quarterly
Wellington Regional Stadium Trust - achievement of SOI <sup>1</sup>	Other	Achieved (22/23FinYr)	Achieved	Annual

<sup>1</sup> Wellington Regional Stadium Trust is not a Council Controlled Organisation and reports to the Council at Statement of Intent level only.

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
3.1.1 WellingtonNZ and Venues Wellington	Expense	34,069	35,141	39,471	40,380	41,173	42,221	43,143	43,954	44,527	45,351
	Income	(13,665)	(13,938)	(14,245)	(14,558)	(14,864)	(15,161)	(15,449)	(15,742)	(16,041)	(16,330)
3.1.2 Tākina Wellington Convention & Exhibition Centre	Expense	20,135	17,265	17,937	18,557	18,987	19,497	20,174	20,667	21,398	21,988
	Income	(7,939)	(3,482)	(3,648)	(3,808)	(3,976)	(4,136)	(4,313)	(4,492)	(4,679)	(4,764)
3.1.3 City growth fund	Expense	3,010	3,135	3,159	3,186	3,205	3,241	3,269	3,296	3,317	3,353
3.1.4 Major Economic Projects	Expense	0	2,941	2,944	3,072	348	1,500	1,500	1,500	1,500	1,500
3.1.5 International relations	Expense	929	959	987	987	1,003	1,053	1,054	1,076	1,117	1,122
3.1.6 Business Improvement Districts	Expense	557	559	559	559	559	559	559	559	557	559
<b>Total</b>		<b>37,097</b>	<b>42,579</b>	<b>47,164</b>	<b>48,375</b>	<b>46,434</b>	<b>48,775</b>	<b>49,936</b>	<b>50,817</b>	<b>51,696</b>	<b>52,779</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
3.1.1 WellingtonNZ and Venues Wellington	0	0	0	0	0	0	0	0	0	0	0
3.1.2 Tākina Wellington Convention & Exhibition Centre	4,704	2,577	5,015	2,181	5,753	6,077	4,595	1,169	2,970	7,143	4,083
<b>Total</b>	<b>4,704</b>	<b>2,577</b>	<b>5,015</b>	<b>2,181</b>	<b>5,753</b>	<b>6,077</b>	<b>4,595</b>	<b>1,169</b>	<b>2,970</b>	<b>7,143</b>	<b>4,083</b>

## Funding impact statement (\$000s)

3.1 City Promotions and Business Support	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	13,858	14,933	15,539	16,332	17,776	17,638	18,210	18,776	19,495	19,489
Targeted rates (other than a targeted rate for water supply)	18,360	19,456	19,940	20,390	20,259	21,171	21,521	21,800	22,114	21,787
Subsidies and grants for operating purposes	500	0	0	0	0	0	0	0	0	0
Fees and charges	21,104	17,420	17,893	18,366	18,840	19,297	19,762	20,234	20,721	21,094
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>53,822</b>	<b>51,810</b>	<b>53,372</b>	<b>55,089</b>	<b>56,876</b>	<b>58,106</b>	<b>59,493</b>	<b>60,810</b>	<b>62,329</b>	<b>62,370</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	29,561	26,875	27,840	28,786	29,777	30,615	31,484	32,248	33,195	33,829
Finance costs	3,724	3,748	3,696	3,647	3,601	3,557	3,510	3,470	3,424	3,376
Other operating funding applications	16,127	19,468	19,792	20,203	17,732	19,107	19,295	19,461	19,614	19,746
Internal charges	2,327	2,552	2,627	2,691	2,729	2,829	2,895	2,955	2,999	3,095
<b>Total applications of operating funding (B)</b>	<b>51,739</b>	<b>52,643</b>	<b>53,956</b>	<b>55,327</b>	<b>53,839</b>	<b>56,108</b>	<b>57,184</b>	<b>58,133</b>	<b>59,231</b>	<b>60,046</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>2,083</b>	<b>(833)</b>	<b>(583)</b>	<b>(238)</b>	<b>3,037</b>	<b>1,998</b>	<b>2,309</b>	<b>2,677</b>	<b>3,098</b>	<b>2,325</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	2,621	5,849	2,764	5,991	3,039	2,597	(1,140)	293	4,044	1,758
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>2,621</b>	<b>5,849</b>	<b>2,764</b>	<b>5,991</b>	<b>3,039</b>	<b>2,597</b>	<b>(1,140)</b>	<b>293</b>	<b>4,044</b>	<b>1,758</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	0	0	0	0	0	0	0	0	0

<b>3.1 City Promotions and Business Support</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
- to replace existing assets	4,704	5,015	2,181	5,753	6,077	4,595	1,169	2,970	7,143	4,083
Increase (decrease) in reserves	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>4,704</b>	<b>5,015</b>	<b>2,181</b>	<b>5,753</b>	<b>6,077</b>	<b>4,595</b>	<b>1,169</b>	<b>2,970</b>	<b>7,143</b>	<b>4,083</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(2,083)</b>	<b>833</b>	<b>583</b>	<b>238</b>	<b>(3,037)</b>	<b>(1,998)</b>	<b>(2,309)</b>	<b>(2,677)</b>	<b>(3,098)</b>	<b>(2,325)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	6,961	7,357	11,102	11,414	11,436	11,964	12,514	12,918	13,186	13,827

# 4. Oranga ahurea Cultural wellbeing

Arts and culture are an important foundation stone in Wellington’s offering – it’s a point of difference for the city and one that all Wellingtonians are proud of.

## Overview

Our overall approach as part of the 2024-34 LTP is to continue making investments that secure foundational arts and culture facilities in the city. This will allow the sector to thrive over the long term. Many of our arts and culture facilities are earthquake prone and require substantial investment in the years ahead. This will be the primary focus over the next three years with most of the capital costs increases for this activity area going into the Town Hall.

We will also do master planning on other arts and culture facilities that are earthquake prone such as the Michael Fowler Centre (MFC), the Opera House and the Bond Store to enable decisions on the way forward to be made as part of the 2027-37 LTP.

To address affordability pressures, we will explore more efficient delivery of arts and culture services, operating more commercially where possible, and identifying savings. Our strategic focus is on making essential investments and targeted adjustments to support the sector's significance to the city while easing cost pressures.

The key groups of activities under this strategic area are below, along with their alignment to the Council’s strategic direction that is outlined in Volume 1, page 36.

## Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all economic and cultural activities. The Tūpiki ora Māori Strategy outlines priorities including that Wellington is a bilingual city by 2040 – Māori, mana whenua and the wider community have access to learning opportunities to use te reo Māori; and Mana whenua and Māori narratives, identities, histories and landmarks are increasingly present and visible, and there is a growing understanding and recognition within the region through education and resource. More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## Key activity groups

Activity groups	Community outcome	Strategic priority (where applicable)	Key strategies or plans
4.1 Ngohe Toi, Ahurea Hoki   Arts and Cultural Activities	Cultural wellbeing: A welcoming, diverse and creative city	<ul style="list-style-type: none"> <li>Nurture and grow our arts sector</li> <li>Revitalise the city and suburbs to support a thriving and resilient economy and support job growth</li> <li>Celebrate and make visible te ao Māori across our city</li> </ul>	<ul style="list-style-type: none"> <li>Aho Tini   Arts, Culture, and Creativity Strategy</li> <li>Infrastructure Strategy 2024</li> <li>Finance Strategy 2024</li> </ul>

## How we will embed Strategic Approaches in this activity

We are proud that this 10-year plan embeds five approaches to help guide the Council in all parts of our plan. How these approaches will be applied in this strategic area is outlined below.

Strategic Approaches are about how we will deliver our work. They are important and to be applied to everything we do.

<b>Integrating te ao Māori</b>	Support events and celebrations that give expression to a te ao Māori presence and ensure that ngā toi Māori and te reo Māori are highly visible in storytelling and streetscape.
<b>Making our city accessible and inclusive for all</b>	Reflect the increasing diversity of our communities, and encourage access, availability and participation in arts and culture. This includes supporting story telling of experiences and histories for our diverse communities.
<b>Embedding climate action</b>	Work with arts and creative organisations to better enable the transition to a zero-carbon circular economy. We will partner with the arts, creative, science and innovation sectors to explore complex issues, develop new solutions and show what's possible. The carbon impact plays a significant role in decisions around what activities are supported and prioritised.
<b>Engaging our community</b>	Ensure that creative thinking and arts practitioners are involved early in our major infrastructure projects to ensure the disruption from infrastructure transformation is managed well. We will identify opportunities to co-create and shape initiatives that foster a sense of belonging and support resilient community, creative, and cultural spaces.
<b>Value for money</b>	Focus on ensuring our resources work harder to get the best outcomes possible within a constrained funding environment. We will deliver high quality, well managed programmes and projects to maximise value for our residents and the city. This also means being more strategic with the funding we have available.

# 4.1 He mahi toi, he mahi ahurea

## Arts and Cultural Activities

### Purpose

Our city is recognised as the cultural capital of New Zealand.

This reflects a mix of factors, including the presence of national arts organisations in the city, as a centre of major arts tertiary education in the city, funding support from the Council, a thriving community of Māori creatives, the sense of a supportive citizenry, and a reputation for edgy and interesting arts in the city.

### Activities

Activities in this group	Services we deliver
4.1.1 City Galleries and Museums	<ul style="list-style-type: none"> <li>Managing the city's art collection of more than 600 works, including the Wellington Collection at the Ngauranga Gorge collection store which is cared for by Experience Wellington</li> </ul>
4.1.2 Visitor attractions	<ul style="list-style-type: none"> <li>Funding Experience Wellington to have free and charged for public programmes and learning experiences across its sites: Wellington Museum, City Gallery Wellington, Cable Car Museum, Nairn Street Cottage, Space Place at Carter Observatory, Capital E</li> <li>Funding contribution to Te Papa</li> </ul>
4.1.3 Arts and cultural festivals	<ul style="list-style-type: none"> <li>Advising on and supporting a range of community events, including the Newtown Festival and Chinese New Year</li> <li>Delivering free public events throughout the year, including key Māori celebrations and events (e.g. Gardens Magic, New Years Eve, Matariki: Ahi Kā Festival, and Anzac Day)</li> <li>Supporting major cultural events (e.g. Te Rā o Waitangi, Diwali, and Pasifika Festival)</li> <li>Advising, funding and providing logistical support for a range of community events</li> </ul>
4.1.4 Cultural Grants	<ul style="list-style-type: none"> <li>Direct grants support to creative sector organisations, agencies and projects at professional and community levels. This includes support for events and festivals and grants that directly target Māori creatives.</li> </ul>
4.1.5 Access and support for community art	<ul style="list-style-type: none"> <li>Providing arts advice and support to arts organisations and maintaining an art collection of more than 600 artworks</li> </ul>
4.1.7 Regional Amenities Fund	<ul style="list-style-type: none"> <li>Infrastructure support to the sector through management of Toi Poneke (which houses a community of practitioners, arts organisations and creative businesses), Hannah Playhouse and governance overview of civic venues managed on council's behalf by WellingtonNZ</li> </ul>
4.1.6 Arts Partnerships	<ul style="list-style-type: none"> <li>Supporting, delivering or commissioning a range of public art around Wellington, including some provision of public art by Māori and mana whenua artists (e.g. Mason's Lane and Courtenay Place lightboxes, Waituhi flags, art on walls, support for Sculpture Trust)</li> <li>Facilitating career pathways for artists and arts organisations; advocating for creative value in Wellington City.</li> </ul>

## Rationale for Activities

- For city vibrancy and cultural expression. The arts contribute to a vibrant city and provide opportunities for cultural expression, enhancing Wellington's vibrancy as a diverse, active and eventful place attractive to visitors.
- To build and maintain a sense of place and identity. Our museums, visitor attractions and events shape Wellington's sense of place and identity. They celebrate creativity and ideas and increase our understanding of culture, our shared history, science, ourselves and each other.
- To grow visitation and exposure to creativity and innovation. We aim to grow the numbers of visitors to our attractions, providing ideas and places where people can connect, share what is common and explore what is different and new.

## Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
4.1 Arts and cultural activities	We do not anticipate any significant negative effects associated with the provision of these services.	N/A

## Key service level changes

### Affordability

To address affordability pressures affecting both the Council and the community, we will continue exploring ways to develop the efficiency of delivering arts and culture services. This includes operating more commercially where possible and identifying areas for savings to ease cost pressures. For example, we will no longer fund an annual fireworks display (such as for

Matariki or special event). The New Years' Eve Display will continue.

While recognising the necessity of certain changes to ease cost pressures, we understand the sector's significance to the city. Recognising the Arts and Culture sector's importance to the city, our strategic focus for this LTP is prioritising targeted adjustments over wholesale changes to the levels of service. This involves making essential and strategic investments while implementing minor reductions in specific areas.

### Venues and facilities

- Over the next three years, we will investigate the best course of action for the Te Ngākau Civic Square area. This includes the former Capital E building, the basement supporting the Town Hall, Te Matapihi, and the City-to-Sea bridge to the waterfront. Options under consideration include the possibility of demolishing these structures.
- In 2026 we expect to re-open the Town Hall following major earthquake strengthening.
- Any changes to levels of service will be identified for the 2027-37 LTP.
- As part of the LTP Amendment capital programme review, we are deferring the Bond Store upgrade

to the later in the LTP. The deadline to earthquake strengthen the building is 2034.

- We are exploring venue options for Toi Pōneke. We are also looking at reshaping our service design so that it better meets Māori and other local arts community's needs.
- We are reviewing the grants funding, which will result in a reduction or removal of funding for national organisations and increased funding available for local arts.
- We will contribute to the National Music Centre establishment.

### Living Wage

We retain our ongoing commitment to support a Living Wage for events and artists and we will review options in the next 12 months for this to be achieved through existing fund criteria or the continuation of specific top-up Living Wage funding. For CCOs we will provide top-up funding for Year 1, with the expectation that this is managed within existing budgets from Year 2.

# Statement of levels of service and performance measures

## Activity – 4.1 Arts and Cultural Activities

Level of service statement: Build and maintain a sense of place and identity for our city

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) Attendees satisfied with Council-delivered festivals and events	Client Satisfaction	86% (YE22/23)	90%	Annual
(%) Residents agree: a. The Council enables local events, activities and cultural activities b. I feel welcome and included in cultural events and activities in Wellington c. I see my community reflected in Wellington's cultural activities	Accessibility	a. 71% (RMS 2024) b. 69% (RMS 2024) c. 57% (RMS 2024)	a. 71% b. 69% c. 57%	Annual
By 2026 Toi Pōneke will deliver: a. At least 30% of programming across exhibitions and related public programmes from Māori, Pacific peoples and minority groups b. At least 30,000 visitors per annum	Accessibility	a. 57% <sup>1</sup> b. 19,910 (Dec 23)	a. ≥ 30% b. ≥ 30,000	6 monthly
By 2026 the Hannah Playhouse will deliver: a. At least 15% of the work in the house is developing tangata whenua and/or Pasifika practitioners b. At least 500 supported artists utilising the Hannah each year c. At least 6,000 audience attendance each year	Accessibility	a. 15% (Dec 23) b. 306 (Dec 23) c. 4194 (Dec 23)	a. ≥ 15% b. ≥ 500 c. ≥ 6,000	6 monthly
Number of total Council initiatives and events that have significant inclusion of te ao Māori	Sustainability	23	≥8 <sup>2</sup>	Annual
Wellington Museums Trust (Experience Wellington) - achievement of Statement of Intent (SOI)  Note: 2024/25 SOI comprises seven KPIs with the following targets: 1. Number of visitors: 470,500 2. Student & Education visits: 23,100 3. Council operating grant per visitor: \$20.71 4. Trading revenue per visit (excl. grants & interest): \$3.81 5. Non-council donations and funding: \$423,000 6. Non-council revenue as percentage of total revenue: 22% 7. Percentage (%) of visitors who rate the quality of their experience (good or very good): 87%	Other	Achieved  (4/7 KPIs YE22/23)	Achieved	Quarterly

<sup>1</sup> Baseline is calculated using the 23/24 pre-planned schedule

<sup>2</sup> Target is less than Baseline due to constrained financial environment

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
4.1.1 Galleries and museums (WMT)	Expense	11,382	11,911	12,371	12,654	12,908	13,132	13,322	13,490	13,649	13,784
4.1.2 Visitor attractions (Te Papa / Carter Observatory)	Expense	3,163	3,198	3,283	3,292	3,334	3,376	3,418	3,465	3,501	3,458
4.1.3 Arts and cultural festivals	Expense	5,414	5,674	5,790	5,897	5,998	6,109	6,205	6,307	6,635	6,518
	Income	(80)	(82)	(83)	(85)	(87)	(89)	(90)	(92)	(94)	(96)
4.1.4 Cultural grants	Expense	3,024	3,122	3,024	3,024	3,024	3,024	3,024	3,024	3,024	3,024
4.1.5 Access and support for community arts	Expense	2,650	2,413	2,326	2,368	2,402	2,455	2,410	2,446	2,477	2,527
	Income	(24)	(24)	(25)	(26)	(26)	(27)	(27)	(28)	(28)	(29)
4.1.6 Arts partnerships	Expense	2,816	3,271	3,232	3,422	3,477	3,547	3,603	3,659	3,711	3,761
	Income	(483)	(492)	(503)	(514)	(525)	(536)	(546)	(556)	(567)	(577)
4.1.7 Regional amenities fund	Expense	609	609	609	609	609	609	609	609	609	609
<b>Total</b>		<b>28,472</b>	<b>29,600</b>	<b>30,025</b>	<b>30,641</b>	<b>31,114</b>	<b>31,600</b>	<b>31,929</b>	<b>32,324</b>	<b>32,917</b>	<b>32,979</b>

## Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
4.1.1 Galleries and museums (WMT)	1,686	219	0	0	0	0	0	0	13,836	5,755	967
4.1.2 Visitor attractions (Te Papa / Carter Observatory)	354	178	175	0	0	0	0	0	0	0	0
4.1.4 Cultural grants	1,068	0	1,068	0	0	0	0	0	0	0	0
4.1.5 Access and support for community arts	120	114	82	78	80	82	83	85	86	88	89
4.1.6 Arts partnerships	275	275	5,641	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,503</b>	<b>787</b>	<b>6,966</b>	<b>78</b>	<b>80</b>	<b>82</b>	<b>83</b>	<b>85</b>	<b>13,922</b>	<b>5,842</b>	<b>1,056</b>

## Funding impact statement (\$000s)

4.1 Arts and Cultural Activities	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	20,426	21,300	21,647	22,187	22,567	22,968	23,219	23,540	24,068	24,127	
Targeted rates (other than a targeted rate for water supply)	8,084	8,338	8,415	8,492	8,585	8,670	8,747	8,822	8,887	8,891	
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	
Fees and charges	587	599	612	625	638	651	663	676	689	701	
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	
<b>Total operating funding (A)</b>	<b>29,096</b>	<b>30,237</b>	<b>30,674</b>	<b>31,305</b>	<b>31,791</b>	<b>32,289</b>	<b>32,630</b>	<b>33,038</b>	<b>33,644</b>	<b>33,719</b>	
<b>Applications of operating funding</b>											
Payments to staff and suppliers	7,821	8,271	7,743	7,899	8,068	8,225	8,383	8,545	8,937	8,844	
Finance costs	79	58	103	78	89	100	116	139	149	158	
Other operating funding applications	18,675	19,296	19,687	19,987	20,255	20,490	20,689	20,865	21,029	21,167	

<b>4.1 Arts and Cultural Activities</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Internal charges	1,772	1,817	1,898	1,948	1,975	2,062	2,100	2,134	2,159	2,241
<b>Total applications of operating funding (B)</b>	<b>28,347</b>	<b>29,441</b>	<b>29,431</b>	<b>29,911</b>	<b>30,388</b>	<b>30,878</b>	<b>31,289</b>	<b>31,683</b>	<b>32,274</b>	<b>32,410</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>750</b>	<b>795</b>	<b>1,243</b>	<b>1,393</b>	<b>1,403</b>	<b>1,411</b>	<b>1,341</b>	<b>1,355</b>	<b>1,370</b>	<b>1,308</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	2,753	6,170	(1,165)	(1,313)	(1,321)	(1,328)	(1,256)	12,567	4,473	(252)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>2,753</b>	<b>6,170</b>	<b>(1,165)</b>	<b>(1,313)</b>	<b>(1,321)</b>	<b>(1,328)</b>	<b>(1,256)</b>	<b>12,567</b>	<b>4,473</b>	<b>(252)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	2,266	5,898	78	80	82	83	85	13,922	5,842	1,056
- to replace existing assets	1,237	1,068	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>3,503</b>	<b>6,966</b>	<b>78</b>	<b>80</b>	<b>82</b>	<b>83</b>	<b>85</b>	<b>13,922</b>	<b>5,842</b>	<b>1,056</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(750)</b>	<b>(795)</b>	<b>(1,243)</b>	<b>(1,393)</b>	<b>(1,403)</b>	<b>(1,411)</b>	<b>(1,341)</b>	<b>(1,355)</b>	<b>(1,370)</b>	<b>(1,308)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	712	757	1,205	1,355	1,365	1,373	1,303	1,317	1,332	1,270

# 5. Pāpori me te hākinakina

## Social and recreation

The mahi for Social and Recreation is focused on the health and wellbeing of the community.

### Overview

Wellington's open space and recreation networks are crucial for the city's environmental, social, economic, and cultural wellbeing. The Open Spaces and Recreation Strategy envisions a network of parks and recreation facilities integrated into daily life, designed for flexible use to meet diverse needs.

The Council's Te Awe Māpara | The Community Facilities Plan outlines a 30-year framework with 58 prioritized actions to ensure thriving, accessible community facilities. These spaces aim to foster connection, fun, and belonging.

To reduce carbon emissions, the Council will invest in transitioning swimming pools away from gas, which currently contributes 45% of the Council's building emissions.

Community facilities and services aim to create liveable, safe, and inclusive communities through support initiatives, housing access, and facilities like community centres and libraries. Most services will remain at current levels for the 2024-34 LTP. The opening of Te Matapihi will enhance central city facilities, celebrating te ao Māori. Social housing upgrades continue to be a key improvement.

Over the next ten years, the adoption of Te Awe Māpara will guide the evolution of community facilities to maximize benefits and make smarter decisions. This includes investigating facility needs and potential changes to future facility mixes.

We continue to focus on processing of alcohol licenses, food safety certificates, dog registrations, gambling consents and health licenses for businesses and activities that could impact human health. We will also continue to operate animal control service and litter enforcement.

The key groups of activities under this strategic area are below, along with their alignment to the Council's strategic direction that is outlined in Volume 1, page 36.

### Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all social and recreation activities, including by the Basin Reserve Trust. The Tūpiki Ora Māori Strategy outlines our priorities in its waypoint, He whānau toiora | thriving and vibrant communities including whānau Māori are in warm, quality, safe and affordable housing throughout the city. More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## Key activity groups

Activity groups	Community outcome	Strategic priority (where applicable)	Key strategies or plans
5.1 Recreation Facilities and Services	Social wellbeing: A city of health and thriving whānau and communities	<ul style="list-style-type: none"> <li>Invest in sustainable, connected and accessible community and recreation facilities</li> </ul>	<ul style="list-style-type: none"> <li>Te Whai Oranga Pōneke – Open Space and Recreation Strategy</li> <li>Te Awe Māpara – Community Facilities Plan</li> <li>Strategy for Children and Young People</li> <li>Infrastructure Strategy 2024</li> <li>Finance Strategy 2024</li> </ul>
5.2 Community Facilities and Services	Social wellbeing: A city of health and thriving whānau and communities	<ul style="list-style-type: none"> <li>Invest in sustainable, connected and accessible community and recreation facilities</li> <li>Increase access to good, affordable housing to improve the wellbeing of our communities</li> </ul>	<ul style="list-style-type: none"> <li>Te Whai Oranga Pōneke – Open Space and Recreation Strategy</li> <li>Te Awe Māpara – Community Facilities Plan</li> <li>Strategy for Children and Young People</li> <li>Homelessness Strategy</li> <li>Housing Strategy</li> <li>Infrastructure Strategy 2024</li> <li>Finance Strategy 2024</li> </ul>
5.3 Public Health and Safety	<p>Social wellbeing: A city of health and thriving whānau and communities.</p> <p>Urban form: A liveable and accessible, compact city.</p>	<ul style="list-style-type: none"> <li>Invest in sustainable, connected and accessible community and recreation facilities</li> <li>Revitalise the city and suburbs to support a thriving and resilient economy and support job growth</li> </ul>	<ul style="list-style-type: none"> <li>Enforcement and Compliance Policy</li> </ul>

## How we will embed Strategic Approaches in this activity

We are proud that this 10-year plan embeds five approaches to help guide the Council in all parts of our plan. How these approaches will be applied in this strategic area is outlined below.

<b>Integrating te ao Māori</b>	Work together with our Tā kai Here partners on our strategic projects to uplift te ao Māori using language and design.
<b>Making our city accessible and inclusive for all</b>	As we upgrade our facilities, we will utilise Universal Design principles to ensure facilities are accessible and inclusive for all. We must also provide accessibility information online, on-site and in different mediums to help people know in advance which places are accessible to them and how they can use them.
<b>Embedding climate action</b>	Climate change adaptation planning will help inform future investment decisions, particularly for assets in coastal locations. Future community leases and renewals will take into account any impact of climate change and adaptation requirements. As we upgrade our facilities, we will address climate adaptation needs.
<b>Engaging our community</b>	Follow a robust process to work with the community, understand needs, test all options, determine the best response, and prepare a business case to provide clear justification for any investment to change a community facility. We will identify opportunities to co-create and shape initiatives that foster a sense of belonging and support resilient community, creative, and cultural spaces.
<b>Value for money</b>	In addition to the outcomes sought by the Community Facilities Plan and Te Whai Oranga Pōneke, strategic rationalisation will be a key factor for consideration in the investigations of each area's needs. We will make future focused decisions that provide best outcomes and value for money for the long term.

# 5.1 Ngā whare me ngā ratonga mahi ā-rēhia

## Recreation Facilities and Services

### Purpose

To support the wellness of people to live and play, and the intrinsically connected health of the environment.

Wellington City Council provides a range of recreation and leisure facilities to encourage active and healthy lifestyles and enable participation in sporting and other group activities. Through the promotion and support of recreation opportunities we contribute to the development of strong, healthy communities and a high quality of life for Wellingtonians.

People enjoy our open spaces and parks for exercising, socialising, relaxing, playing and connecting to nature. Our open spaces contain much of Wellington's natural elements such as waterways, forests, shorelines and are home to our native biodiversity. They are also equipped with recreation facilities such as playgrounds and sports fields.

### Activities

Activities in this group	Services we deliver
5.1.1 Swimming pools	<ul style="list-style-type: none"> <li>■ Managing, maintaining and servicing seven pool facilities, including:               <ul style="list-style-type: none"> <li>■ year-round facilities and two summer pools.</li> <li>■ Two integrated fitness centres throughout the city and suburbs</li> <li>■ 'Learn to Swim' courses for children and adults</li> </ul> </li> </ul>
5.1.2 Sports fields	<ul style="list-style-type: none"> <li>■ Managing and maintaining outdoor sports facilities in the city, including:               <ul style="list-style-type: none"> <li>□ 44 natural and 11 artificial sports turfs (two in partnership with schools), which provide year-round venues for recreation and competitive sport</li> <li>□ nine croquet lawns</li> <li>□ Newtown Park running track</li> <li>□ the velodrome</li> <li>□ tennis and netball courts</li> <li>□ Basin Reserve: refer to the CCO section on page 105.</li> </ul> </li> </ul>
5.1.3 Recreation Programmes	<ul style="list-style-type: none"> <li>■ Managing, maintaining and servicing four community recreation centres, croquet facilities, tennis, netball and basketball half courts, and the Ākau Tangi Sports Centre</li> </ul>
5.1.4 Recreation centres	<ul style="list-style-type: none"> <li>■ Offer various community programmes through the facilities.</li> </ul>
5.1.5 Recreation activations and partnerships	<ul style="list-style-type: none"> <li>■ Managing about 30 premises leases, 100+ ground leases to a range of recreation, sporting, marae and community organisations.</li> <li>■ Supporting the Basin Reserve Trust, a CCO that manages and operates the Basin Reserve to continue to attract national and international events to Wellington.</li> </ul>
5.1.6 Playgrounds	<ul style="list-style-type: none"> <li>■ Managing and maintaining 107 playgrounds and skateparks</li> </ul>
5.1.7 Marinas	<ul style="list-style-type: none"> <li>■ Maintaining other Council-owned recreational facilities, including               <ul style="list-style-type: none"> <li>□ the Berhampore golf course</li> <li>□ two marinas, with financial support to groups providing publicly accessible facilities.</li> </ul> </li> </ul>
5.1.8 Golf course	
5.1.9 Leisure Card	<ul style="list-style-type: none"> <li>■ Delivery of programmes to those for who cost is a barrier to encourage participation in leisure activities</li> </ul>

## Rationale for Activities

- To encourage active and healthy lifestyles. Our swimming pools, sports fields and other recreation centres provide access to sport and recreation opportunities, which are important for people's health and wellbeing.
- To enable participation in sporting and other group activities. Our recreation facilities give sporting and recreation groups a space to organise sport and recreation programmes.
- For social cohesion and connectedness. Our recreation facilities provide important community focal points and recreation opportunities that bring people together.

## Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
5.1 Recreation Facilities	<p>There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste, direct energy use to operate the buildings, indirect energy use, and emissions from people using private transport to access our facilities.</p> <p>All the indoor pools are currently heated by gas. The negative effect is that it produces CO<sup>2</sup> and it is expensive to run.</p>	<p>Our operations are managed so that waste is minimised or recycled, and energy and water is conserved. We also encourage the use of public transport, walking and cycling as a means of getting to places of recreation</p> <p>We have agreed to allocate \$14m from the Climate Resilience Fund to degasify the pool network.</p>

## Key service level changes

### Recreation facilities

We will commence design and engagement of Grenada North Park sports field upgrades and commence works in Year 2. This will result in an improvement to sports field provision in Grenada North.

We will construct a destination skate park at Kilbirnie Park. The skate park upgrades at Ian Galloway and Waitangi Park will not be funded. However, the Council's Grants Subcommittee will allocate \$80,000 from the Sportville fund in year two of the LTP for feasibility studies of

upgrades for Waitangi Park and Ian Galloway skateparks.

One significant service change is the proposal to close Khandallah Pool. The council has agreed to keep the pool open for at least one year and investigate feasibility of a possible fix within the \$7.5m budget allocated. An advisory group will be set up with representatives from community, Mayor and Council. Technical and engineering expert advice will be sought. The Council has also agreed to allocate \$14m from the Climate Resilience Fund to degasify the full pool network.

## Te Awe Māpara

A key feature for this activity grouping over the coming ten years will be the adoption of the Council's Te Awe Māpara | Community Facility Plan. The plan sets out the future approach to guide the Council's provision and decision-making about community facilities. It includes several facility investigations to be undertaken in partnership with the community, taking a holistic view across the city, different facility types and consideration of facilities for whānau and hapori Māori. The aim is to be smarter and maximise the benefits of community facilities, and this plan may lead to changes to the mix of future facilities.

Through the LTP Amendment capital programme review, \$10m will be reduced in years 8 and 9 to contribute to increasing our debt headroom. The funding is currently not assigned to any project, and investigations for what upgrades are needed are still being carried out.

## Renewals

We will limit renewals spending to critical assets. This will result in the deterioration of sports fields condition over time, a longer time between playground renewals and the gradual reduction in asset condition (more poor or very poor asset conditions).

## Statement of levels of service and performance measures

### Activity: 5.1 Recreation Facilities and Services

**Level of service statements:** Maintain high quality sports amenities and recreational facilities, and encourage participation in leisure activities

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) User satisfaction with pools	Client satisfaction	77% (YE22/23)	80%	Annual
Ratepayer subsidy per swimming pool visit (\$)	Affordability	\$22.41 (YE22/23)	<\$22.50	Annual
(%) User satisfaction with recreation centres including Akau Tangi sports centre	Client satisfaction	87% (YE22/23)	85%	Annual
Ratepayer subsidy per recreational centre visit including Akau Tangi (\$)	Affordability	\$8.12 (YE22/23)	<\$9	Annual
(%) Perception that recreation facilities are easy to access	Accessibility	70% (RMS 2024)	70%	Annual
Utilisation of Leisure card (increase in number of active users)	Quality	27% (YE22/23)	28%	Annual
(%) User satisfaction with sports fields	Client satisfaction	81% (YE22/23)	80%	Annual
(%) Residents satisfied with the quality and maintenance of Playgrounds and Skateparks	Client satisfaction	61% (RMS2024)	70%	Annual
Basin Reserve - achievement of Statement of Intent	Other	Achieved	Achieved	Quarterly
Note: 2024/25 SOI comprises of four KPIs with the following targets:		(4/8 KPIs YE22/23)		
1. Numbers attending events at the Basin Reserve: 40,000				
2. Council operating grant per attendance: \$21.06				
3. Event income: \$390,000				
4. Activity days (comprising ticketed Cricket events, practice facility usage and functions): 192				

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.1.1 Swimming Pools	Expense	35,409	35,909	37,867	38,684	40,089	41,423	42,571	44,038	44,889	46,209
	Income	(8,900)	(9,257)	(9,521)	(9,543)	(10,052)	(9,885)	(10,351)	(10,497)	(10,584)	(10,801)
5.1.2 Sportsfields	Expense	7,886	7,587	8,095	8,751	9,467	9,860	10,090	10,408	10,507	10,929
	Income	(1,023)	(1,121)	(1,087)	(1,111)	(1,134)	(1,157)	(1,179)	(1,201)	(1,224)	(1,246)
5.1.3 Recreation Programmes	Expense	637	617	631	642	634	647	658	668	677	690
	Income	(105)	(61)	(63)	(64)	(65)	(67)	(68)	(69)	(70)	(72)
5.1.4 Recreation Centres	Expense	13,305	13,718	14,475	14,737	15,103	15,779	16,024	16,447	17,114	17,458
	Income	(2,763)	(2,999)	(2,912)	(2,976)	(3,039)	(3,100)	(3,159)	(3,219)	(3,280)	(3,339)
5.1.5 Recreation partnerships	Expense	2,691	2,727	3,128	3,081	3,204	3,366	3,717	4,076	4,367	4,584
5.1.6 Playgrounds	Expense	1,768	1,981	2,365	2,609	2,810	2,951	3,087	3,239	3,381	3,549
5.1.7 Marinas	Expense	976	977	1,012	1,084	1,129	1,231	1,275	1,362	1,371	1,419
	Income	(795)	(951)	(1,066)	(1,090)	(1,112)	(1,135)	(1,156)	(1,178)	(1,201)	(1,222)
5.1.8 Golf Course	Expense	291	269	281	288	295	304	311	317	323	331
	Income	(81)	(82)	(84)	(86)	(88)	(90)	(91)	(93)	(95)	(97)
5.1.9 LeisureCard	Expense	101	144	145	148	150	155	158	161	164	168
<b>Total</b>		<b>49,396</b>	<b>49,457</b>	<b>53,265</b>	<b>55,154</b>	<b>57,390</b>	<b>60,283</b>	<b>61,888</b>	<b>64,460</b>	<b>66,340</b>	<b>68,561</b>

## Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.1.1 Swimming Pools	4,450	1,982	7,410	7,120	8,878	5,989	6,085	1,398	2,340	2,784	2,622
5.1.2 Sportsfields	2,490	2,283	1,711	9,063	5,760	1,220	2,055	2,196	574	3,111	4,960
5.1.4 Recreation Centres	240	240	755	2,962	132	550	432	138	1,182	1,590	8,479
5.1.5 Recreation partnerships	437	1,037	136	184	314	690	2,883	969	1,668	406	304
5.1.6 Playgrounds	2,699	2,599	6,125	3,411	3,196	2,080	1,852	1,759	2,082	2,700	2,002
5.1.7 Marinas	1,231	1,891	254	1,225	166	2,357	201	59	479	109	177
<b>Total</b>	<b>11,547</b>	<b>10,032</b>	<b>16,391</b>	<b>23,966</b>	<b>18,447</b>	<b>12,888</b>	<b>13,508</b>	<b>6,521</b>	<b>8,324</b>	<b>10,700</b>	<b>18,544</b>

## Funding impact statement (\$000s)

5.1 Recreation Promotion and Support	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	47,077	47,103	50,510	52,447	54,559	57,290	58,544	60,757	62,346	64,350
Targeted rates (other than a targeted rate for water supply)	2,691	2,727	3,128	3,081	3,204	3,366	3,717	4,076	4,367	4,584
Subsidies and grants for operating purposes	15	15	16	16	16	17	17	17	18	18
Fees and charges	13,652	14,456	14,718	14,854	15,474	15,416	15,987	16,240	16,436	16,758
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>63,436</b>	<b>64,302</b>	<b>68,372</b>	<b>70,397</b>	<b>73,254</b>	<b>76,089</b>	<b>78,264</b>	<b>81,090</b>	<b>83,167</b>	<b>85,711</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	31,329	32,271	33,307	33,883	34,764	35,691	36,357	37,248	38,187	38,680
Finance costs	3,694	3,222	4,584	3,993	4,296	4,637	5,074	5,674	5,919	6,158
Other operating funding applications	1,047	1,077	1,101	1,123	1,142	1,159	1,173	1,186	1,198	1,208
Internal charges	14,491	14,251	15,416	15,831	16,085	16,828	17,139	17,475	17,672	18,314

<b>5.1 Recreation Promotion and Support</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Total applications of operating funding (B)</b>	<b>50,560</b>	<b>50,821</b>	<b>54,409</b>	<b>54,830</b>	<b>56,287</b>	<b>58,315</b>	<b>59,744</b>	<b>61,583</b>	<b>62,976</b>	<b>64,360</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>12,876</b>	<b>13,481</b>	<b>13,963</b>	<b>15,568</b>	<b>16,967</b>	<b>17,774</b>	<b>18,521</b>	<b>19,507</b>	<b>20,191</b>	<b>21,351</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	500	2,145	1,500	0	0	0	1,500	1,000	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(1,829)	765	8,503	2,879	(4,079)	(4,266)	(13,500)	(12,182)	(9,491)	(2,807)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>(1,329)</b>	<b>2,910</b>	<b>10,003</b>	<b>2,879</b>	<b>(4,079)</b>	<b>(4,266)</b>	<b>(12,000)</b>	<b>(11,182)</b>	<b>(9,491)</b>	<b>(2,807)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	8,185
- to improve level of service	2,160	9,426	14,427	11,753	3,753	4,024	0	159	609	165
- to replace existing assets	9,388	6,965	9,539	6,694	9,135	9,484	6,521	8,165	10,091	10,193
Increase (decrease) in reserves	(0)	0	0	0	0	0	0	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>11,547</b>	<b>16,391</b>	<b>23,966</b>	<b>18,447</b>	<b>12,888</b>	<b>13,508</b>	<b>6,521</b>	<b>8,324</b>	<b>10,700</b>	<b>18,544</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(12,876)</b>	<b>(13,481)</b>	<b>(13,963)</b>	<b>(15,568)</b>	<b>(16,967)</b>	<b>(17,774)</b>	<b>(18,521)</b>	<b>(19,507)</b>	<b>(20,191)</b>	<b>(21,351)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	12,503	13,108	13,590	15,194	16,594	17,401	18,147	19,133	19,817	20,978

## 5.2 Ngā whare me ngā ratonga hapori Community Facilities and Services

### Purpose

By providing libraries, community centres and community housing we foster diverse and inclusive communities and enable people to connect with information and each other.

We provide a wide range of facilities forming part of the city's 'hard' social infrastructure that support community wellbeing. These include libraries, community spaces, social housing, public toilets, and cemeteries.

We also deliver services that assist in building a strong social infrastructure that supports diverse, inclusive, and resilient communities. We provide a wide range of services that support community wellbeing and harm reduction, include community service, advocacy, grants, and city safety.

### Activities

Activities in this group	Services we deliver
5.2.1 Libraries	<ul style="list-style-type: none"> <li>Access for all to a wide array of books, magazines, DVD, e-books, e-audio, online journals, streaming media and e-music tracks through the 13 libraries around Wellington and online library presence.</li> </ul>
5.2.2 Community advocacy	<ul style="list-style-type: none"> <li>Support for community groups, ensuring Wellington's diverse population is supported and embraced by an inclusive, caring and welcoming community.</li> <li>Work with external agencies and support outreach programmes to end street homelessness and address begging, providing a visible presence in the community.</li> </ul>
5.2.3 Grants (Social and Recreation)	<ul style="list-style-type: none"> <li>Ensures residents can participate in communities of choice, accessing support through a variety of mechanisms, including community grants.</li> <li>Climate and Sustainability Fund to support community groups wanting to take climate action locally.</li> </ul>
5.2.4 Housing	<ul style="list-style-type: none"> <li>Provision of lease properties (over 1,900 units) to Te Toi Mahana Community Housing Provider</li> <li>Facilitation of affordable rental housing in the city through the Te Kāinga programme of CBD apartment conversions.</li> </ul>
5.2.5 Community centres and halls	<ul style="list-style-type: none"> <li>Access to community spaces and marae, including a citywide network of over 25 community centres and five community halls</li> <li>Delivers a city-wide network of effective community spaces that meet the community's needs.</li> </ul>
5.2.6 Cemeteries	<ul style="list-style-type: none"> <li>Managing and maintaining two cemeteries at Karori and Mākara, and providing cremation services at Karori Cemetery</li> <li>Partnership with our Tākai Here partners in the running of Opau Urupā.</li> </ul>
5.2.7. Public Toilets	<ul style="list-style-type: none"> <li>Ensuring the 94 public toilets and sports pavilions/beach changing rooms located across the city are accessible clean and safe.</li> </ul>
5.2.8 City Safety	<ul style="list-style-type: none"> <li>Provide leadership across activities and link with interagency programmes, such as alcohol harm reduction, management of graffiti, support for the city's youth, and programmes that eliminate sexual violence and addressing food insecurity.</li> <li>Ensuring Wellington is a safe and inclusive city where people know their neighbours and are safe.</li> <li>Reduces harm, improve community/city safety and improve social wellbeing.</li> </ul>
5.2.9 WREMO	<ul style="list-style-type: none"> <li>Support connected tolerant and resilient communities that know their neighbours.</li> <li>An effective CDEM welfare response and social recovery and co-ordination of the multi-agency response to a major shock event that affects the city.</li> <li>To provide technical input into natural hazard planning to avoid the risks in the first place.</li> </ul>

## Rationale for Activities

- To foster diverse and inclusive communities. Our community facilities are places for groups to come together – strengthening social cohesion, celebrating diversity and making the city a more appealing and welcoming place to live.
- To enable people to connect with information and with each other. Our community facilities are places of discovery and learning that allow people to connect with others and exchange knowledge through events and other activities.
- To support warmer, drier, healthier homes. The quality of Wellington homes is improved.
- To support communities to take climate action. Climate actions that can be undertaken by community groups are supported and enabled.

## Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
5.2 Community Facilities and Services	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste and direct water and energy use to operate buildings.	We seek to minimise these negative effects by ensuring our operations are managed effectively, waste is minimised or recycled, and water and energy are conserved.

## Key service level changes

### Affordability and value for money

Most of the services are to largely remain at current levels for 2024-34 LTP. For affordability, we are deferring the renewal of non-critical assets, which may result in deterioration of facility condition over time.

We will review and prioritise multi-year grants, with a focus on maintaining or reducing grants in alignment with outcomes, priorities, and strategies. This may involve discontinuing funding for larger community organisations with alternative funding sources. There will be a reduction in funding for non-priority programmes or larger organisations with legitimate alternative sources of funding. We have also improved the current

funding structure by eliminating multiple and inequitable funding sources, for example, some community centres are funded through the Social & Recreation fund, and others receive LTP funding.

### Community Facilities

The opening of Te Matapihi will be a significant increase to the provision of community facilities in the central city, and as a project that has been developed in partnership with our Tākai Here partners, will significantly celebrate and uplift te ao Māori through the use of language and design.

In anticipation of the opening, we will close the Arapaki Service centre and temporary library on Manners St 18 months earlier than previously planned. The Brandon St Te Awe Library will continue to operate until Te Matapihi the Central City Library reopens.

We will sell the Wadestown Community Centre and it will not be replaced. We will engage with the

local community on how to spend the proceeds of the sale.

A key feature for this activity grouping over the coming ten years will be the implementation of Te Awe Māpara | The Community Facilities Network Plan. The plan will guide the Council's provision and decision-making on community facilities. A key direction for the plan is to evolve community facilities to maximise the benefits and making more holistic and smarter facility decisions. The plan includes several facility and delivery investigations across all facility types and the city. Implementation of these actions may lead to changes to the mix of future facilities.

Through the LTP Amendment capital programme review, \$10m will be reduced in years 8 and 9 to contribute to increasing our debt headroom. The funding is currently not assigned to any project, and investigations for what upgrades are needed are still being carried out.

As part of the LTP Amendment, the Council will offer the incomplete Karori Event Centre back to the Karori Community Hall Trust, allowing them to complete the building's remediation and fit-out. The Council will contribute up to \$1.9 million in funding but will not support ongoing operational costs. The Trust must submit a detailed, independently verified work plan,

and a Council officer will oversee the project. If the plan deviates significantly or negotiations aren't concluded within three months, the Council may sell the site instead.

### Housing

The continuation of planned upgrade of social housing stock is also a key service improvement in this activity.

We will continue to invest in the Te Kāinga affordable rental programme, reaching up to 1,000 properties available to the medium to lower income earners.

### City Safety

The council will increase levels of service for city safety, including developing a plan and working with relevant agencies to reduce crime and improve safety in Wellington with a focus on the CBD

## Statement of levels of service and performance measures

### Activity – 5.2 Community Facilities and Services

**Level of service statement:** Provide accessible, safe and inclusive community facilities and services

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Cost to the ratepayer per library transaction (\$)	Affordability	\$2.68 (YE22/23)	<\$2.79	Annual
Toilets (%) that meet required cleanliness performance standards	Safety	97% (YE22/23)	95%	Quarterly
Percentage of public toilets across the city that are open and able to be used	Accessibility	95% (Mar2024)	95%	Quarterly
(%) User satisfaction with library services	Client Satisfaction	88% (YE22/23)	85%	Annual
(%) User satisfaction with community centres and halls	Client Satisfaction	84% (YE22/23)	85%	Annual
% of people who feel safe in the CBD a. During the day b. After dark	Accessibility	a. 86% (RMS 2024) b. 43% (RMS 2024)	a. 91% b. 60%	Annual

# What it will cost

## Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.2.1 Libraries	Expense	36,338	43,714	45,723	47,754	49,116	50,191	50,715	51,928	51,999	52,295
	Income	(387)	(286)	(305)	(312)	(319)	(325)	(331)	(337)	(343)	(350)
5.2.2 Community Advocacy	Expense	4,445	5,665	5,782	5,735	5,840	5,418	5,514	5,614	5,705	5,848
	Income	(137)	1	1	1	1	1	1	2	2	2
5.2.3 Grants (Social and Recreation)	Expense	5,858	5,503	5,504	5,505	5,506	5,507	5,507	5,508	5,509	5,510
5.2.4 Housing	Expense	39,311	51,889	53,476	59,244	66,605	76,214	83,407	87,384	92,082	96,137
	Income	(19,822)	(19,832)	(20,663)	(21,117)	(21,561)	(21,992)	(22,410)	(22,836)	(23,270)	(23,688)
5.2.5 Community centres and halls	Expense	7,207	9,454	8,253	9,117	9,468	9,913	9,575	9,929	10,314	11,000
	Income	(318)	(324)	(331)	(338)	(346)	(352)	(359)	(366)	(373)	(380)
5.2.6 Cemeteries	Expense	2,437	2,553	2,706	2,803	2,952	3,097	3,202	3,294	3,338	3,442
	Income	(1,151)	(1,188)	(1,202)	(1,228)	(1,254)	(1,279)	(1,303)	(1,328)	(1,353)	(1,378)
5.2.7 Public toilets	Expense	5,594	5,931	6,300	6,335	6,596	6,913	7,212	7,518	7,752	8,011
5.2.8 City safety	Expense	3,665	4,629	4,729	4,860	4,957	5,048	5,008	5,222	5,293	5,421
	Income	(234)	0	0	0	0	0	0	0	0	0
5.2.9 WREMO	Expense	3,614	3,833	4,015	4,107	4,211	4,331	4,436	4,538	4,632	4,737
	Income	(200)	(204)	(209)	(213)	(217)	(221)	(226)	(230)	(234)	(238)
<b>Total</b>		<b>86,222</b>	<b>111,339</b>	<b>113,780</b>	<b>122,251</b>	<b>131,557</b>	<b>142,463</b>	<b>149,949</b>	<b>155,841</b>	<b>161,052</b>	<b>166,369</b>

## Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.2.1 Libraries	6,767	4,614	8,229	3,398	3,359	4,182	3,861	3,738	3,727	3,946	3,769
5.2.4 Housing	48,873	15,549	46,088	59,998	69,988	79,580	77,312	57,199	67,197	53,809	33,546
5.2.5 Community centres and halls	4,340	1,813	1,396	812	3,790	4,249	4,182	33,535	28,787	20,994	24,925
5.2.6 Cemeteries	439	339	1,019	2,415	2,441	1,236	685	522	449	632	363

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.2.7 Public toilets	1,418	871	1,690	2,067	1,882	2,330	1,243	802	807	1,266	868
5.2.8 City safety	2,245	1,448	918	124	127	130	132	135	145	147	150
5.2.9 WREMO	86	86	88	90	92	94	96	97	104	106	108
<b>Total</b>	<b>64,169</b>	<b>24,720</b>	<b>59,428</b>	<b>68,905</b>	<b>81,679</b>	<b>91,801</b>	<b>87,511</b>	<b>96,028</b>	<b>101,216</b>	<b>80,901</b>	<b>63,728</b>

## Funding impact statement (\$000s)

5.2 Community Participation and Support	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties		53,678	64,950	67,727	70,075	72,014	73,726	74,493	76,385	76,863	77,722
Targeted rates (other than a targeted rate for water supply)		11,286	12,984	13,933	14,704	15,153	15,170	14,920	15,369	15,838	16,660
Subsidies and grants for operating purposes		161	35	24	24	25	25	26	26	27	27
Fees and charges		22,036	21,744	22,631	23,128	23,614	24,086	24,544	25,010	25,484	25,943
Interest and dividends from investments		0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts		52	53	54	55	56	58	59	60	61	62
<b>Total operating funding (A)</b>		<b>87,212</b>	<b>99,767</b>	<b>104,368</b>	<b>107,987</b>	<b>110,862</b>	<b>113,065</b>	<b>114,041</b>	<b>116,850</b>	<b>118,273</b>	<b>120,414</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers		49,458	60,847	59,500	63,095	66,354	68,938	69,940	69,117	68,345	67,026
Finance costs		3,237	4,564	8,374	10,092	12,572	14,036	14,541	14,928	14,944	14,801
Other operating funding applications		11,590	20,134	12,734	8,734	5,734	5,734	5,734	5,734	5,734	5,735
Internal charges		20,936	23,007	27,165	28,523	29,067	30,011	30,153	30,548	30,920	31,852
<b>Total applications of operating funding (B)</b>		<b>85,221</b>	<b>108,552</b>	<b>107,774</b>	<b>110,445</b>	<b>113,728</b>	<b>118,719</b>	<b>120,368</b>	<b>120,328</b>	<b>119,944</b>	<b>119,414</b>
<b>Surplus (deficit) of operating funding (A-B)</b>		<b>1,991</b>	<b>(8,786)</b>	<b>(3,405)</b>	<b>(2,457)</b>	<b>(2,866)</b>	<b>(5,653)</b>	<b>(6,326)</b>	<b>(3,479)</b>	<b>(1,671)</b>	<b>1,000</b>
<b>Sources of capital funding</b>											

<b>5.2 Community Participation and Support</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	62,178	68,201	72,308	84,144	94,675	93,173	102,362	104,703	82,581	62,737
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>62,178</b>	<b>68,201</b>	<b>72,308</b>	<b>84,144</b>	<b>94,675</b>	<b>93,173</b>	<b>102,362</b>	<b>104,703</b>	<b>82,581</b>	<b>62,737</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	671	701	2,292	2,215	767	0	0	0	0	0
- to improve level of service	2,710	1,526	561	3,344	3,852	3,860	33,142	28,296	20,501	24,603
- to replace existing assets	60,788	57,202	66,052	76,120	87,182	83,651	62,886	72,920	60,400	39,125
Increase (decrease) in reserves	0	(13)	(3)	8	8	8	8	8	8	9
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>64,169</b>	<b>59,416</b>	<b>68,903</b>	<b>81,686</b>	<b>91,809</b>	<b>87,519</b>	<b>96,036</b>	<b>101,224</b>	<b>80,910</b>	<b>63,737</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(1,991)</b>	<b>8,786</b>	<b>3,405</b>	<b>2,457</b>	<b>2,866</b>	<b>5,653</b>	<b>6,326</b>	<b>3,479</b>	<b>1,671</b>	<b>(1,000)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>(0)</b>	<b>0</b>							
Expenses for this activity grouping include the following depreciation/amortisation charge	23,249	24,612	28,708	35,006	41,516	47,905	54,201	60,600	66,671	72,978

## 5.3 Haumarutanga Tūmatanui Public Health and Safety

### Purpose

The health and safety of our city are crucial to enabling our city and our people to thrive. We deliver services that support the health and safety of the city's communities.

We continue to focus on processing of alcohol licenses, food safety certificates, dog registrations, gambling consents and health licenses for businesses and activities that could impact human health. We will also continue to operate animal control service and litter enforcement.

### Activities

Activities in this group	Services we deliver
5.3.1 Public Health Regulations	<ul style="list-style-type: none"> <li>Ensuring, through timely food and alcohol licencing and inspections, that Wellington's hospitality sector contributes to the health and safety of our community, including holding District Licensing Committee hearings</li> <li>Wellington consolidated bylaw, part 2 Animals - regulation of domestic animals and inspecting kennels, catteries, doggy daycare</li> <li>Trading and events in public places policy - issuing permits for parklets, outdoor dining, dog walking as a commercial activity</li> <li>Respond to incidents involving hazardous substances</li> <li>Trade waste - issuing consents</li> <li>Litter - issuing infringements in accordance with the Litter Act</li> <li>Health Act - responding to environmental complaints, dealing with hoarders and registering and compliance activities for hairdressers.</li> </ul>

### Rationale for Activities

- To maintain health standards. We promote and maintain health standards through public health regulations and maintenance of our own facilities, such as public toilets.

### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

### Key service level changes

There are no changes to the level of service.

Activity	Key negative effects	Mitigation
5.3 Public Health and Safety	We do not anticipate any significant negative effects associated with the provision of these services.	N/A

## Statement of levels of service and performance measures

### Activity – 5.3 Public health and safety

**Level of service statements:**  
Maintain environmental health and safety standards through public health regulations to protect the public

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) Food businesses verified within statutory timeframes <sup>1</sup>	Safety	34% (YE22/23)	80%	Quarterly
(%) New alcohol licenced premises inspected from the application acceptance date to the end of the public notice period <sup>2</sup>	Safety	67% (Nov23-May24)	90%	Quarterly

<sup>1</sup> Statutory timeframe is defined as: New businesses - within 6 weeks after registration is approved; Existing businesses - the date determined by the performance-based verification step from previous verification (can be between 3months and 3years)

<sup>2</sup> Public notice period for the intention of sale and supply of alcohol under the Sale and Supply of Alcohol Act 2023 is 25 days from date of acceptance

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.3.1 Public Health Regulations	Expense	8,529	10,070	9,681	9,900	10,077	10,342	10,556	10,775	10,956	11,231
	Income	(5,047)	(5,148)	(5,261)	(5,377)	(5,489)	(5,599)	(5,706)	(5,814)	(5,924)	(6,031)
<b>Total</b>		<b>3,482</b>	<b>4,922</b>	<b>4,420</b>	<b>4,523</b>	<b>4,587</b>	<b>4,743</b>	<b>4,850</b>	<b>4,961</b>	<b>5,032</b>	<b>5,200</b>

### Capital Expenditure

There is no capital expenditure for this activity.

## Funding impact statement (\$000s)

5.3 Public Health and Safety	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	3,702	5,142	4,640	4,743	4,808	4,963	5,071	5,181	5,204	5,372
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
Fees and charges	4,940	5,039	5,150	5,263	5,373	5,481	5,585	5,691	5,799	5,903

<b>5.3 Public Health and Safety</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	107	109	112	114	116	118	121	123	125	127
<b>Total operating funding (A)</b>	<b>8,749</b>	<b>10,290</b>	<b>9,901</b>	<b>10,120</b>	<b>10,297</b>	<b>10,562</b>	<b>10,776</b>	<b>10,995</b>	<b>11,128</b>	<b>11,402</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	5,361	6,079	5,854	5,982	6,124	6,231	6,350	6,471	6,588	6,695
Finance costs	1	0	1	1	1	1	1	1	1	2
Other operating funding applications	32	32	33	34	34	35	36	36	37	38
Internal charges	3,123	3,952	3,788	3,878	3,913	4,071	4,165	4,261	4,329	4,496
<b>Total applications of operating funding (B)</b>	<b>8,517</b>	<b>10,064</b>	<b>9,676</b>	<b>9,895</b>	<b>10,072</b>	<b>10,337</b>	<b>10,551</b>	<b>10,770</b>	<b>10,956</b>	<b>11,231</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>232</b>	<b>226</b>	<b>225</b>	<b>225</b>	<b>225</b>	<b>225</b>	<b>225</b>	<b>225</b>	<b>172</b>	<b>172</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(232)	(226)	(225)	(225)	(225)	(225)	(225)	(225)	(172)	(172)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>(232)</b>	<b>(226)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(172)</b>	<b>(172)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>(0)</b>									
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(232)</b>	<b>(226)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(225)</b>	<b>(172)</b>	<b>(172)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	11	6	5	5	5	5	5	5	0	0

# 6. Tāone tupu ora Urban Development

The mahi for urban development is focused on the way the city is developed and how it shapes the quality of life and experience for residents and visitors.

## Overview

Urban Planning is key to designing the city's layout, optimising space for community needs, and accommodating growth. The 2024-34 LTP includes continued investments to shape the city for a growing population, maintaining core spatial and urban planning activities, and delivering the Te Kāinga affordable rental programme, with up to 1,000 properties for medium to lower-income earners. Significant investment is planned for public space development, notably the Golden Mile project.

To manage cost pressures, we will seek more efficient service delivery within a tight budget. This involves prioritising capital programmes to focus on existing urban development projects and postponing other public space upgrades.

We will aim to meet or exceed statutory timeframes requirement for processing consents, ensuring efficient services, and enhancing our systems to meet customer needs and minimise risks.

The proposed District Plan, Medium Density Residential Standards, and expected Resource Management system changes could impact how we approve and enforce regulations. While these changes might decrease the number of resource consents, they would likely make the approval process more complex.

The anticipated increase in earthquake-prone building notices will require the Council to be more involved, either by assisting building owners or stepping up enforcement efforts.

The key groups of activities under this strategic area are below, along with their alignment to the Council's strategic direction that is outlined in Volume 1, page 36.

## Key activity groups

Activity groups	Community outcome	Strategic priority (where applicable)	Key strategies or plans
6.1 Urban Planning, heritage and public spaces development	Urban Form: A liveable and accessible compact city	<ul style="list-style-type: none"> <li>Transform our transport system to move more people with fewer vehicles</li> <li>Increase access to good, affordable housing to improve the wellbeing of our communities</li> <li>Revitalise the city and suburbs to support a thriving and resilient economy and support job growth</li> <li>Collaborate with our communities to mitigate and adapt to climate change.</li> <li>Celebrate and make visible te ao Māori across our city</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Plan – Our city tomorrow</li> <li>District Plan</li> <li>Infrastructure Strategy 2024</li> <li>Finance Strategy 2024</li> </ul>
6.2 Building and Development	Urban Form: A liveable and accessible compact city	<ul style="list-style-type: none"> <li>Increase access to good, affordable housing to improve the wellbeing of our communities</li> </ul>	<ul style="list-style-type: none"> <li>Enforcement and Compliance Policy</li> <li>Spatial Plan – Our city tomorrow</li> <li>District Plan</li> </ul>

## Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all urban planning, heritage, public spaces development, and regulatory and compliance activities. Our work is informed by the Tūpiki Ora Māori Strategy, including ensuring mana whenua and Māori reo, narratives, identities, histories and landmarks are increasingly present, visible in Pōneke and by legislation that requires that we work in consultation with mana whenua.

We are committed to ensuring these statutory obligations are upheld and that the spaces and places of cultural significance to Māori are considered appropriately in consenting decisions. More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## How we will embed Strategic Approaches in this activity

We are proud that this 10-year plan embeds five approaches to help guide the Council in all parts of our plan. How these approaches will be applied in this strategic area is outlined below.

Strategic Approaches are about how we will deliver our work. They are important and to be applied to everything we do.

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<b>Integrating te ao Māori</b>	We will work together with our Tākai Here partners to address environmental and climate change challenges. We will work together with our Tākai Here partners on our strategic projects to uplift te ao Māori using language and design. Where opportunities arise, we will encourage developers to work with mana whenua to integrate te ao Māori.
<b>Making our city accessible and inclusive for all</b>	As we upgrade our city, we will utilise Universal Design principles to ensure our urban development plans are accessible and inclusive for all. We will consent designs that improve accessibility and inclusion. We will ensure our information on public health and safety is accessible.
<b>Embedding climate action</b>	We will support our infrastructure managers to renew and upgrade our public spaces and infrastructure so that it is more resilient and adapts to climate change. We will work together with developers to ensure buildings are safe and resilient from climate impacts.
<b>Engaging our community</b>	We will co-design place-based plans for local area improvements, climate adaptation, and urban development. We will continue to work together with developers and others to meet consenting timelines and ensure communication is accessible and timely.
<b>Value for money</b>	We will make future focused decisions that provide best outcomes and value for money for the long term. We will invest in systems and process that are efficient and enable better service delivery to our customers.

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# 6.1 Whakamahere tāone, whakawhanake wāhi tuku iho, wāhi tūmatanui anō hoki

## Urban Planning, heritage and public spaces development

### Purpose

Wellington with its combination of compact urban form, heritage buildings, public art, capital city status and other features give the city a unique look and feel.

With a growing population there are demands placed on our urban planning, heritage and public spaces development. Our work aims to ensure this growth happens in ways that make efficient use of land and transport and doesn't compromise the qualities that make Wellington special.

### Activities

Activities in this group	Services we deliver
6.1.1 Urban Planning and Policy Development	<ul style="list-style-type: none"> <li>■ Carrying out urban planning and urban regeneration work to guide how the city will grow over time</li> <li>■ Enabling smart, compact urban growth through a multifaceted approach of planning, design and policy.</li> <li>■ Complementing compact urban growth through the provision of facilities and amenity in Wellington's streetscapes, public spaces, along its waterfront, and in its centres.</li> <li>■ Reviewing the District Plan to ensure the city grows in line with our agreed plans</li> <li>■ Ensuring Wellingtonians have sustainable choices to move around our city as well as an attractive and well-functioning mixed neighbourhoods to live, work and recreate in.</li> </ul>
6.1.2 Public Spaces and Centres Development	<ul style="list-style-type: none"> <li>■ Maintaining Wellingtonians' sense of place and pride by embracing the city's heritage and public spaces, including the waterfront</li> </ul>
6.1.3 Housing Development	<ul style="list-style-type: none"> <li>■ Ensuring infrastructure is in place to provide for current and future housing and business demand</li> <li>■ Establishing robust plans, policies, designs and coordination to ensure infrastructure is in place to provide for current/future housing/business demands.</li> </ul>
6.1.4 Built Heritage Development Libraries	<ul style="list-style-type: none"> <li>■ Enabling the protection, restoration and enhancement of Wellington's heritage and character assets - including buildings, areas, trees, monuments, and sites of significance to tangata whenua.</li> <li>■ Ensuring that planning and cultural heritage plans and actions enable ways to make the narratives of our Tākai Here partners increasingly present and recognised.</li> <li>■ Conserving the city's heritage for future generations by assisting building owners to strengthen at-risk heritage buildings and storytelling of Wellington's cultural heritage in new developments.</li> </ul>

## Rationale for Activities

- To enable smart growth/urban containment. Through these activities we ensure that the city grows in a controlled way that is environmentally sustainable, enhances community cohesion and encourages high-quality developments and reduces the city's carbon footprint through reducing the need to travel long distances.
- For open public spaces. We provide spaces where people can come together, relax and enjoy the natural environment of our city.
- For character protection. We work to help protect, restore and develop the city's heritage and character assets – including buildings, trees, monuments, and sites of significance to tangata whenua. Heritage is important in telling the shared history of the city and adds to its 'sense of place'.

## Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
6.1 Urban Planning, Heritage and Public Spaces Development	<p>Up to 280,000 people are expected to call Wellington home by 2043. New housing development has been lagging behind population growth and demand in recent years, with an estimated shortfall of nearly 4000 houses over the last 10 years. House prices have also risen significantly in recent years.</p> <p>Population growth and urban development, if not well managed, can have negative effects on a city's environment and on social wellbeing. Left unchecked, growth can result in reduction of open and green spaces with consequences for recreational opportunities, amenity and even some ecosystems.</p> <p>Development in the wrong areas or the wrong types of development can place a strain on infrastructure and reduce people's ability to access to services and enjoy the opportunities the city offers. Poorly planned growth and poor development and construction of individual buildings can reduce the attractiveness and the 'sense of place' that people identify with, and it can have a direct impact on people's safety.</p>	<p>Enabling more housing supply and business development through the District Plan review is important to accommodating our growing population, while also helping to improve housing affordability.</p> <p>We aim to avoid or mitigate these negative effects by guiding future development into areas where the benefits are greatest and the negative effects least.</p> <p>The tools we use include planning, working with landowners, direct investment in the development of green and open spaces and using our regulatory powers under legislation, such as the Building Act 2004 and Resource Management Act 1991.</p>
	<p><b>Heritage:</b> There are currently several heritage buildings in Wellington City, which require earthquake strengthening. Lack of progress by owners to strengthen their building can reduce the attractiveness of the city and the 'sense of place' that people identify with, and it can have a direct impact on people's safety.</p> <p>The main barrier to the strengthening process is cost. This is worsened by limited access to finance from both public and private sources.</p>	<p>We are aiming to avoid the negative effects on heritage buildings by providing financial incentives for heritage building owners to undertake comprehensive earthquake strengthening.</p>

## Key service level changes

### Urban Planning

Our overall approach is to continue making investments that shape the city to meet the projected growing population. We will continue to deliver core statutory spatial and urban planning activities.

To deal with the cost pressures facing the Council and the community, we will need to look at how we can deliver our services more efficiently for Urban Development. This means we need to operate within the already tight budget for some of the services we provide.

This includes prioritising our capital programmes to focus urban development works within existing planned project delivery and holding off other public space upgrades for an extended period of time.

- There are significant planned investment in public space development through the Golden Mile project.
- As a result of the LTP Amendment capital programme review, the \$11m budget has been rephased into \$5.5m for years 4 and 8. This means there will be minimal other upgrades to public spaces during this LTP. This will potentially result in degradation of public amenity.
- We will commence delivery on the Green Network Plan. This will increase green space amenity in the central city.
- We are repurposing the Environmental and Accessibility Performance Fund toward a Climate Resilience Fund. We will establish an urban design panel to support densification and implementation of the new district plan. Statement of levels of service and performance measures

### Activity – 6.1 Urban Planning, heritage and public spaces development

**Level of Service Statement:** Help protect, restore and develop the city's character assets and public spaces

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Number of co-design projects complete for Te Whanganui-a-Tara streets, waterways and green spaces	Sustainability	10 (May 2024)	≥8 <sup>1</sup>	Annual

<sup>1</sup> Target is less than Baseline due to constrained financial environment

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
6.1.1 Urban planning and policy development	Expense	6,958	7,013	6,584	6,536	6,370	6,207	6,281	6,389	6,497	6,664
	Income	(1,980)	(924)	(595)	(608)	(620)	(633)	(645)	(657)	(670)	(682)
6.1.2 Public spaces and centres development	Expense	13,210	24,274	27,752	7,038	7,733	8,319	8,285	8,391	8,443	8,808
6.1.3 Built heritage development	Expense	1,255	1,527	1,552	1,577	1,596	1,629	1,653	1,677	1,697	1,730
6.1.4 Housing Development	Expense	16,044	16,873	18,222	18,680	19,044	19,504	20,016	20,813	21,170	21,786
	Income	(13,277)	(13,666)	(15,572)	(16,057)	(16,532)	(17,028)	(17,512)	(18,082)	(18,608)	(19,118)
<b>Total</b>		<b>22,210</b>	<b>35,097</b>	<b>37,943</b>	<b>17,167</b>	<b>17,590</b>	<b>17,999</b>	<b>18,078</b>	<b>18,532</b>	<b>18,530</b>	<b>19,188</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
6.1.1 Urban planning and policy development	1,544	776	993	0	0	0	0	0	0	0	0
6.1.2 Public spaces and centres development	2,936	1,285	7,851	1,667	6,630	714	1,121	967	2,427	5,918	2,516
<b>Total</b>	<b>4,480</b>	<b>2,060</b>	<b>8,845</b>	<b>1,667</b>	<b>6,630</b>	<b>714</b>	<b>1,121</b>	<b>967</b>	<b>2,427</b>	<b>5,918</b>	<b>2,516</b>

## Funding impact statement (\$000s)

6.1 Urban Planning, Heritage and Public Spaces Development	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	17,863	23,006	23,127	21,584	22,179	22,716	22,841	23,160	23,371	19,440
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	1,410	342	0	0	0	0	0	0	0	0
Fees and charges	13,847	14,248	16,167	16,665	17,153	17,660	18,157	18,739	19,277	19,800
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0
<b>Total operating funding (A)</b>	<b>33,119</b>	<b>37,596</b>	<b>39,294</b>	<b>38,248</b>	<b>39,332</b>	<b>40,376</b>	<b>40,997</b>	<b>41,899</b>	<b>42,648</b>	<b>39,239</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	30,643	41,131	45,225	26,405	27,038	27,416	27,703	28,466	28,827	29,540
Finance costs	12	44	68	38	40	44	49	100	137	167
Other operating funding applications	500	500	500	500	500	500	500	500	500	500
Internal charges	6,250	7,701	7,733	6,151	6,212	6,398	6,532	6,687	6,738	7,001
<b>Total applications of operating funding (B)</b>	<b>37,405</b>	<b>49,375</b>	<b>53,526</b>	<b>33,094</b>	<b>33,790</b>	<b>34,358</b>	<b>34,784</b>	<b>35,752</b>	<b>36,202</b>	<b>37,208</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>(4,286)</b>	<b>(11,779)</b>	<b>(14,232)</b>	<b>5,154</b>	<b>5,542</b>	<b>6,018</b>	<b>6,213</b>	<b>6,147</b>	<b>6,447</b>	<b>2,031</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	8,766	20,624	15,899	1,476	(4,829)	(4,898)	(5,246)	(3,719)	(529)	485
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>8,766</b>	<b>20,624</b>	<b>15,899</b>	<b>1,476</b>	<b>(4,829)</b>	<b>(4,898)</b>	<b>(5,246)</b>	<b>(3,719)</b>	<b>(529)</b>	<b>485</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	3,134	6,238	873	6,299	544	555	565	0	5,500	0

<b>6.1 Urban Planning, Heritage and Public Spaces Development</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
- to improve level of service	1,346	2,606	793	331	170	566	402	2,427	417	2,516
- to replace existing assets	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(0)	0	0	0	0	(0)	(0)	0	0	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>4,480</b>	<b>8,845</b>	<b>1,667</b>	<b>6,630</b>	<b>714</b>	<b>1,121</b>	<b>967</b>	<b>2,427</b>	<b>5,918</b>	<b>2,516</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>4,286</b>	<b>11,779</b>	<b>14,232</b>	<b>(5,154)</b>	<b>(5,542)</b>	<b>(6,018)</b>	<b>(6,213)</b>	<b>(6,147)</b>	<b>(6,447)</b>	<b>(2,031)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	61	312	584	737	953	1,302	1,451	1,518	1,606	1,779

## 6.2 Te hanga me te whanaketanga

### Building and Development

#### Purpose

Our oversight of construction and development means we oversee the safety of buildings, preventing any potential harm to environmental quality or public health.

We also aim to establish that developments are secure, environmentally friendly, and align with public expectations.

#### Rationale for Activities

To protect public health and safety, we carry out building and development activities to protect public and environmental health and safety and to protect future users of land and buildings.

For resilience, ensuring buildings and developments are built to withstand natural events is a critical element of our activities in this area. We engage in earthquake risk mitigation to protect public safety, preserve the city's heritage and the economic investment made in buildings and infrastructure.

#### Activities

Activities in this group	Services we deliver
6.2.1 Building Control and Facilitation	<ul style="list-style-type: none"> <li>■ Timeliness of consenting and compliance service</li> <li>■ Sufficient and timely access to Council advice for building owners as required</li> <li>■ Building consents - ensuring buildings are safe, in accordance with the Building Act 2004</li> <li>■ Resource consents - ensuring natural resources are used sustainably, in line with the Resource Management Act 1991</li> <li>■ Assessing earthquake-prone buildings and delivering on the resilience programme.</li> </ul>
6.2.2 Development Control and Facilitation	
6.2.3 Earthquake risk and Mitigation	
6.2.4 Regulatory Building Control and Facilitation (weathertight homes)	

#### Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
6.2 Building and Development	<p>Development and construction, if not well managed, can have negative effects on a city's environment and on social wellbeing, and on the safety of individuals.</p> <p>Development in the wrong areas or the wrong types of development can place a strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers.</p> <p>Poorly planned growth, and poor development and construction of individual buildings, can reduce the attractiveness of the city and the 'sense of place' that people identify with, and it can have a direct impact on people's safety.</p>	<p>The activities in this group exist to mitigate and manage risks from development, construction, weather-tight building problems and earthquakes. Our earthquake-prone building assessment programme is focused on ensuring these buildings are strengthened to the required standards.</p>

## Key service level changes

### Te Ngākau

As part of the LTP Amendment capital programme changes, we will adjust the budget for earthquake-prone buildings in Te Ngākau Civic Square to meet the minimum requirements for the potential demolition of the Michael Fowler Centre (MFC), which is earthquake prone with a deadline for remediation of 2034. The future of MFC will be decided through further investigations and a future venues strategy consultation. No decision has been made on the future of the building and no decision to demolish has been made through the funding provision allocation. Noting this budget is allocated to 10: Council Projects, but is included here for clarity on the changes being made.

### Heritage

We aim to achieve minor cost savings through reducing the community advisory and heritage support services. This budget will reduce by \$210,000 per year, which has the impact of refocusing heritage advisory services exclusively on resource consenting and the administration of the Heritage Resilience and Regeneration Fund.

## Building and Development

We will aim to meet or exceed statutory timeframes for processing consents, ensuring efficient services, and enhancing our systems to meet customer needs and minimise risks.

The recently adopted District Plan, Medium Density Residential Standards, and expected changes to the Resource Management system could impact how we approve and enforce regulations. While these changes might decrease the number of resource consents, they would likely make the approval process more complex. The anticipated increase in earthquake-prone building notices will require the Council to be more involved, either by assisting building owners or stepping up enforcement efforts.

## Statement of levels of service and performance measures

### Activity – 6.2 Building and Development

**Level of service statement:** Provide building and development control and facilitation services to protect future users of land and buildings

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) Building consents granted within statutory timeframes <sup>1</sup> :- (a) Those not requiring structural engineering review (b) Those requiring structural engineering review	Reliability	60% (YE22/23) based on all building consent types.	a. 90% b. 70%	Quarterly
Customers (%) who rate building control service as good or very good	Client Satisfaction	62% (YE22/23)	80%	Quarterly
(%) Resource consents (non-notified) issued within statutory timeframes <sup>1</sup> :- (a) Those not requiring external referral input (x%) (b) Those requiring external referral input (xx%)	Reliability	a. 89% (Oct23) b. 84% (Oct23)	a. 98% b. 70%	Quarterly
(%) Resource consents that are monitored within 3 months of project commencement	Reliability	98% (YE22/23)	90%	Quarterly
Customers (%) who rate resource consent service as good or very good	Client Satisfaction	83% (YE22/23)	80%	Quarterly
(%) Resource consents (non-notified) for multi-unit housing issued within statutory timeframes <sup>1</sup>	Reliability	97% (YE22/23)	85%	Quarterly
(%) Land Information Memorandums (LIMs) issued within statutory timeframes <sup>2</sup>	Reliability	100% (YE22/23)	98%	Quarterly
Building Consent Authority (BCA) accreditation retention <sup>3</sup>	Quality	Retained (July23)	Retained	Annual

<sup>1</sup>Statutory timeframe is 20 working days, <sup>2</sup>Statutory timeframe is 10 working days, <sup>3</sup>The Building Consent Authority accreditation retention process is biennial

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
6.2.1 Building Control and Facilitation	Expense	22,896	24,022	24,199	24,755	25,177	25,905	26,457	26,995	27,424	28,090
	Income	(16,181)	(16,520)	(16,884)	(17,239)	(17,584)	(17,919)	(18,259)	(18,606)	(18,942)	(19,283)
6.2.2 Development Control and Facilitation	Expense	9,223	12,923	12,617	12,876	13,038	13,375	13,648	13,966	14,228	14,612
	Income	(5,749)	(5,864)	(5,993)	(6,124)	(6,253)	(6,378)	(6,499)	(6,623)	(6,749)	(6,870)
6.2.3 Earthquake risk mitigation - built environment	Expense	4,810	2,090	1,729	1,767	1,798	1,850	1,889	1,928	1,961	2,013
	Income	(3)	(3)	(3)	(3)	(3)	(4)	(4)	(4)	(4)	(4)
<b>Total</b>		<b>14,996</b>	<b>16,647</b>	<b>15,665</b>	<b>16,032</b>	<b>16,173</b>	<b>16,830</b>	<b>17,232</b>	<b>17,657</b>	<b>17,920</b>	<b>18,558</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
6.2.3 Earthquake risk mitigation - built environment	57,852	57,815	54,389	0	0	0	0	0	0	0	0
<b>Total</b>	<b>57,852</b>	<b>57,815</b>	<b>54,389</b>	<b>0</b>							

## Funding impact statement (\$000s)

6.2 Building and Development	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	12,700	17,651	16,669	17,035	17,176	17,833	18,235	18,661	18,624	19,262
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
Fees and charges	21,927	22,381	22,874	23,361	23,835	24,294	24,756	25,226	25,688	26,150

<b>6.2 Building and Development</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	6	6	6	6	6	6	6	6	7	7
<b>Total operating funding (A)</b>	<b>34,633</b>	<b>40,038</b>	<b>39,548</b>	<b>40,402</b>	<b>41,017</b>	<b>42,134</b>	<b>42,998</b>	<b>43,893</b>	<b>44,318</b>	<b>45,419</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	23,222	20,767	20,764	21,226	21,717	22,131	22,557	22,986	23,401	23,807
Finance costs	8	9	18	14	16	18	21	25	27	28
Other operating funding applications	12	12	12	13	13	13	13	14	14	14
Internal charges	13,606	18,123	17,626	18,022	18,145	18,845	19,287	19,762	20,112	20,860
<b>Total applications of operating funding (B)</b>	<b>36,847</b>	<b>38,911</b>	<b>38,421</b>	<b>39,275</b>	<b>39,890</b>	<b>41,007</b>	<b>41,878</b>	<b>42,786</b>	<b>43,553</b>	<b>44,709</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>(2,214)</b>	<b>1,127</b>	<b>1,127</b>	<b>1,127</b>	<b>1,127</b>	<b>1,127</b>	<b>1,119</b>	<b>1,108</b>	<b>764</b>	<b>709</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	60,066	53,262	(1,127)	(1,127)	(1,127)	(1,127)	(1,119)	(1,108)	(764)	(709)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>60,066</b>	<b>53,262</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,119)</b>	<b>(1,108)</b>	<b>(764)</b>	<b>(709)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	57,800	54,353	0	0	0	0	0	0	0	0
- to replace existing assets	52	37	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>57,852</b>	<b>54,389</b>	<b>0</b>							
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>2,214</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>(1,119)</b>	<b>(1,108)</b>	<b>(764)</b>	<b>(709)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	82	123	123	123	123	123	115	104	61	6

# 7. Tūnuku Transport

The mahi for Transport is focused on the way the city is developed and how it shapes the quality of life and experience for residents and visitors.

## Overview

The city's target is to reduce 2020 emissions by 57% by 2030, which reflects both the speed at which we need to act, and the bigger opportunity for decreasing emissions because we are a developed country. The city's emissions have fallen by 10% since 2020, and cycling has increased by 9% in the past year.

Our overall approach to transport investment is to continue changing the transport network to support reducing emissions and making it easier to get around. This includes continued delivery of the city wide Pāneke Pōneke bike network and increasing investment in improving the resilience of the network through retaining wall and structure strengthening. Investment on the Golden Mile and City streets projects will improve connections for people

on buses, bikes or walking in the Central City and on key routes between the central city and suburban centres. The parking policy provides a framework to guide future decision-making on the management of all Council-controlled parking spaces. This includes off-street parking and on-street parking, both free-of-charge (unrestricted) and those which incur a user-charge. Off-street parking includes parking areas at any of the Council's parks, sports, recreation and other community activities; and any off-street parking buildings that the Council controls.

The policy sets out objectives, high level principles, a parking space hierarchy (that prioritises the types of parking in different areas), area-based parking management guidance (that prioritises how we manage supply and demand). It also provides a new approach to setting parking fees and developing area-based parking management plans.

The key groups of activities under this strategic area are below, along with their alignment to the Council's strategic direction that is outlined in Volume 1, page 36.

## Our Tākai Here and Te Tiriti Commitment

Our commitment underpins all transport activities. The Tūpiki Ora Māori Strategy outlines priorities including that whānau, tamariki, māmā and pēpē, tangata whaikaha people and kaumātua can move around the city and access the services and spaces they need in Wellington. More information on this commitment is in Volume 1 and Volume 3 in our Strategic Direction sections.

## Key activity groups

Activity groups	Community outcome	Strategic priority (where applicable)	Key strategies or plans
7.1 Transport network	Urban Form: A liveable and accessible compact city	<ul style="list-style-type: none"> <li>Transform our transport system to move more people with fewer vehicles</li> <li>Celebrate and make visible te Ao Māori across our city</li> <li>Revitalise the city and suburbs to support a thriving and resilient economy and support job growth</li> </ul>	<ul style="list-style-type: none"> <li>Pāneke Pōneke Bike Network Plan</li> <li>Te Atakura   First to Zero – Zero Carbon Strategy</li> <li>Spatial Plan – Our city tomorrow</li> <li>District Plan</li> <li>Infrastructure Strategy 2024</li> <li>Finance Strategy 2024</li> </ul>
7.2 Parking	Urban Form: A liveable and accessible compact city	<ul style="list-style-type: none"> <li>Transform our transport system to move more people with fewer vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Parking Policy</li> </ul>

## How we will embed Strategic Approaches in this activity

We are proud that this 10-year plan embeds five approaches to help guide the Council in all parts of our plan. How these approaches will be applied in this strategic area is outlined below.

Strategic Approaches are about how we will deliver our work. They are important and to be applied to everything we do.

### **Integrating te ao Māori**

Making te ao Māori visible through urban design and new infrastructure. We will work together with our Tākai Here partners on our strategic projects to uplift te ao Māori using language and design.

### **Making our city accessible and inclusive for all**

As we maintain, renew, and upgrade our transport infrastructure, we will make improvements for accessibility. This includes ensuring temporary traffic management is appropriately designed for accessible access.

### **Embedding climate action**

We adopted the Sustainable Transport Hierarchy, which places walking, cycling and public transport as the top of the transport hierarchy for the city as is a significant contributor to achieving zero carbon targets as set in Te Atakura. To implement this, the city's transport programmes and projects focus on enabling active and public transport solutions through investment in new infrastructure and our rolling maintenance and renewals programmes.

### **Engaging our community**

We will work closely with residents and businesses in designing and delivering changes to the transport network. We will continue to deliver road safety and active travel education programmes.

### **Value for money**

We will make future focused decisions that provide best outcomes and value for money for the long term. We will invest in systems and process that are efficient and enable better service delivery to our customers.

# 7.1 Whatunga tūnuku Transport Network

## Purpose

This activity aims to create a more liveable city by enhancing accessibility and easing commuting needs with an effective transport network for the community.

An efficient network that gives our people choices about how to get where they need to go is critical to the city's economy and quality of life. Transport plays a big role in how we live, work and play. We aim to safely and efficiently move more people with fewer vehicles. The network includes vehicle lanes, footpaths and cycleways, and we maintain structures such as tunnels and seawalls, to keep the network safe.

The Council adopted the Sustainable Transport Hierarchy, which places walking, cycling and public transport at the top of the transport hierarchy for the city. To implement this and reduce our carbon emissions, the city's transport programmes and projects focus on system change to enable active and public transport solutions through investment in new infrastructure and our rolling maintenance and renewals programmes.

## Activities

Activities in this group	Services we deliver
7.1.1 Transport Planning	<ul style="list-style-type: none"> <li>■ Planning, delivering, maintaining and operating our transport system</li> </ul>
7.1.2 Vehicle Network	<ul style="list-style-type: none"> <li>■ Operating and maintaining our existing transport network, which is made up of 970km of footpaths and access ways, 40km of bike lanes, 8km bus priority lanes, 700km of roads, and 2km of bridges and tunnels, and which enables Wellingtonians, workers from the wider region and visitors to move around the city every day</li> <li>■ Network supports keeping the residents of the city moving (peak travel times are acceptable).</li> <li>■ Supporting Wellington Cable Car Limited – a CCO that owns, operates and maintains the Cable Car and associated track, plant, tunnels, bridges and buildings</li> </ul>
7.1.3 Cycle Network	<ul style="list-style-type: none"> <li>■ Enhancing the attractiveness of walking or cycling around the city, through urban design, new infrastructure and promotion of active transport.</li> </ul>
7.1.5 Pedestrian Network	<ul style="list-style-type: none"> <li>■ A city-wide network of connected cycleways, connecting suburbs with the CBD and key destinations               <ul style="list-style-type: none"> <li>□ 166km of cycleway connections</li> <li>□ 155,000 of us living within a 5-minute ride of the network.</li> </ul> </li> </ul>
7.1.4 Passenger Transport Network	<ul style="list-style-type: none"> <li>■ Supporting the city's public transport network by providing space for the network to run efficiently and encouraging people to use it.</li> <li>■ Shelters provided for bus and rail passengers on all incoming stops and at selected outgoing stops</li> </ul>
7.1.6 Network-wide Control and Management	<ul style="list-style-type: none"> <li>■ Appropriate range and coverage of signals and signs to support network</li> </ul>
7.1.7 Road Safety	<ul style="list-style-type: none"> <li>■ Ensuring our transport network is safe for all users by making ongoing improvements and educating and promoting safe behaviours.</li> </ul>
7.1.8 Major City Upgrades	<ul style="list-style-type: none"> <li>■ Designing, planning and constructing people-friendly central city and arterial spaces that improve traffic flows by encouraging alternative transport options while highlighting our rich cultural history and bringing renewed vibrancy to our city.</li> </ul>
7.1.9 Roads Open Spaces	<ul style="list-style-type: none"> <li>■ We look after the city's roadside plants, remove and prune hazardous or overgrown vegetation, spray weeds and supply free plants to residents to plant on road reserves.</li> <li>■ We also clean city and residential streets, empty rubbish bins in the central city and remove spills and litter.</li> </ul>

## Rationale for Activities

- We aim to provide a transport network that provides people with accessible, safe and reliable transport choices.
- To increase mode share and reduce emissions. We strive to encourage and enable greater use of active modes and passenger transport – increasing the efficiency of the network and reducing the impact of emissions from the transport system.
- For road safety. Delivering a safe road network is a fundamental goal of our transport strategy. We provide and maintain safety assets as well as leading road education and promotion activities

## Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
7.1 Transport Network	<p>With any transport network there are potential negative effects:</p> <ul style="list-style-type: none"> <li>■ Environmental effects. These range from carbon emissions to air and noise pollution to surface water run-off from roads that may carry contaminants into the stormwater system. These impacts are directly linked to the number of vehicles on the road and to the availability of options others than using the private car, such as public transport, walking and cycling.</li> <li>■ Construction effects. Individual projects, such as the construction of a new road, can affect public transport and general traffic flows, neighbouring properties (noise, dust) and nearby businesses (access to car parking and premises).</li> <li>■ Development effects. The timing of transport investment can affect growth opportunities, such as new residential development.</li> <li>■ Safety. The transport network brings pedestrians, cyclists and vehicles together, which presents hazards to users.</li> </ul>	<p>We mitigate the environmental effects of transport by ensuring walking, cycling and public transport are appropriately catered for so that our residents and visitors have choices other than the private car. We monitor the effects of stormwater run-off on aquatic environments. We communicate with businesses and affected communities to minimise disturbances due to roadworks.</p> <p>Through our land use planning, we make sure more people can live close to services and places of employment reducing their need to travel. We also work with developers to coordinate investment in streets with new residential and other developments, particularly in growth areas. We have developed road safety programmes and design solutions to reduce the likelihood and severity of accidents.</p>

## Key service level changes

The overall approach includes significant continued investment in changing Wellington's transport network, which remains a focus over the next ten years. This includes continued delivery of the city wide Paneke Pōneke bike network and increasing investment in improving the resilience of the network through retaining wall and structure strengthening. However, due to the LTP Amendment capital programme review and the reduction in National Land Transport Programme (NLTP) funding, there are number of changes to a number of transport programme and projects.

### Walking, cycling and public transport

We are continuing to advance the Pāneke Pōneke Bike Network programme, creating a complete network at a reduced cost, by minimising civil works for long-term street transformations and building on the transitional approach. Due to the LTP Amendment capital programme review, the cycling network programme will now be completed over 20 years. The primary network will be finished within the first 10 years, including ongoing projects like Evans Bay and Brooklyn to City, as well as the

remaining 17.6 km. Work on the secondary network will follow in the later years, aligned with adjusted priorities and funding.

This means delivery of the network will still be achieve in the next 10 years, but with lower levels of grade separation of bike and vehicle lanes. There will be:

- higher quality materials used and less use of temporary and changeable solutions
- reduction in significant road width changes to allow for introduction of bike lanes
- more permanent removal of on-street parking to provide space dedicated for active and public transport modes
- increased pedestrian and bus improvements implemented together with bike lanes.

The Hutt Rd portion of the Thorndon Quay / Hutt Rd project will not be funded, leaving the levels of service for Hutt Rd the same as now. The Golden Mile and City streets projects will improve connections for people on buses, bikes or walking in the Central City and on key routes between the central city and suburban centres.

The People-friendly city streets programme is being scaled back as part of the LTP Amendment capital programme review changes and the

reduced NLTP funding, with reduced scope projects for the routes between the CBD and Miramar for biking, walking and bus priority being prioritised.

Priority projects with reduced scope include:

- Secondary bus corridor (bus spine on the Quays)
- Cross-city cycle connection (connect Thorndon Quay to Cambridge Terrace)
- Cuba St pedestrianisation infrastructure and activations (significant improvements beyond proposed footpath widening)
- Dixon St upgrade (required as part of the Golden Mile design)

### Roads and Structures

The Hutt Rd portion of the Thorndon Quay/Hutt Rd project will not be funded, leaving the levels of service for Hutt Rd the same as now. We will also defer road surface renewals and do more with chipseal rather than asphalt. The amenity and road condition will deteriorate over time. We will increase upgrades of retaining walls to increase network resilience.

### Kiwi Point Quarry

We will extend the life of Kiwi Point Quarry by opening the south face.

## National Land Transport Plan funding

With the reduction in NLTP funding, several programmes and projects have changed.

### These projects have received funding:

- Chaytor St wall strengthening project
- Grosvenor Terrace wall strengthening
- Bike Network projects already underway
- Golden Mile upgrades
- Thorndon Quay upgrades

### These projects have not received funding:

- Central City Corridors Improvements – Harbour Quays and Eastern corridor connections joint bus priority projects 50/50 funded together with GWRC.
- New road – Mark Ave to Grenada North
- Resilience Improvements – Aotea Quay Overbridge investigation and Kelburn Viaduct seismic strengthening with investigation and design between year 1 to 3
- Bike Network Programme – Evans Bay Stage 2, Brooklyn and approximately 20 km of the strategic network to be delivered by end of year 3

# Statement of levels of service and performance measures

## Activity – 7.1 Transport Network

**Level of service statements:** Deliver a safe road network, and provide accessible, safe and reliable transport choices

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
(%) Customer service requests relating to roads and footpaths that are responded to within timeframe. (urgent within 2 hours and non-urgent within 15 days)	Responsiveness	89% (YE22/23)	93%	Quarterly
% Ride quality as measured by smooth travel exposure (STE) - all roads* <sup>1</sup>	Quality	69% (YE22/23)	70%	Annual
Footpaths (%) in average condition or better (measured against WCC condition standards)* <sup>2</sup>	Quality	94% (YE22/23)	96%	Annual
Sealed local road network (%) that is resurfaced*	Quality	7.8% (YE22/23)	7.20%	Annual
Residents' satisfaction with the condition of roads: a. The central city b. In their local suburb	Client Satisfaction	a. 48% (2023 Transport survey) <sup>4</sup> b. 47% (2023 Transport survey) <sup>4</sup>	a. 51% b. 50%	Annual
Residents' satisfaction with walking on footpaths: a. In the central city b. In their local suburb	Client Satisfaction	a. 72% (2023 Transport survey) <sup>4</sup> b. 73% (2023 Transport survey) <sup>4</sup>	a. 75% b. 75%	Annual
Residents' satisfaction with cycling: a. On bike lanes in the central city b. On streets without bike lanes in the central city c. On cycling facilities in local suburbs	Client Satisfaction	a. 23% (2023 Transport survey) <sup>4</sup> b. 14% (2023 Transport survey) <sup>4</sup> c. 37% (2023 Transport survey) <sup>4</sup>	a. 25% b. 15% c. 38%	Annual
Kilometres of cyclepaths and lanes in the city (increasing)	Sustainability	40Km (22/23FinYr)	Increasing >40km (22/23 result)	Annual
Residents' satisfaction with street lighting: a. In the central city b. In their local suburb	Client Satisfaction	a. 64% (2023 Transport survey) <sup>4</sup> b. 52% (2023 Transport survey) <sup>4</sup>	a. 65% b. 53%	Annual

Key Performance Indicator	Service dimension	Baseline	Target 2024-34	Reporting frequency
Number of critical transport structures with highest risk status <sup>5</sup> : a. Road Tunnel b. Road Bridge c. Sea Wall d. Retaining Wall e. Rockfall Protection	Reliability	a. 0 extreme risk; 3 high risk b. 3 extreme risk; 13 high risk c. 0 extreme risk; 72 high risk d. 0 extreme risk; 303 high risk e. 0 extreme risk; 34 high risk (May24)	a. 0 extreme risk; 3 high risk b. 2 extreme risk; 13 high risk c. 0 extreme risk; 60 high risk d. 0 extreme risk; 292 high risk e. 0 extreme risk; 34 high risk	Annual
Cable Car Company Ltd - achievement of Statement of Intent Note: 2024/25 SOI comprises of four KPIs with the following targets: Total Passengers: 980,000 Cable Car Reliability: >99.0% Fare income: \$3.609m Customer Satisfaction <sup>6</sup> : Customer satisfaction survey: 4.2 NPS or higher Trip Advisor Rating: 4.2 NPS or higher	Other	Achieved (5/5 KPIs YE 22/23)	Achieved	Quarterly and Annual

\* This KPI is mandatory as directed by the New Zealand Transport Agency/Waka Kotahi

<sup>1</sup>Smooth Travel Exposure is a customer outcome measure indicating 'ride quality'. It is an indication of the percentage of vehicle kilometres travelled on a road network with roughness below a defined upper threshold level. The threshold varies depending on the traffic volume band and urban/rural environment of the road

<sup>2</sup>Average condition or better is defined as 17 or below on a total condition rating score from Wellington City Councils visual condition rating system

<sup>3</sup>Local road network is defined as those public roads maintained by Wellington City Council

<sup>4</sup>The draft baseline data is derived from data collected between April-November 2023. The survey will analyse data on a rolling 3-year average and the final baseline will be available once the first of the 3-year average data is available

<sup>5</sup>A transport structure is deemed critical when it scores 4 or 5 on a 1-5 criticality scale. Highest risk includes both extreme and high-risk categories. Most critical structures are in good condition or better and expected to stay so during the next 3-years unless there is an extraordinary event such as a very large earthquake or storm. Critical structures should be no worse than high risk during their lifecycle.

<sup>6</sup>Maintain Net Promoter Score (NPS) equal to or better than CXI Benchmark

# What it will cost

## Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
7.1.1 Transport Planning	Expense	1,567	1,806	1,814	1,851	1,870	1,920	1,962	2,012	2,053	1,758
	Income	0	(48)	(50)	0	0	0	0	0	0	0
7.1.2 Vehicle network	Expense	62,330	64,474	84,443	84,712	93,755	103,497	122,494	131,068	128,474	139,333
	Income	(3,749)	(4,544)	(4,716)	(4,114)	(4,204)	(4,291)	(4,358)	(4,444)	(4,532)	(4,618)
7.1.3 Cycle network	Expense	7,129	4,994	6,029	7,277	7,984	8,920	9,176	9,710	10,772	12,123
	Income	(1,777)	(111)	(115)	(296)	(311)	(327)	(380)	(435)	(492)	(550)
7.1.4 Passenger transport network	Expense	3,413	3,466	3,090	5,856	5,439	3,115	3,252	3,389	3,457	3,571
	Income	(1,670)	(1,705)	(1,743)	(1,781)	(1,819)	(1,855)	(1,892)	(1,928)	(1,965)	(2,002)
7.1.5 Pedestrian network	Expense	15,513	15,891	18,038	18,315	19,221	20,796	22,531	24,456	25,879	26,947
	Income	(857)	(501)	(518)	(899)	(919)	(938)	(957)	(976)	(996)	(1,014)
7.1.6 Network-wide control and management	Expense	14,945	16,183	14,519	12,947	13,256	13,864	14,452	15,132	14,366	14,910
	Income	(3,885)	(4,036)	(4,170)	(4,222)	(4,313)	(4,401)	(4,487)	(4,575)	(4,664)	(4,751)
7.1.7 Road safety	Expense	9,131	11,164	11,718	11,975	12,574	13,243	13,955	14,753	15,451	16,171
	Income	(2,445)	(2,846)	(2,952)	(2,923)	(2,986)	(3,048)	(3,109)	(3,171)	(3,233)	(3,295)
7.1.8 Lets Get Wellington Moving	Expense	8,352	3,314	3,729	2,361	1,600	605	617	629	640	653
7.1.9 Roads open spaces	Expense	11,025	12,202	12,593	12,900	13,177	13,512	13,807	14,089	14,355	14,675
	Income	(1,397)	(1,800)	(1,907)	(1,577)	(1,616)	(1,652)	(1,689)	(1,725)	(1,761)	(1,797)
<b>Total</b>		<b>117,622</b>	<b>117,904</b>	<b>139,802</b>	<b>142,381</b>	<b>152,708</b>	<b>162,959</b>	<b>185,375</b>	<b>197,985</b>	<b>197,804</b>	<b>212,115</b>

## Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
7.1.2 Vehicle network	41,777	34,621	53,271	48,808	45,025	48,432	58,872	48,399	58,618	46,042	51,622
7.1.3 Cycle network	25,215	19,765	13,666	10,503	5,762	5,148	3,149	4,768	5,114	2,665	880
7.1.4 Passenger transport network	150	0	148	102	105	108	112	115	118	122	125
7.1.5 Pedestrian network	6,738	6,294	9,075	9,217	6,097	6,501	6,360	6,768	6,882	7,312	7,151
7.1.6 Network-wide control and management	3,096	3,096	3,838	3,925	4,015	4,102	4,187	4,270	4,355	4,441	4,525
7.1.7 Road safety	7,507	7,625	10,825	5,702	5,888	6,210	6,493	6,624	6,521	6,650	6,778
7.1.8 Let's Get Wellington Moving	56,552	32,258	58,060	43,127	32,631	15,632	0	0	0	0	0
7.1.10 Charged Up Capital	864	864	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>141,899</b>	<b>104,523</b>	<b>148,883</b>	<b>121,384</b>	<b>99,523</b>	<b>86,134</b>	<b>79,172</b>	<b>70,945</b>	<b>81,610</b>	<b>67,233</b>	<b>71,081</b>

## Funding impact statement (\$000s)

7.1 Transport	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	89,407	103,789	126,045	124,433	136,004	149,150	171,506	183,994	183,809	198,115
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	11,852	11,770	12,357	12,491	12,297	12,441	12,721	13,023	13,330	13,635
Fees and charges	3,931	4,011	4,100	4,191	4,280	4,366	4,452	4,537	4,624	4,710
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0

<b>7.1 Transport</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Total operating funding (A)</b>	105,189	119,570	142,503	141,114	152,581	165,957	188,678	201,553	201,764	216,461
<b>Applications of operating funding</b>										
Payments to staff and suppliers	47,241	43,395	44,715	44,817	45,138	45,880	46,940	47,997	49,099	50,176
Finance costs	18,008	13,678	27,914	21,317	24,260	27,418	31,683	37,711	40,529	43,010
Other operating funding applications	1,263	838	300	3,008	2,467	0	0	0	0	0
Internal charges	12,222	13,444	14,454	14,629	14,881	15,123	15,235	15,518	16,190	17,134
<b>Total applications of operating funding (B)</b>	<b>78,734</b>	<b>71,355</b>	<b>87,384</b>	<b>83,772</b>	<b>86,746</b>	<b>88,422</b>	<b>93,857</b>	<b>101,225</b>	<b>105,819</b>	<b>110,320</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>26,455</b>	<b>48,216</b>	<b>55,119</b>	<b>57,342</b>	<b>65,835</b>	<b>77,536</b>	<b>94,821</b>	<b>100,328</b>	<b>95,945</b>	<b>106,141</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	66,927	31,928	35,461	50,252	54,621	50,619	44,411	45,694	43,579	44,974
Development and financial contributions	942	942	942	942	942	942	942	942	942	942
Increase (decrease) in debt	47,574	67,797	29,862	(9,013)	(35,265)	(49,925)	(69,229)	(65,355)	(73,234)	(80,975)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>115,444</b>	<b>100,667</b>	<b>66,265</b>	<b>42,181</b>	<b>20,299</b>	<b>1,637</b>	<b>(23,876)</b>	<b>(18,719)</b>	<b>(28,712)</b>	<b>(35,059)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	59,066	1,680	3,028	6,195	9,732	19,305	7,947	8,689	4,342	8,410
- to improve level of service	45,514	103,796	73,786	51,725	33,697	16,069	18,230	26,406	15,455	14,339
- to replace existing assets	37,319	43,407	44,569	41,603	42,705	43,798	44,767	46,514	47,435	48,333
Increase (decrease) in reserves	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>141,899</b>	<b>148,883</b>	<b>121,384</b>	<b>99,523</b>	<b>86,134</b>	<b>79,172</b>	<b>70,945</b>	<b>81,610</b>	<b>67,233</b>	<b>71,081</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(26,455)</b>	<b>(48,216)</b>	<b>(55,119)</b>	<b>(57,342)</b>	<b>(65,835)</b>	<b>(77,536)</b>	<b>(94,821)</b>	<b>(100,328)</b>	<b>(95,945)</b>	<b>(106,141)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>							
Expenses for this activity grouping include the following depreciation/amortisation charge	54,670	62,331	68,876	74,421	82,129	91,050	108,390	114,013	109,627	119,822

# 7.2 Tūnga Waka Parking

## Purpose

Council manages on-street parking and enforcement services across both the city and surrounding suburbs.

This allows people to have reasonable access to primarily on-street parking to shop, access businesses and access recreation activities in line with the objectives the 2020 Parking Policy.

## Activities

Activities in this group	Services we deliver
7.2.1 Parking	<ul style="list-style-type: none"> <li>■ Enforcement of metered public parking spaces in central Wellington and other forms of parking primarily located in the central city including Taxi Stands Loading Zones, mobility parking, bus stops and other designated parking areas.</li> <li>■ Monitor and enforce parking restrictions (including residents and coupon parking zones) in the inner-city suburbs</li> <li>■ Monitor and enforce parking restrictions in all suburbs and respond to parking related requests for service from the public</li> <li>■ Manage off-street parking where available, including by operating the Clifton Terrace carpark</li> <li>■ Support events that take place across the city through the provision of dedicated parking enforcement.</li> <li>■ Electric vehicle chargers on Council owned land</li> <li>■ Dedicated car parking spots for car sharing services (currently Mevo and CityHop)</li> </ul>

## Rationale for Activities

To manage parking in line with the aims and objectives of the 2020 parking policy that maximises the opportunity for people to access parking for the purpose for which it is being provided.

To support people to access the city using cars in a lower-carbon way. Car sharing reduces the number of cars competing for parking in the city, and providing electric vehicle charging infrastructure ensures that car owners are supported to change to electric cars.

## Significant negative effects

Council activities are carried out to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key negative effects	Mitigation
7.2 Parking	As transport mode shift is achieved (in support of the City's First to Zero goal) parking will be reduced to make way for active and public transport options, reducing revenue to Council. For example, providing spaces for car sharing vehicles is estimated to reduce parking revenue by \$2.8m over 10 years.	Reductions in Council revenue through parking will need to be offset through cost savings or alternative revenue sources

## Key service level changes

While most core services remain unchanged, there are some changes in how we deliver these services. We are aiming to maintain available parking for the public while other projects that affect road and parking layouts are in progress.

### EV Chargers

For year 1 only, we will continue the EV charger roll out, increasing the number of EV chargers publicly available to 34. However, funding beyond this amount is removed, pending further advice on the costs and benefits of proceeding with installation of the remaining 26 chargers.

As part of this officers are also to investigate the potential to sell existing EV chargers to recover Council's investment.

### Central City and Suburban Parking

While we have agreed not to implement paid parking and time restrictions in key suburbs, officers will investigate and report back in time for the 2025/26 Annual Plan process on options for suburban parking where demand for parking is high and in accordance with the parking policy.

We will be introducing new technology to enhance the parking service experience and enforcement. This includes an increased level of parking enforcement activity in suburban centres as well as the central city.

We will complete the development of 19 Parking Management Plans.

### Motorcycle Parking

Motorcycle parking fees will be implemented to a maximum of \$2.50 per hour. The specifics of the fee setting will be determined through a separate Traffic Resolution consultation process that will follow the LTP process. This will include consideration of a maximum daily charge. There will be increased enforcement to ensure turnover.

### Changes to Capital Programme

Due to the LTP Amendment capital programme review, we are reducing the Parking Upgrades and Parking Management Plan projects and rephasing the implementation to the outer years of the current LTP.

## Statement of levels of service and performance measures

### Activity – 7.2 Parking

**Level of Service Statement:** Manage parking in line with the aims and objectives of the 2020 parking policy

Key Performance Indicator	Service dimension	Baseline	Target	Reporting frequency
Parking enforcement request for service response times <sup>1</sup> : a. Level 1 requests (vehicle entrance obstruction, broken yellow lines, central city footpaths) b. Level 2 requests (other footpaths, resident parking)	Responsive-ness	a. 65% <sup>2</sup> b. 60% <sup>2</sup>	a. Level 1 60-75% b. Level 2 60-75%	Quarterly
Reduction in parking infringement appeals: a. Parking infringement appeals to WCC b. Parking infringement re-appeals to WCC c. Parking infringement court hearings d. Court hearing decision against WCC	Client Satisfaction	a. 7.97% <sup>3</sup> b. 1.6% <sup>4</sup> c. 9% <sup>3</sup> d. 0.2% <sup>3</sup>	a. ≤10% of infringement notices to WCC b. ≤5% of appeals to WCC received c. ≤5% of infringement notices d. ≤5% of number of Court hearings in respect of parking infringement notices	Quarterly

1. Period covered is 6am-10.30pm 7 days per week
2. Baseline was calculated between the period Jul23-Feb24 6am-10.30pm 7days
3. Baseline is calculated as an average between the period Jul23-Feb24 per week
4. Baseline is calculated as an average between the period Jul22-Jun23

## What it will cost

### Operating Expenditure

Activity Component Name	Income/Expense	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
7.2.1 Parking	Expense	22,510	22,582	23,603	24,170	25,133	25,949	26,291	26,257	26,893	27,784
	Income	(38,077)	(38,127)	(38,921)	(39,787)	(40,634)	(41,457)	(42,256)	(43,071)	(43,901)	(44,703)
<b>Total</b>		<b>(15,567)</b>	<b>(15,545)</b>	<b>(15,317)</b>	<b>(15,617)</b>	<b>(15,501)</b>	<b>(15,508)</b>	<b>(15,965)</b>	<b>(16,813)</b>	<b>(17,008)</b>	<b>(16,919)</b>

### Capital Expenditure

Activity Component Name	2024/25 Published budget	2024/25 Amendment budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
7.2.1 Parking	5,930	1,916	5,517	2,283	1,914	937	1,186	1,030	2,023	2,465	2,102
<b>Total</b>	<b>5,930</b>	<b>1,916</b>	<b>5,517</b>	<b>2,283</b>	<b>1,914</b>	<b>937</b>	<b>1,186</b>	<b>1,030</b>	<b>2,023</b>	<b>2,465</b>	<b>2,102</b>

## Funding impact statement (\$000s)

7.2 Parking	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	(14,625)	(14,596)	(14,369)	(14,669)	(14,553)	(14,560)	(15,065)	(15,913)	(16,158)	(16,069)
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
Fees and charges	28,591	29,564	30,155	30,820	31,469	32,100	32,712	33,335	33,971	34,584
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	9,486	8,563	8,766	8,967	9,165	9,357	9,544	9,735	9,930	10,118
<b>Total operating funding (A)</b>	<b>23,452</b>	<b>23,532</b>	<b>24,552</b>	<b>25,118</b>	<b>26,081</b>	<b>26,897</b>	<b>27,191</b>	<b>27,158</b>	<b>27,742</b>	<b>28,634</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	14,899	15,158	15,390	15,787	16,389	16,694	17,072	17,416	17,794	18,195
Finance costs	821	837	837	837	837	837	837	838	838	838

<b>7.2 Parking</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Other operating funding applications	2	2	2	2	2	2	2	2	2	2
Internal charges	5,573	5,222	5,435	5,582	5,680	5,936	6,054	6,155	6,223	6,470
<b>Total applications of operating funding (B)</b>	<b>21,294</b>	<b>21,218</b>	<b>21,664</b>	<b>22,207</b>	<b>22,908</b>	<b>23,468</b>	<b>23,965</b>	<b>24,410</b>	<b>24,857</b>	<b>25,504</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>2,158</b>	<b>2,313</b>	<b>2,888</b>	<b>2,911</b>	<b>3,173</b>	<b>3,429</b>	<b>3,226</b>	<b>2,748</b>	<b>2,886</b>	<b>3,130</b>
Sources of capital funding										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	3,772	3,204	(605)	(997)	(2,236)	(2,243)	(2,196)	(725)	(421)	(1,027)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>3,772</b>	<b>3,204</b>	<b>(605)</b>	<b>(997)</b>	<b>(2,236)</b>	<b>(2,243)</b>	<b>(2,196)</b>	<b>(725)</b>	<b>(421)</b>	<b>(1,027)</b>
Applications of capital funding										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	4,714	4,731	832	871	149	152	155	158	161	163
- to replace existing assets	1,216	786	1,451	1,043	788	1,035	876	1,865	2,304	1,939
Increase (decrease) in reserves	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>5,930</b>	<b>5,517</b>	<b>2,283</b>	<b>1,914</b>	<b>937</b>	<b>1,186</b>	<b>1,030</b>	<b>2,023</b>	<b>2,465</b>	<b>2,102</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(2,158)</b>	<b>(2,313)</b>	<b>(2,888)</b>	<b>(2,911)</b>	<b>(3,173)</b>	<b>(3,429)</b>	<b>(3,226)</b>	<b>(2,748)</b>	<b>(2,886)</b>	<b>(3,130)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>									
Expenses for this activity grouping include the following depreciation/amortisation charge	1,216	1,371	1,946	1,969	2,231	2,487	2,332	1,854	2,043	2,286

# Ngā pakihī ā te Kaunihera

## Council-controlled organisations

To achieve our objectives for Wellington, we have established several companies and trusts to independently manage Council facilities, or to deliver significant services and activities for the Wellington community.

Where necessary, we provide funding to support their operations and capital investment requirements.

The following pages provide a summary of what the organisations do, their objectives and structure, and how their performance is measured.

For detail on the performance measures that WCC will be reporting on, see the relevant chapter of this document.

### Wellington Museums Trust

The Wellington Museums Trust was established in 1995 and now trades as Wheako Pōneke Experience Wellington. The Trust operates six visitor experiences for the Council.

These are Capital E, Space Place at Carter Observatory, City Gallery Wellington, Nairn Street Cottage, Wellington Museum (including the Plimmer’s Ark display in the Old Bank Arcade) and the Cable Car Museum.

Objectives	Activities	Performance measures
<p>Wheako Pōneke Experience Wellington brings to life the city’s arts, culture and heritage taonga on Council’s behalf.</p> <p>Its year-round programme of exhibitions, events and experiences deliver a constant heartbeat of activity to the capital: enriching the lives of its visitors and strengthening the city.</p> <p>Purpose: We work together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love</p>	<ul style="list-style-type: none"> <li>■ Deliver high-quality experiences, events and exhibitions at its facilities.</li> <li>■ Manage conservation and care for its collections and artefacts.</li> <li>■ Conduct research and development to enhance visitors’ experiences.</li> <li>■ Offer education experiences to children and young people.</li> <li>■ Work with national and international artists and collectors.</li> </ul>	<ul style="list-style-type: none"> <li>■ Visitors</li> <li>■ Student &amp; education visits</li> <li>■ Council operating grant per visitor</li> <li>■ Trading revenue per visit (excl. grants &amp; interest)</li> <li>■ Non-council donations and funding</li> <li>■ Non council revenue as percentage of total revenue</li> <li>■ Percentage of satisfied visitors</li> </ul>

More detail provided in **4. Cultural wellbeing** from page 48.

# Wellington Regional Economic Development Agency Ltd

The Wellington Regional Economic Development Agency Limited, trading as WellingtonNZ, is the Wellington region's economic development and promotions agency.

They also operate Screen Wellington and are responsible for operating Wellington City's performance Venues. In addition, WellingtonNZ is the owner of a subsidiary company, Creative HQ Ltd. Creative HQ provides business incubation, acceleration, and innovation services.

Objectives	Activities	Performance measures
<p>WellingtonNZ markets Wellington as a destination for visitors, migrants and investors; it helps businesses grow and innovate; it advocates for Wellington's economy and attracts and promotes major events and runs our civic venues.</p> <p>WellingtonNZ's vision is that the Wellington regional economy is thriving, with more people participating in the benefits. This means more opportunities for people - to study, work, enjoy, and participate in all that the region has to offer. To contribute to this vision, WellingtonNZ's mission is to be a catalyst in creating a thriving Wellington region for all.</p> <p>WellingtonNZ actively promotes the Wellington to domestic and international audiences and invest in events which bring visitors to our region.</p> <p>With a wide range of partners (WCC, GWRC, central government, local businesses, universities and education providers, and their subsidiary Creative HQ), WellingtonNZ invest in and support initiatives to create jobs, improve quality of life, and retain and develop the talent in our region.</p>	<ul style="list-style-type: none"> <li>■ Markets and promotes Wellington as a destination for tourists, migrants, students, businesses and investors.</li> <li>■ Helps businesses grow and innovate.</li> <li>■ Advocates for Wellington's economy.</li> <li>■ Attracts and promotes conferences, performances and major events.</li> <li>■ Operates the civic venues</li> </ul>	<ul style="list-style-type: none"> <li>■ Direct economic impact of WellingtonNZ's activities and interventions</li> <li>■ Number of businesses engaged by a WellingtonNZ intervention or programme</li> <li>■ Equivalent Advertising Value (EAV) from media activity</li> <li>■ Value of expenditure generated from events (including business, performance, and major events)</li> <li>■ The number of Wellington Region residents that attend events</li> <li>■ Stakeholder engagement satisfaction</li> <li>■ Māori Business support</li> <li>■ Pasifika Business support</li> <li>■ Funding diversification (% of revenue from commercial/non council funding &amp; commercial activity)</li> </ul>

More detail provided in **3. Economic Development** from page 40.

# Wellington Zoo Trust

The Wellington Zoo Trust manages Wellington's award-winning progressive zoo, home to native and international animals, and is recognised locally and globally for leadership and expertise in animal welfare, conservation, visitor experience, animal habitat design and sustainability.

The Wellington Zoo Trust manages Wellington's Zoo, home to native and exotic animals, and is recognised for expertise in animal welfare, conservation, visitor experience and sustainability.

Objectives	Activities	Performance measures
<p>The Trust manages the assets and operations of Te Nukuaō Wellington Zoo for the benefit of the residents of Wellington and visitors to the city.</p> <p>Te Nukuaō Wellington Zoo delivers learning sessions to thousands of ākonga a year to grow their understanding of animals and the natural world. It also partners with conservation organisations for at-risk species from New Zealand and around the world and to advocate for animals and save wildlife and wild places. Wellington Zoo treats hundreds of native animals a year at The Nest Te Kōhanga the Zoo's animal hospital and centre for wildlife health services and is the world's first carbonZero certified zoo (2013).</p>	<ul style="list-style-type: none"> <li>■ Deliver learning sessions to children to grow their understanding of animals and the natural world.</li> <li>■ Partner with conservation organisations for at-risk species from New Zealand and around the world and to advocate for animals and save wildlife and wild places.</li> <li>■ Treat native animals at The Nest Te Kōhanga the Zoo's animal hospital and centre for wildlife health services.</li> <li>■ Care for resident animals and provide a high-quality visitor experiences.</li> <li>■ Participate in captive management breeding and breed-for-release programmes.</li> <li>■ Develop and maintain high- quality animal exhibits.</li> <li>■ Contribute to zoological, conservation and facilities management research projects.</li> </ul>	<ul style="list-style-type: none"> <li>■ Visitors</li> <li>■ Student &amp; education visits</li> <li>■ Percentage of satisfied visitors</li> <li>■ Council operating grant per visitor</li> <li>■ Trading revenue per visit (excl. grants &amp; interest)</li> <li>■ Non-council donations and funding</li> </ul>

More detail provided in **2. Environment and infrastructure** from page 10.

## Basin Reserve Trust

The Basin Reserve Trust is responsible for the operation and management of Wellington’s Basin Reserve.

The day-to-day operational activities are conducted by Cricket Wellington under a management agreement with the Trust. The Trust is comprised of four members, two elected by Wellington City Council including the chairperson and two members elected by Cricket Wellington.

Objectives	Activities	Performance measures
<p>The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.</p> <p>The overall vision is that the ground remains highly valued locally as a public reserve of unique character and is recognized as the premier International Cricket venue in New Zealand.</p>	<ul style="list-style-type: none"> <li>■ The day-to-day operational activities are conducted by Cricket Wellington under a management agreement with the Trust.</li> <li>■ Manage the Basin Reserve for recreational activities and the playing of cricket.</li> <li>■ Contribute to the events programme for Wellington.</li> <li>■ Preserve and enhance the heritage value of the Basin Reserve.</li> <li>■ Provide the home for the New Zealand Cricket Museum.</li> <li>■ Promote and coordinate fund raising to support the Trust’s activities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Numbers attending events at the Basin Reserve</li> <li>■ Council operating grant per attendance</li> <li>■ Event income</li> <li>■ Activity days (comprising ticketed Cricket events, practice days and functions)</li> </ul>

More detail provided in 5. Social and recreation from page 56.

# Karori Sanctuary Trust

The Karori Sanctuary Trust (trading as ZEALANDIA Te Māra a Tāne) manages ongoing conservation and restoration work at the sanctuary.

They work with local organisations and community groups to support local biodiversity, provides educational experiences, and connects people to New Zealand's unique natural heritage.

Objectives	Activities	Performance measures
<p><b>Mission:</b> We will have a world-class conservation site portraying our natural heritage that captures people's imagination, understanding and commitment.</p> <p><b>Purpose:</b> We connect people with our unique natural heritage, and inspire actions that transform how people live with nature in our cities, towns and beyond.</p> <p><b>Our place in transformation:</b> Zealandia will be a place that transforms biodiversity, people and knowledge, and through this transforms our capacity for living with nature.</p>	<ul style="list-style-type: none"> <li>■ Manage a 225ha conservation estate, home to dozens of native species</li> <li>■ Promote conservation and advocate for New Zealand's native wildlife</li> <li>■ Work with iwi and local groups to improve biodiversity across the Wellington region</li> <li>■ Partner with leading educational institutions to facilitate world-class environmental research</li> <li>■ Facilitate educational programmes and resources to young people around the Wellington region.</li> </ul>	<ul style="list-style-type: none"> <li>■ Visitors</li> <li>■ Percentage of satisfied visitors</li> <li>■ Council operating grant per visitor</li> <li>■ Trading revenue per visit (excl. grants &amp; interest)</li> <li>■ Non-council donations and funding</li> </ul>

More detail provided in [2. Environment and infrastructure](#) from page 10.

# Wellington Cable Car Limited

Wellington Cable Car Ltd owns and operates Wellington’s iconic cable car, a funicular railway situated at the end of the Cable Car Lane, off Lambton Quay in the heart of Wellington city.

The cable car provides a unique form of public transport from the city to the suburb of Kelburn.

Objectives	Activities	Performance measures
<p>Wellington Cable Car Limited owns and operates the Cable Car.</p> <p>Vision: The Wellington Cable Car is the most iconic tourist attraction in Wellington and the transport of choice for our local whānau. It is an enduring, carbon positive Wellington experience that connects our people, spaces, places, and venues.</p> <p>Purpose: Host uniquely Wellington experiences that locals are proud of, and visitors remember and share</p>	<ul style="list-style-type: none"> <li>■ Maintain the cable cars and associated plant, the railway tracks, tunnels, bridges and buildings in accordance with best engineering practice, and to meet all legislative compliance.</li> <li>■ Market and manage the cable car passenger service.</li> </ul>	<ul style="list-style-type: none"> <li>■ Total Passengers</li> <li>■ Cable Car Reliability</li> <li>■ Fare income</li> <li>■ Customer Satisfaction</li> </ul>

More detail provided in **7. Transport** from page 86.

# Wellington Water

The role of Wellington Water is to manage the drinking water, wastewater and stormwater services of its shareholder council owners.

Wellington Water is owned by the Hutt, Porirua, Upper Hutt and Wellington city councils, South Wairarapa District Council and Greater Wellington Regional Council. The councils are all equal shareholders.

The Wellington Water Committee provides overall leadership and direction for the company. A representative from each authority sits on the Committee.

Wellington Water Ltd is governed by a board of independent directors.

Objectives	Activities	Performance measures
<p>The role of Wellington Water is to manage the drinking water, wastewater and stormwater services of its shareholder council owners.</p> <p>Wellington Water is owned by the Hutt, Porirua, Upper Hutt and Wellington city councils, South Wairarapa District Council and Greater Wellington Regional Council. The councils are all equal shareholders.</p>	<p>Provide high-quality, safe and environmentally sustainable services to shareholding councils and other customers, with a focus on:</p> <ul style="list-style-type: none"><li>■ contracted service delivery for the operation,</li><li>■ maintenance and ongoing development of drinking water, stormwater and wastewater assets and services, and</li><li>■ asset management planning.</li></ul>	<ul style="list-style-type: none"><li>■ Full details on the KPIs in these areas are provided in <b>2. Environment and Infrastructure</b> from page 10:<ul style="list-style-type: none"><li>□ 2.3 Water</li><li>□ 2.4 Wastewater</li><li>□ 2.5 Stormwater</li></ul></li></ul>

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More detail provided in **2. Environment and Infrastructure** from page 10.

# Wellington Regional Stadium Trust

The Trust owns, operates and manages Sky Stadium, which provides high-quality facilities for a range of sports. The stadium also hosts a range of musical and cultural sponsored events, it hosts a variety of trade shows plus various community events.

The Trust's board of trustees is jointly appointed by Greater Wellington Regional Council and this Council.

The Trust is not a Council Controlled Organisation, for the purposes of the Local Government Act 2002. However, the Trustees have agreed to be subject to the reporting requirements and monitoring procedures of both Councils to acknowledge the value of each Council's investment in the stadium.

Objectives	Activities	Performance measures
<p>The objectives as set out in the founding Trust Deed are:</p> <ul style="list-style-type: none"> <li>■ To own, operate and maintain the Stadium as a high-quality multi-purpose sporting and cultural venue;</li> <li>■ To provide high quality facilities to be used by rugby, cricket and other sports codes, musical, cultural and other users including sponsors, event and fixture organisers and promoters so as to attract to the Stadium high quality and popular events for the benefit of the public of the region; and</li> <li>■ To administer the Trust's assets on a prudent commercial basis so that the Stadium is a successful, financially autonomous community asset.</li> </ul>	<ul style="list-style-type: none"> <li>■ Owns and operates the Stadium.</li> <li>■ Manages the event programme and seeks opportunities to provide a full and balanced event calendar.</li> <li>■ Ensures the Stadium is provided to the community for appropriate usage.</li> <li>■ Operates the Stadium on a prudent commercial basis.</li> </ul>	<ul style="list-style-type: none"> <li>■ Revenue - total, and event</li> <li>■ Net surplus (deficit)</li> <li>■ Net cash flow</li> <li>■ Liquidity ratio</li> <li>■ Bank borrowing to total assets.</li> <li>■ Capital expenditure</li> </ul>

More detail provided in **3. Economic Development** from page 40.

# Tauāki pānga ahumoni

## Funding Impact Statements

### Tauāki pānga ahumoni – pakihi me te Kaunihera

#### Funding impact statements – organisation and Council

Additional Funding impact statements are included here for areas of the Council not covered by the Statements of Service Provision, from page 4 of this document.

These are for the Organisation projects, which covers areas such as staff salaries, and the Whole of Council view of how we fund our services.

## 10.1 Organisation Projects

### Funding impact statement (\$000s)

10.1 Organisational Projects	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	742	(9,329)	3,627	(751)	(45)	(1,807)	(1,852)	(879)	(156)	149
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	498	1,397	1,431	1,464	1,498	1,531	1,563	1,596
Fees and charges	24,583	24,554	26,121	26,774	27,420	28,057	28,697	29,357	30,023	30,692
Interest and dividends from investments	10,500	14,636	19,004	22,069	24,671	28,111	29,213	29,315	29,476	30,077
Local authorities fuel tax, fines, infringement fees, and other receipts	1,100	1,123	1,148	1,172	1,195	1,218	1,241	1,265	1,288	1,311
<b>Total operating funding (A)</b>	<b>36,925</b>	<b>30,983</b>	<b>50,398</b>	<b>50,662</b>	<b>54,672</b>	<b>57,043</b>	<b>58,798</b>	<b>60,589</b>	<b>62,194</b>	<b>63,826</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	139,828	154,862	148,362	148,288	149,942	153,318	156,861	159,765	161,413	166,526
Finance costs	5,098	5,839	12,917	10,173	11,419	12,744	14,547	17,032	18,180	19,224

<b>10.1 Organisational Projects</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
Other operating funding applications	1,047	1,518	571	1,021	21	21	21	21	21	21
Internal charges recovered	(125,343)	(134,186)	(134,215)	(136,404)	(138,727)	(141,516)	(144,018)	(147,074)	(148,691)	(153,898)
<b>Total applications of operating funding (B)</b>	<b>20,631</b>	<b>28,034</b>	<b>27,634</b>	<b>23,078</b>	<b>22,655</b>	<b>24,568</b>	<b>27,412</b>	<b>29,744</b>	<b>30,922</b>	<b>31,873</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>16,294</b>	<b>2,950</b>	<b>22,764</b>	<b>27,584</b>	<b>32,018</b>	<b>32,475</b>	<b>31,386</b>	<b>30,845</b>	<b>31,272</b>	<b>31,953</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	400	(21,358)	5,847	3,183	(409)	(294)	(300)	(306)	(312)	(318)
Development and financial contributions	0	0	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Increase (decrease) in debt	149,823	147,937	(869)	(14,548)	(10,431)	5,179	2,727	(15,284)	(14,505)	(15,268)
Gross proceeds from sales of assets	23,410	31,000	5,700	5,370	2,000	2,000	2,000	2,000	2,000	2,000
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>173,633</b>	<b>157,579</b>	<b>14,178</b>	<b>(2,495)</b>	<b>(5,340)</b>	<b>10,384</b>	<b>7,927</b>	<b>(10,090)</b>	<b>(9,318)</b>	<b>(10,086)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve level of service	104,767	73,957	8,952	977	996	1,015	1,034	1,047	1,066	1,085
- to replace existing assets	85,160	86,571	27,999	24,113	25,682	41,844	38,279	19,708	20,888	20,781
Increase (decrease) in reserves	(0)	(0)	(9)	(0)	(0)	(0)	(0)	(0)	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>189,927</b>	<b>160,529</b>	<b>36,942</b>	<b>25,089</b>	<b>26,678</b>	<b>42,860</b>	<b>39,314</b>	<b>20,755</b>	<b>21,954</b>	<b>21,867</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(16,294)</b>	<b>(2,950)</b>	<b>(22,764)</b>	<b>(27,584)</b>	<b>(32,018)</b>	<b>(32,475)</b>	<b>(31,386)</b>	<b>(30,845)</b>	<b>(31,272)</b>	<b>(31,953)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	16,461	18,273	22,139	25,641	27,323	27,753	27,407	28,280	29,316	30,603

# Whole of Council

## Funding impact statement (\$'000s)

Whole of Council	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Sources of operating funding</b>										
General rates, uniform annual general charges, rates penalties	329,612	366,392	413,511	411,931	433,925	455,566	485,143	507,696	514,329	536,714
Targeted rates (other than a targeted rate for water supply)	236,104	262,582	45,417	68,772	68,506	70,526	71,850	73,787	75,672	73,385
Subsidies and grants for operating purposes	18,062	14,144	13,633	14,018	13,862	14,042	14,358	14,695	15,038	15,378
Fees and charges	191,732	195,832	199,965	199,976	206,682	211,411	217,399	223,435	229,023	234,831
Interest and dividends from investments	10,500	14,636	19,004	22,069	24,671	28,111	29,213	29,315	29,476	30,077
Local authorities fuel tax, fines, infringement fees, and other receipts	10,750	9,879	10,085	10,314	10,539	10,757	10,971	11,189	11,410	11,625
<b>Total operating funding (A)</b>	<b>796,761</b>	<b>863,464</b>	<b>701,616</b>	<b>727,081</b>	<b>758,184</b>	<b>790,413</b>	<b>828,934</b>	<b>860,117</b>	<b>874,948</b>	<b>902,011</b>
<b>Applications of operating funding</b>										
Payments to staff and suppliers	560,934	623,557	475,547	477,740	488,046	501,728	513,505	522,799	530,776	541,229
Finance costs	72,264	68,333	69,593	59,407	67,346	74,665	83,039	94,293	99,394	103,737
Other operating funding applications	56,944	69,104	61,130	61,170	54,530	53,808	54,310	54,752	55,163	55,514
<b>Total applications of operating funding (B)</b>	<b>690,143</b>	<b>760,994</b>	<b>606,270</b>	<b>598,318</b>	<b>609,922</b>	<b>630,200</b>	<b>650,853</b>	<b>671,844</b>	<b>685,334</b>	<b>700,479</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>106,618</b>	<b>102,470</b>	<b>95,346</b>	<b>128,763</b>	<b>148,262</b>	<b>160,213</b>	<b>178,080</b>	<b>188,273</b>	<b>189,614</b>	<b>201,532</b>
<b>Sources of capital funding</b>										
Subsidies and grants for capital expenditure	185,103	190,217	67,354	53,435	54,212	50,324	45,610	46,388	43,267	44,655
Development and financial contributions	3,500	3,500	4,762	4,762	4,762	4,762	4,762	4,762	4,762	4,762
Increase (decrease) in debt	376,222	457,852	165,829	102,136	50,021	43,121	18,916	38,716	(3,033)	(33,605)
Gross proceeds from sales of assets	23,410	31,000	5,700	5,370	2,000	2,000	2,000	2,000	2,000	2,000
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>588,235</b>	<b>682,569</b>	<b>243,645</b>	<b>165,704</b>	<b>110,995</b>	<b>100,208</b>	<b>71,289</b>	<b>91,866</b>	<b>46,996</b>	<b>17,813</b>
<b>Applications of capital funding</b>										
Capital expenditure										
- to meet additional demand	72,089	13,543	26,174	33,417	12,769	28,759	17,242	27,344	22,298	27,207
- to improve level of service	361,135	487,663	127,463	72,718	48,330	26,924	59,436	80,928	44,451	44,691

<b>Whole of Council</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
- to replace existing assets	261,630	283,543	185,201	188,394	198,223	204,805	172,763	171,942	169,939	147,528
Increase (decrease) in reserves	(0)	291	153	(61)	(65)	(68)	(71)	(75)	(78)	(81)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>694,853</b>	<b>785,040</b>	<b>338,991</b>	<b>294,467</b>	<b>259,257</b>	<b>260,420</b>	<b>249,369</b>	<b>280,139</b>	<b>236,610</b>	<b>219,344</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(106,618)</b>	<b>(102,470)</b>	<b>(95,346)</b>	<b>(128,763)</b>	<b>(148,262)</b>	<b>(160,213)</b>	<b>(178,080)</b>	<b>(188,273)</b>	<b>(189,614)</b>	<b>(201,532)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	222,314	254,956	168,093	185,582	206,050	226,952	253,103	268,295	273,925	295,632

# Ngā matapae pūmāramara tāpua

## Significant Forecasting Assumptions

The tables below outline the specific forecasting assumptions to be used in the preparation of the 2024 LTP, the subsequent amendment and associated documents. It notes their data source(s), key challenges and risks around the assumption including commentary on how the risk will be managed.

### Population

#### Assumption

The long-term population forecast for Wellington City is growth of between 50,000 to 80,000 over the next 30 years. This is the forecast growth projection that underpins our Spatial Planning.

Projections are the median (50th percentile) projections from Sense Partners.

The 30-year growth in the table (2023-2053) is approx. 57,000 within a forecast growth range of 50,000-80,000 over the next 30 years. This planning range is at the median growth level up to around the 64th percentile.

Year	50th Percentile (median) projection	Year	50th Percentile (median) projection
2023	212,172	2039	242,918
2024	213,269	2040	244,952
2025	215,128	2041	246,215
2026	217,102	2042	248,706
2027	218,932	2043	250,022
2028	220,658	2044	251,758
2029	222,647	2045	254,252
2030	224,449	2046	257,294
2031	226,226	2047	258,790
2032	228,252	2048	260,445
2033	230,057	2049	262,237
2034	231,463	2050	263,400
2035	233,550	2051	265,573
2036	236,056	2052	267,534
2037	237,845	2053	269,452
2038	240,286	2054	271,288

This assumption reflects the view of Sense Partners and the Wellington Region that a future scenario which assumes a continuation of recent trends and rates of population growth is a more plausible future for the purpose of infrastructure planning.

Differential growth rates between different age groups is expected to lead to an aging population over the next 30 years. The biggest impact of the change is expected to be on the 60+ and 20-39 age groups. Residents aged 60+ make up 16.7% of the population in 2023 and are expected to make up 19.7% of the population in 2054. This growth is largely at the expense of an expected decline in the proportion in the 20-39 age group (from 36.7% in 2023 to 32.5% in 2054).

Data source: [Sense Partners](#).

Level of certainty: Moderate

#### Key risks

Risk	Effect of risk	Mitigation
Underestimation of future growth (e.g. higher than expected net migrations for significant periods).	Higher than expected pressure on council infrastructure & services. Three-waters and Land transport will likely have the most significant impact with greater demand. Parts of the network(s) that are currently near capacity may breach capacity.	Moderate growth accommodated within present service levels. Development contributions help to meet portion of the costs of new or upgraded infrastructure.
Overestimation of future growth (e.g. migration does not increase to levels we are forecasting (for various reasons including policy settings and relative attractiveness of NZ))	Over investment in the short term but impact short-term if growth continues to meet the level of in	Monitoring of population will occur on a regular basis and changes will be made to infrastructure investment programmes or service levels as required.

# Growth in ratepayer base

## Assumption

Ratepayer base growth is assumed at 0.77% for year one, then 0.6% p.a. over the LTP period.

**Data source:** Ratepayer base growth is based on current property information from Council valuation service provider (Quotable Value Ltd), historic and forward looking consenting trends and expected population growth assumptions provided by Informed Decisions Ltd.

Level of certainty: Low

## Key risks

Risk	Effect of risk	Mitigation
The growth in the ratepayer base is higher or lower than projected.	If growth is higher than forecasted, average rates funding increase will be reduced by an equivalent amount as there is a greater number of ratepayers across which the rates funding requirement will be allocated. If growth is lower than forecasted, the average rates increase for the ratepayer will be higher.	We will measure and report on growth in the rating base and review the projections and underlying strategy on a regular basis. Ratepayer growth assumptions are reconfirmed through each Annual Planning exercise and provide the opportunity to adjustment plans based upon updated growth projections.

# Economic growth

## Assumption

That the Wellington City economy GDP will remain lower than March 2020 levels until 2024. Over the ten years of the Long-term Plan we assume that economic activity reverts to conforming with long-term historic trends of around 2% GDP growth pa, as shown in the chart below.

Data source: [RBNZ – Monetary Policy Statement](#)

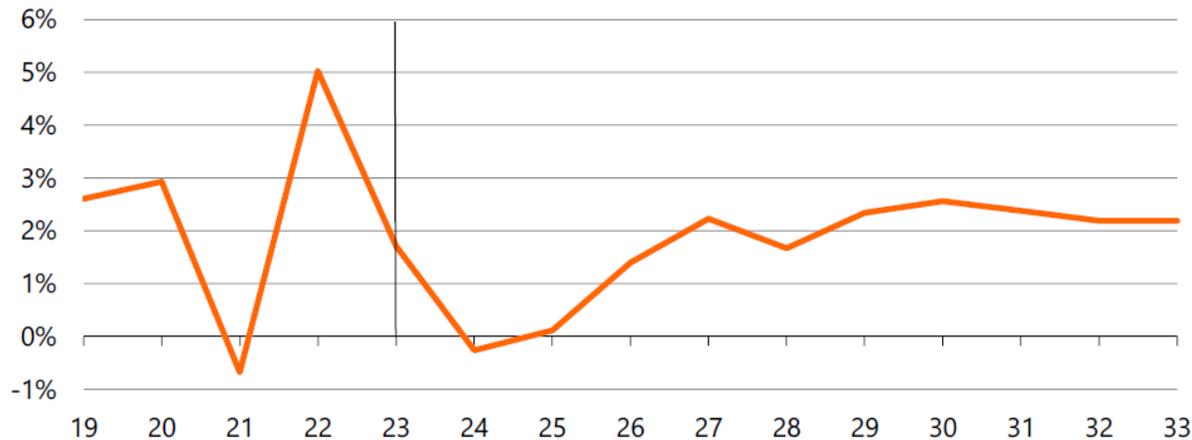
Infometrics *State of Wellington Economy* commissioned report

Level of certainty: High

## Key risks

Risk	Effect of risk	Mitigation
<p>Economic growth is lower than forecast. This may be due to factors such as:</p> <ul style="list-style-type: none"> <li>the impacts of higher inflation being more severe or lasting longer than anticipated</li> <li>political change may target public service jobs in Wellington as a way of balancing government's books</li> <li>competition from the region for housing that limits the City's attractiveness for investment by residential developers</li> <li>University students continue to study elsewhere</li> </ul>	<p>Lower levels of economic growth will impact the affordability of Council plans:</p> <ul style="list-style-type: none"> <li>ratepayer base growth assumptions will be inaccurate (see later assumption)</li> <li>the affordability of Council services will be lower for households, businesses and users of services</li> </ul>	<p>Monitoring of economic trends will occur on a regular basis with an ability to adjust Council plans through Annual and Long-term Planning cycles.</p>

**CHART: Infometrics Wellington City GDP forecast, Jul 23, annual % growth**



# Climate change - physical impacts on WCC assets

## Assumption

Climate change will have physical impacts for the Council (damage to assets and disruption of services) with cascading impacts in the social and economic domains, in line with Ministry for the Environment’s global emissions scenarios as informed by the Intergovernmental Panel on Climate Change (IPCC).

Wellington is projected to experience increased risks of coastal storm surge, an increase in hot days, a rise in annual average temperatures, higher frequency and magnitude of flooding events, both exacerbated by sea level rise and increased volumes of water during rainfall events.

The financial impact of physical risks to WCC assets is still uncertain. We continue to update known risks and the financial implications of these in WCC’s assets management plans and infrastructure planning as we gather better information. Where the physical impacts are already occurring and the financial impacts are known, these costs have been incorporated into WCC asset management plans and infrastructure planning.

**Data source:** Assumptions are directly informed by:

- 1) [Ministry for the Environment’s](#) (MfE) projections for the Wellington and Wairarapa region and [GWRC climate change maps](#);
- 2) NIWA reports for Wellington City regarding [sea level rise](#) and [coastal hazards](#);
- 3) Table 3 from the [MfE Interim Guidance on Sea Level Rise Guidelines](#) informs our base assumptions for planning for the minimum allowances for Sea Level Rise using NZ-wide sea level rise scenarios.

For detailed guidance please refer to the full Guidelines.

**Level of certainty:** Medium - while there is certainty on the direction of change, there is uncertainty as to the speed at which the climate and related risks will change.

## Key risks

Risk	Effect of risk	Mitigation
That climate change impacts (sea level rise, coastal inundation, and more frequent and severe extreme weather events) may occur faster or slower than planned for.	<p>If physical impacts happen slower than assumed, then the investments we are planning in this LTP for increasing our resilience to extreme weather may be delivered earlier than required.</p> <p>The impacts of this are likely to be short-term as sea levels are projected to continue rising over the longer-term.</p> <p>If physical impacts happen faster than assumed then we will have increased levels of service interruption, including to storm water and transport services.</p>	<p>Council’s Te Atakura Strategy outlines various activities to reduce carbon emissions, and to adapt to the impacts. Identifying, reviewing, and disclosing our climate-related financial risks and opportunities continues to be a work programme informing key climate related decisions impacting our investments both in near- longer-term.</p> <p>We have put in place an internal Te Atakura strategy reference group to monitor and report progress against Te Atakura.</p>

# Climate change - commitment to climate action (transitional risk)

## Assumption

There will be continued commitment from residents, businesses and central government to the climate actions required to meet local and national greenhouse gas emissions related targets and improve resilience to climate change impacts.

**Data source:** Current attitudes: WCC's "Residents Survey on Climate Change"

- 86% of respondents believed that we needed to act now to start reducing Wellington's carbon emissions, with over half of the opinion that we should make significant reductions straight away.
- 60% of respondents are "not at all confident" that enough action is being taken to prepare Wellington for the impacts of climate change.

Local and central government are the top two ranked for who is responsible for climate change response.

**Level of certainty:** Medium - Wellingtonians support for climate action has been consistent over many years and is likely to continue, particularly with media coverage of recent extreme weather events. Central government funding, financing and regulatory mechanisms to support local government climate change response is not as certain and has varied over the past two decades.

## Key risks

Risk	Effect of risk	Mitigation
That support for climate action may be higher or lower than we anticipate.	<p>If climate action support reduces then we may not support the city's transition of its social, economic and physical systems fast enough to minimise both physical impacts and transition impacts on residents and local businesses.</p> <p>If climate action support increases, then we may be subject to litigation or reputational risk for not supporting the city to take a higher level of action.</p>	<p>Council's Te Atakura Strategy outlines various activities to engage with and inform Wellingtonians on climate change impacts and potential responses, to make climate change relatable and local.</p> <p>This includes reporting on progress of the City and Council towards Te Atakura goals, and the contribution towards those goals of the activities outlined in the Strategy.</p> <p>We have also put in place an internal Te Atakura strategy reference group to monitor progress against Te Atakura.</p>

# Inflation

## Assumption

Inflation rates have been estimated using the BERL Forecasts of Price level Change Adjustors final update.

We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5 percent to 3 percent range.

## Cost adjustors

**Council HR cost adjustor** - 2024 & 2025 adjustors are based on multiple factors (e.g. union negotiations and living wage) and do not reflect BERL indices.

**Interest revenue** - forecast to remain constant. Interest rates do not increase annually in line with rates of inflation.

## Data source: *Inflation rates applied*

- Inflation rates have been estimated using the BERL Forecasts of Price level Change Adjustors 2034 final update. We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5% to 3% range.

Inflation is affected by external economic factors, many of which are outside of the Council's control and influence.

Level of certainty: Low

At a high level our BERL's methodology creates a "basket" of goods that local authorities purchase, as measured by producer price input indices.

The model behind the forecasts utilises a process based on past observations of a given variable to explain present and forecast future observations. This process means that uncertainty in early forecast periods ripples through later forecast periods and is amplified as it does so.

## Key risks

Risk	Effect of risk	Mitigation
That actual inflation will be significantly different from the assumed inflation.	The Council's costs and the income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made. Where efficiency gains can't be made, the higher costs has an impact on rates revenue required leading to affordability issues for ratepayers. The first few years of the forecasted cost adjustors are reasonably likely, however the latter period are only indicative. A 1% increase in inflation would increase annual operating expenditure by \$8m (based on annual operating costs of \$800m) and capital expenditure by \$4m (based on an annual capital budget of \$400m).	Annual review through the annual plan process.

## Cost adjustors table (%)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	20-year average
Planning and regulation	2.7	2.7	2.6	2.3	2.2	2.1	2.0	2.0	1.9	2.6
Roading	3.0	3.1	3.0	2.7	2.6	2.5	2.4	2.4	2.2	2.8
Transport	2.9	2.9	2.7	2.5	2.4	2.3	2.2	2.1	2.0	2.7
Community Activities	3.0	2.9	2.7	2.5	2.4	2.3	2.2	2.1	2.0	2.7
Water and Environmental Management	2.5	2.8	2.5	2.1	2.0	2.0	2.0	2.0	2.0	3.0

# Interest rates – cost of borrowing

## Assumption

The Council borrowing rates for debt will change as per the table below.

Year	Effective Interest Rate
2025/26	3.63%
2026/27	3.81%
2027/28	3.71%
2028/29	4.02%
2029/30	4.34%
2030/31	4.74%
2031/32	5.30%
2032/33	5.51%
2033/34	5.83%

**Data source:** Assumption reflects Council actual borrowing rates along with forecast rates based on hedging position and range of economic forecasts.

**Level of certainty:** High - There is relative higher levels of certainty over short-term borrowing rates for Council debt in the short term given hedging policies. Longer-term, certainty levels are lower as interest rates are subject to wide range of factors.

## Key risks

Risk	Effect of risk	Mitigation
That interest rates will differ significantly from those estimated.	Based on Council's hedging profile, a 0.1 percent movement in interest rates will increase/decrease annual interest expense by between \$800,000 and \$1,900,000 per annum across the 10-year period of this plan.	Interest rates are largely driven by factors external to the New Zealand economy. The Council manages its exposure to adverse changes in interest rates through the use of interest rate swaps. At any time Council policy is to have a minimum level of interest rate hedging equivalent to 50 percent of core borrowings.
That interest rates will fluctuate significantly.	The impact of this annual amount (discussed above) would translate to potential 0.2% - 0.4% rates increase.	

# Asset revaluations

## Assumption

Assumed growth in asset values are outlined in the table below. Growth in Council asset values are key drivers of forecasting increasing capital investment and depreciation.

For the purpose of the financial model, all assets are revalued annually for depreciation purposes in order to reduce the distraction of year-on-year peaks and troughs in revenues and expenditure that are generated by the revaluations in the table below.

Depreciation and revaluation of property, plant, and equipment (including water and transport assets)

Financial forecasts in this Long-Term Plan include a 3-yearly estimate to reflect the change in asset valuations for property, plant, and equipment in accordance with the Council's accounting policies.

Council's policy is to value assets triennially, and each year a different category is valued by an independent valuer. The valuation timetable is as follows:

- Operational land and buildings: 30 June 2026, 2029 & 2032
- Infrastructure land: 30 June 2025, 2028 & 2031
- Infrastructure assets: 30 June 2025, 2028 & 2031
- Three waters: 30 June 2024, 2027 & 2030

The following assumptions have been made for this LTP:

- The Council will continue its policy of fully funding depreciation which is affected by asset revaluations except for Three Waters assets, and assets we do not expect to replace at the end of their useful lives.
- The value of non-depreciable assets (such as land) is forecast to remain constant

**Data source:** Asset revaluation assumptions are based off historical revaluation increases and estimates.

## Level of certainty:

Medium – the medium level of uncertainty on how Council asset values will change over time related to the currently high inflation impacting input / construction costs.

## Key risks

Risk	Effect of risk	Mitigation
Assets are under or overstated and therefore the balance sheet does not reflect accurately the value of Council owned assets. Depreciation based on incorrect valuations will mean that too much or too little revenue is collected to cover costs of renewal over time.	Asset value growth at higher rates than assumed will lead to increasing pressure on rates and borrowing levels. This risk has impacted the Council's planning in recent years as asset value growth has exceeded budgeting assumptions. Asset value growth also impacts the depreciation expense and the rates revenue required. If mitigations for this increase are not possible, then higher rates increases and impacts ratepayer affordability may result.	As well as regular revaluation of assets as part of the normal accounting and annual reporting process there is a high-level review of asset values undertaken on an annual basis. The LTP yearly budgets are inflated by forecast inflation for the particular assets in question, based on independent professional advice. In each annual plan following the LTP year, depreciation and asset values are adjusted for new assets, and any actual revaluations. In non-revaluation years an assessment is made as to whether asset values may have moved significantly and therefore whether an out of cycle revaluation is appropriate. Depreciation is adjusted annually to reflect the above adjustments to asset values

## Asset revaluations table

	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Buildings	4.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Three Waters & Treatment Plants	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Roading	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Library Collections	4.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

# Three Waters Infrastructure Asset Values

## Assumption

The assumed value of three waters infrastructure assets is based on the valuation completed by WSP New Zealand Limited as at 30 June 2024, and updated to reflect forecast additions, disposals, depreciation, and impairment.

The unit rates used in the revaluation were a fair reflection of the optimised depreciated replacement cost of the three water assets based on current contract pricing from actual suppliers.

Based on reports issued following a review of both Wellington Water's financial systems and processes, and analysis of panel costs and valuation unit rates, there is significant uncertainty pertaining to the unit rates used in the revaluation.

**Data source:** Assumption informed by WSP Valuation Report as at 30 June 2024 and reports issued following a review of both Wellington Water's financial systems and processes, and analysis of panel costs and valuation unit rates.

**Level of certainty:** Low - The future review of procurement arrangements and changes to the region's water services delivery model could lead to changes in construction costs, which increases the uncertainty over the estimated fair value of these assets.

## Key risks

Risk	Effect of risk	Mitigation
Assets are under or overstated and therefore the balance sheet does not reflect accurately the value of Council owned assets. Depreciation based on incorrect valuations will mean that too much or too little revenue is collected to cover costs of renewal over time.	Asset value growth at higher rates than assumed will lead to increasing pressure on rates and borrowing levels. This risk has impacted the Council's planning in recent years as asset value growth has exceeded budgeting assumptions. Asset value growth also impacts the depreciation expense and the rates revenue required. If mitigations for this increase are not possible, then higher rates increases and impacts ratepayer affordability may result.	As well as regular revaluation of assets as part of the normal accounting and annual reporting process there is a high-level review of asset values undertaken on an annual basis. The LTP yearly budgets are inflated by forecast inflation for the particular assets in question, based on independent professional advice. In each annual plan following the LTP year, depreciation and asset values are adjusted for new assets, and any actual revaluations. In non-revaluation years an assessment is made as to whether asset values may have moved significantly and therefore whether an out of cycle revaluation is appropriate. Depreciation is adjusted annually to reflect the above adjustments to asset values

# Let's Get Wellington Moving

## Assumption

For the purposes of development of the 2024-34 LTP we assume:

The LGWM relationship and funding agreement was disestablished by mutual agreement of the three partners, WCC, Waka Kotahi and GWRC in December 2023, with the programme formally wound up on 31 March 2024.

**Golden Mile and Thorndon Quay** - These projects will be delivered by Council as planned through the approved business cases and funded from Council's balance sheet in accordance with financial policies and attracting standard funding assistance rate (FAR) rate (see also later assumption on Waka Kotahi NZ Transport Agency subsidies).

**City Streets** - The individual business cases for the City Streets projects were not complete at the time the programme was disestablished. This work was handed over to Council to reprioritise and coordinate with our other roading projects. We have worked with GWRC to establish a joint funding programme for bus priority.

**Transformational Programme** - will be picked up by Waka Kotahi in line with the Government's direction-to focus solely on State Highway improvements around the Basin Reserve and a new Mt Victoria tunnel.

**Data source:** Coalition government 100-day plan and Waka Kotahi correspondence

**Level of certainty: High** - The Thorndon Quay Hutt Road, the Golden Mile projects have progressed through business case and funding approvals. City Streets projects will need to progress through standard transport project approval phased so there is less certainty relating to the level of FAR for these projects given change in government and potential change in transport related priorities. Whilst we anticipate walking and cycling objectives may be de-prioritised, we expect Public Transport objectives to still rate high. Coalition government has confirmed withdrawal from LGWM programme meaning withdrawal from transformation programme has high certainty.

## Key risks

Risk	Effect of risk	Mitigation
That costs for the early delivery projects may escalate significantly due to inflation, supply chain or scope changes.	This would either require Council to accommodate additional costs into an amended budget with breaches of proposed current rates and debt limits or aspects of LGWM may not be able to proceed.	Each project funding is approved as single stage business cases are submitted allowing for reprioritisation as required.
That the City Streets Business Cases do not attract FAR due to a change in Government direction which will become clearer once it has issued a new Government Policy Statement on transport.	If City Streets projects do not attract Waka Kotahi FAR, then investment in mode shift will slow or Council will have to fund these projects 100%.	Tight scope control on projects.

# Waka Kotahi NZ Transport Agency subsidies

## Assumption

That recent reductions in the number of Transport projects funded by Waka Kotahi NZ Transport Agency funding assistance rate (FAR) subsidy will remain in place in the short term, before returning to the previous FAR subsidy rates in and will be funded through the next LTP 2028.

The overall average for FAR is 51%.

Waka Kotahi NZ Transport Agency funds specific programmes of work and agrees three-year funding envelopes across such items as maintenance operations and renewals and low cost/low risk programme, as well as funding for specific roading projects.

**Data source:** The Waka Kotahi business case model is administered nationally and is the mode of operation for the operations, maintenance, renewals and new capital investment. The model is mature and is the national delivery framework.

**Level of certainty:** Medium - While there has been a recent shift in the level of funding for some projects, such as those delivered under our Bike Network Plan and some resilience and safety projects, The FAR is likely to stay at about 51% for maintenance and renewals. Funding decisions for maintenance, renewal and new safety and resilience programmes of work have been finalised for 2026 and 2027.

## Key risks

Risk	Effect of risk	Mitigation
Changes to Waka Kotahi NZ Transport Agency Road prioritisation may impact on future funding.	If the actual funding from Waka Kotahi NZ Transport Agency is significantly less than forecast, the Council will need to look for alternative funding through rates or borrowings and this may limit the viability of some projects.	Retain an agile approach to changing GPS and FAR Rates. Maintenance of a positive relationship with Waka Kotahi NZ Transport Agency allows frequent communication and the awareness of issues in advance.
Total funding levels may be less than assumed in the LTP.	If the project does not proceed, this may have impacts on the level of service of lower risk roads. If the returns were greater then Council would have additional revenue above forecasts. A five-percentage point change in the level of NZTA subsidy over our transport programme would represent approximately \$3.3m increase or decrease in revenue each year.	Ensure Annual Plan and LTP are updated to reflect any changes.

# Disaster Resilience Fund

## Assumption

Our assumption is that any returns from the disaster resilience fund will be equivalent to the revenue from the ground leases which are sold to establish the fund.

External modelling for investment fund returns has been undertaken by KPMG. Decisions on any distributions from the fund in the form of revenue is yet to be considered.

**Data source:** Sale of ground leases to fund disaster resilience fund – KPMG modelling.

**Level of certainty:** High

## Key risks

Risk	Effect of risk	Mitigation
The primary risk associated with the Disaster Resilience Fund lies in the potential for fund returns to be lower than the current ground lease returns which could have an impact on rates revenue required.	If any distribution from the fund is lower than the revenue earned from the ground leases there would be a subsequent impact on rates revenue required to fund the shortfall,	The Council will consider key design choices for the establishment of the disaster resilience fund. These choices include the amount of distribution from the fund to offset lost revenue from the sale of the ground leases.

# Ngā whakapae mō te whakahoutanga ā-ture o te Three Waters

## Three Waters Legislative Reform assumptions

### Legislative process

#### Assumption

Local Water Done Well is the Government's plan to address New Zealand's long-standing water infrastructure challenges.

The Local Government (Water Services) Bill establishes the enduring settings for the new water services system. The objectives of the Bill are to ensure water services are safe, reliable, environmentally resilient, customer responsive and delivered at the least cost to consumers and businesses.

The Bill was introduced to Parliament in December 2024. It reflects key policy decisions announced by the Government in August 2024. The Bill sets out key details relating to the water services delivery system, the economic regulation and consumer protection regime for water services, and changes to the water quality regulatory framework.

It provides for arrangements for the new water services delivery system, including:

- Structural arrangements for water services provision such as establishment, ownership, and governance of water organisations
  - Operational matters such as arrangements for charging, bylaws, and management of stormwater networks
  - Planning, reporting, and financial management
  - A new economic regulation and consumer protection regime based on the existing economic regulation regime in Part 4 of the Commerce Act which currently applies to electricity lines services, gas pipeline services, and airport services.
- As well as changes to the water quality regulatory framework and the water services regulator, including:
- Changes to the Water Services Act 2021 to reduce the regulatory burden of the drinking water quality regime and improve proportionality in the application of regulatory powers.
  - A change in approach to Te Mana o te Wai
- A new single standard for wastewater and stormwater environmental performance.
- The LTP and amendment have been finalised prior to the completion of the legislative process which creates uncertainty as to the final transition and governance arrangements for the new water organisation.
- The financial sustainability of the water service organisation is based on sufficient revenue, ringfencing to fund investment and funding for growth. Five Councils in the

Wellington region are working to address water reform through the establishment of a jointly owned Water Services Council-controlled Organisation ('water organisation').

**Data source:** [Water Services Policy legislation and process - dia.govt.nz](https://www.dia.govt.nz/water-services-policy-legislation-and-process). WCC Water Reform project page

**Level of certainty:** High - The Government has introduced the relevant legislation to the House and the discussions and planning for a multi council water organisation are advanced.

#### Key risks

<b>Risk</b>	Future changes to water service delivery due to changes to Local Water Done Well legislation before enactment could create change to Wellington City Council's long-term plans as new service delivery models and financing tools or new rules for water services and infrastructure investment are developed
<b>Effect of risk</b>	Any changes to waters infrastructure structure and funding is likely to have significant impact on Wellington City Council's Long-term Plan
<b>Mitigation</b>	Maintain visibility of Government's water services policy development and the progress with other councils in our region to progress the development of a new regional Water Services Delivery model. Significant changes created through amendments to legislation is likely to require decision making through a future Long-term Plan process or Long-term Plan amendment process

# Future Structure of Three Waters

## Assumption

The delivery of the Council's three-waters network operating activities and assets will transition to a multi council CCO (water organisation).

Our interest in the new water services delivery entity will not be known until the foundational governance documents ratified in December.

**Data source:** LTP&FP Committee meeting, 22 May 2025

### Level of certainty: As below

- **Multi Council water organisation**
  - High - Council has taken a decision to jointly establish and co own a water CCO along with four other councils. This decision was made at the 22 May 2025 LTPFP Committee.
  - Regional planning for a multi council CCO is advanced with a joint WSDP in progress and regional mayors and CEs actively working together to establish the shared CCO.
- **Future Water Entity Structure - Moderate** - The delivery of three-waters network operating activities and assets will transition to a new water organisation. We will not know the exact structure and Councils interest in the new regional water services entity (CCO) until the water services delivery plans have been developed (September 2025) and final governance arrangement ratified by Council in December 2025.

### Key risks

Risk	Effect of risk	Mitigation
Councils are not able to finalise ownership and transfer agreements resulting in a delay or halt to the establishment of the new organisation	Any changes to waters infrastructure structure and funding is likely to have significant impact on Council's long-term plan	<p>Councils are aware that they have a statutory requirement to give effect to the submitted WSDP.</p> <p>Guided by the draft legislation the joint WSDP will present a multi-council water CCO to be operational for 1 July 2026.</p> <p>Interim stakeholder decision-making arrangements are being established to progress timely decision making by nominated council representatives.</p> <p>Councils have committed to ensuring foundational governance arrangements will be resolved and ratified for December 2025 so as to minimise establishment delays or impacts.</p> <p>Significant changes created through amendments to legislation may require decision making through a future Long-term Plan process or Long-term Plan amendment process</p>

## Transition Date

### Assumption

That three-water operating activities, assets, revenue and liabilities will transition to the new water organisation for 1 July 2026 at which time the current management services agreement with Wellington Water Limited will be terminated.

**Data source:** LTP&FP Committee meeting, 22 May 2025

### Key risks

Risk	Effect of risk	Mitigation
A delay in the transfer date would result in Wellington City Council retaining ownership of three-water assets for longer than anticipated. It would also necessitate extending funding and management agreements with Wellington Water Ltd to maintain three-waters delivery.	Any changes to waters infrastructure transition timing is likely to have significant impact on Wellington City Council's Long-term Plan.	Maintain visibility of delivery model decisions by proposed partner councils (decisions due by 30 June 2025).  Ensure close working arrangements with the interim Board and Chief Executive to ensure transition planning and scope remains as planned in the WSDP. Council transition project team will report into and work closely with the central establishment project (led by the interim CE and establishment Director)  Significant changes to the proposed operating model may require decision making through a future Long-term Plan process or Long-term Plan amendment process

**Level of certainty:** High - The Government has introduced the relevant legislation to the House, WCC has taken a decision to commit to establishing the regional water organisation. Discussions and planning to establish the new organisation are advanced.

## Operating and Capital Activities Transfer

### Assumption

That all three-water network operating activities and capital projects will transfer to the new water organisation, and the current management services agreement with Wellington Water Limited will be terminated.

### Key risks

Risk	Effect of risk	Mitigation
A delay in the transfer date would result in Wellington City Council retaining ownership of three-water assets for longer than anticipated. It would also necessitate extending funding and management agreements with Wellington Water Limited to maintain three-waters delivery.	Any changes to waters infrastructure transition structure is likely to have significant impact on Wellington City Council's Long-term Plan.	Maintain visibility of delivery model decisions by proposed partner councils (decisions due by 30 June 2025).  Ensure close working arrangements with the interim Board and Chief Executive to ensure transition planning and scope remains as planned in the WSDP.  Significant changes to the proposed operating model is likely to require decision making through a future Long-term Plan process or Long-term Plan amendment process

The Moa Point Sludge Facility, due to be completed in 2026/27 is not included in the \$3b disposal of water assets. This is because there is a significant enough level of uncertainty regarding the future transfer of the asset, and the timing and value of any transfer if it did occur.

**Data source:** LTP&FP Committee meeting, 22 May 2025

**Level of certainty:** High - Council has committed to the joint establishment and ownership of a water CCO.

# Asset Transfer

## Assumption

That all three-waters assets will be vested in the established Water Services Delivery Entity at the 30 June 2026 Book Value. Any costs relating to these assets will be transferred to the new Water Services Delivery entity. A loss on derecognition of assets (approximately \$3bn) has been forecasted.

**Data source:** LTP&FP Committee meeting, 22 May 2025

**Level of certainty:** High - the regional model Water Service Delivery Plan is well progressed; the interim Establishment Board and interim Chief Executive will have led the transition and establishment programme ready to effect the transfer of asset ownership and the customer relationship.

Included in this activity will the finalisation and agreement of a formal transfer agreement between Council and the new entity.

The Moa Point Sludge Facility, due to be completed in 2026/27 is not included in the \$3b disposal of water assets. This is because there is a significant enough level of uncertainty regarding the future transfer of the asset, and the timing and value of any transfer if it did occur.

## Key risks

Risk	Effect of risk	Mitigation
That the approach to asset transfers is changed to a sale and purchase approach.	A change in approach would materially impact Wellington City Council's Prospective Financial statements.	Maintain visibility of the progress with other councils in our region to progress the development of a new regional Water Services Delivery model.

# Rating Assumption – Collection of Water Rates

## Assumption

That Council will not collect any Rates relating to three waters from 1 July 2026.

**Data source:** None

**Level of certainty:** Moderate - the regional model Water Service Delivery Plan is well progressed

## Key risks

Risk	Effect of risk	Mitigation
Wellington City Council could be required to collect three-waters rates on behalf of the Water Services Delivery Entity beyond 1 July 2026	Material impact on prospective Cashflow Statement. Additional administrative burden to process rates payments	Wellington City Council already has systems and processes in place for collecting rates and levies on behalf of third parties

## Debt Repayment

The Mayors of the regional water services model participating councils, along with iwi partners, have formed the Advisory Oversight Group (AOG). The AOG has agreed to a methodology that will support the assumption of not compromising WCC's position. The AOG provides political alignment across the establishment of a regional water services entity, confirming for example investment objectives and options analysis to provide clarity and certainty to communities and stakeholders. Formal decision making remains the responsibility of the respective councils.

### Assumption

That the transfer of three-waters activities and assets will not compromise Wellington City Council's ability to maintain debt to revenue ratios and to repay three-waters related debt on 1 July 2026.

Wellington City Council will transfer all water debt to the Water entity for 1 July 2026 with revenue received to facilitate the repayment of Wellington City Council debt. The one exception to this is the debt for the Sludge Minimisation Facility. This debt will remain with WCC.

**Data source:** LTP&FP Committee meeting, 22 May 2025

**Level of certainty:** Overall – Moderate.

Debt Transfer amount – High. While proposed partner councils have agreed a methodology to calculate the debt transfer position. A provisional figure of \$750m has been modelled.

Debt transfer mechanism – Low. The exact detail of the process by which debt amounts will transfer to the new entity is still being negotiated. However, what is certain is that appropriate agencies (i.e. LGFA and S&P) will look though any debt should it be continued to be help by WCC after 1 July.

### Key risks

Risk	Effect of risk	Mitigation
The debt transfer mechanism changes and WCC continues to hold Water related debt beyond 1 July 2027.	Material misstatement of the P&L, cashflows and Balance Sheet.	Wellington City Council has resolved to only join a Regional Water Services Model if agreement is reached on debt transfer.  AOG has agreed in principle to a provisional debt transfer. The actual debt transfer number (and associated guarantee arrangements) will be agreed and verified as part of the opening balance sheet transfer, planned for 2026.  While a change in approach may impact the financial statements, any change will not have an impact on the WCC ability to borrow, service non water relate debt, or impact ratepayers.
While any debt will be looked though, there may be payments of interest costs to WCC by the Water Entity, and the timing of debt repayment may change.		

# Ngā matapae kē atu

## Other forecasting assumptions

### Resource consents

#### Assumption

Conditions for existing resource consents held by the Council will not be significantly altered. Any resource consents due for renewal during the 10-year period of this plan will be renewed accordingly and this will not have a significant impact on timing.

**Data source:** Great Wellington Regional Council is consenting agent for these matters  
<https://www.gw.govt.nz>

**Level of certainty:** Moderate- there is some uncertainty around consenting conditions for the renewal of some Council consents:

- Landfill consents expire in 2026. Given the Southern Landfill consenting conditions are substantially about the management of leachate, there is a likelihood that conditions will be substantially more rigorous.
- Contaminated Soil - Retrospective consent for the disposal of contaminated soil on Stage 2, specifically, discharge of contaminants to water and to land where they may enter water.

Sludge minimisation plant: have obtained all resource consents required for construction (list and IDs available if required). Outline Plan Report accepted by WCC so the Change of Designation process required for the operational authorization of the plant is complete. Construction is under way and currently progressing well for a 2026 completion.

#### Key risks

Risk	Effect of risk	Mitigation
Conditions of resource consents are altered significantly. That significant delays to projects are experienced due to the resource consent process. The Council is unable to renew existing resource consents upon expiry	The financial effect of any change to resource consent requirements would depend upon the extent of the change. Delays to projects may have material cost implications. Failure to renew existing consents, or a significant change in requirements could result in the Council needing to spend additional funds to enable compliance.	Generally, the Council considers that it is fully compliant with existing resource consents. Changing consenting conditions will be inputs into planning individual projects- for example in the scoping of any landfill or sludge minimisation investment. Budget revisions will take place where there are anticipated changes to consent requirements.

# Sludge minimisation facility and collection of levy

## Assumption

The sludge minimisation facility will be a Council asset; however, the funding does not sit on Council's balance sheet. The FSPV will provide funding of up to \$400 million for the construction of the facility.

In July 2024, the Council will be introducing a new sludge levy to fund the cost of the new Moa Point Sludge Minimisation Facility. This was approved under the Infrastructure Funding and Finance Act 2020 (IFFA).

We consulted on this option through 2021/2022 and received support from the New Zealand Government (Cabinet and the Minister of Housing) in August 2023. We are collecting the levy on behalf of the special purpose vehicle owned by Crown Infrastructure Partners.

**Data source:** Infrastructure Funding and Financing Funding and Administration Agreement (IFFFAAA)

Level of certainty: Medium

## Key risks

Risk	Effect of risk	Mitigation
Construction costs and timeline deviate materially from the current estimates and the requirements of the IFFFAAA.	<p>Where cost escalations occur, the funding (over and above that allocated from IFF) will need to be provided from Council's already constrained balance sheet.</p> <p>Where there are significant delays in delivery of the project, at a minimum, Council will be in breach of resource consents and may have to consider costly alternatives to the one provided for by the SMF.</p> <p>If cost escalations occur this will require the Council to borrow more debt to be paid back over the life of the facility.</p>	<p>The construction contract includes a Liquidated Damages (LD) mechanism, agreed with the construction partner, which will apply if late completion was to occur.</p> <p>Robust contract management and proactive risk identification, mitigation and management, closely monitored through appropriate Governance mechanisms is in place.</p> <p>In addition to the LD regime the construction contract includes mechanisms to support and enable compliance with the required programme for example early procurement of items critical to programme.</p>

# Cost of carbon

## Assumption

Council assumes that the cost of carbon will inflate over the coming years as per the table below.

### Estimated Forecast Cost of a NZU from 2025 to 2034

**Assumption:** We have used the market forward contract last/fix price for NZUs for April 2025 to April 2028 in Table 4.

For the 2029 to 2034, we have assumed that the cost of an NZU continues to increase, at 7.8% per year (based on the average increase in the market forward contract last/fix price for NZUs from April 2025 to April 2028).

Year	Estimated Cost	Year	Estimated Cost
2025	\$80.95	2030	\$116.09
2026	\$86.82	2031	\$125.15
2027	\$93.12	2032	\$134.91
2028	\$99.90	2033	\$145.43
2029	\$107.69	2034	\$156.77

This assumption directly informs the carbon unit costs related to the Southern Landfill. More broadly the growing cost of carbon will have implications on the investment profile of individual projects and design of Council services, these impacts will be considered through

the establishment of frameworks the Council will use in future project investment analysis and service review.

**Data source:** Price ceiling and price floor

The Climate Change Commission provided advice to government that has been accepted, to set a trigger price for the release of additional units into the market. This in effect acts as a price ceiling. The Commission also advised on the minimum price the govt can set in an auction of units. While the market price can sit below this, it is likely that this sets the price floor, and the forward contract prices are all sitting above this auction price, lending weight to this assumption.

### Climate Change Commission's recommended cost containment reserve from 2024 to 2028 - trigger price, including inflation

Fixed and cannot be changed		
2024	2025	
\$91.61	\$103.24	
Updated recommendations		
2026	2027	2028
\$205.00	\$215.00	\$226.00

Reference: He Pou a Rangi Climate Change Commission | Advice on NZ ETS unit limits and price control settings for 2024-2028

Note: The Climate Change Commission states: "Our advice is

that significantly higher trigger prices are justified to put them well outside where the market may need to operate to be consistent with meeting emissions budgets. We judge it unlikely that any potential magnet effect would be sufficiently strong to cause prices to rise to that level."

### Climate Change Commission's Recommended Auction Reserve Price from 2024 to 2028.

Fixed and cannot be changed		
2024	2025	
\$35.90	\$38.67	
Updated recommendations		
2026	2027	2028
\$72.00	\$75.00	\$79.00

Reference: He Pou a Rangi Climate Change Commission | Advice on NZ ETS unit limits and price control settings for 2024-2028.

## Key risks

Risk	Effect of risk	Mitigation
That actual increase in NZU price will be significantly different from the assumed increase, contributing to ETS costs at the landfill and underlying inflation of input fuel costs to Council.	The Council's direct NZU costs (through our ownership of Southern Landfill) and indirect NZU costs (through our use of natural gas, petrol and diesel) could be higher than forecast. E.g: at the landfill our current liability is forecast to increase by roughly a third by 2028, however govt settings would allow the cost to increase by 300%.	Annual review of the budget through the annual plan process. We have projects in place under Te Atakura climate action strategy to minimise our exposure to the price of carbon: better methane capture and destruction technology at the landfill; diversion of organic matter from the landfill; removing natural gas (also known as "fossil gas") used for heating indoor spaces and water heating from Council owned buildings including our pools; and converting our vehicle fleet and equipment to electricity.

### Market forward contract last/fix price for NZUs for April 2025 to April 2028 (Forward contracts as of 15 September 2023).

Contract	Last/Fix
NZUs - April 2024	\$75.47
NZUs - April 2025	\$80.95
NZUs - April 2026	\$86.82
NZUs - April 2027	\$93.12
NZUs - April 2028	\$99.90

**Reference:** Carbon News NZ, website accessed September 15<sup>th</sup> 2023.

**Level of certainty:** Moderate - The certainty of the cost estimate for a NZU is moderate. A range of factors including the pace of technological change and level of economic activity could significantly affect both the medium and long-term trend and year on year costs

# Significant Asset Lifecycles

## Assumption

The estimated useful lives of significant assets will be as shown in the Statement of Accounting Policies. The asset life of key assets (three waters and transport is included below).

The majority of the significant assets will continue to be revalued every three years. It is assumed that assets will be replaced at the end of their useful life. Ranges in average ages relate to the variability of component parts of assets and changing material and design of assets over time.

Key Asset – Pipes	Asset life in years	Asset life from 2022 3W Valuation
Water pipes	50-95	40-128
Water reservoirs	40-100	90-117
Water pumping stations	20-100	100-104
Sewer pipes and tunnels	60-110	60-128
Sewer pumping stations	20-80	100
Stormwater pipes	50-130	40-130
Stormwater pump stations	20-100	100

Key Asset – Roads	Asset life in years	Asset Life from 2022 Transport Assets Valuation
Surface	10	6-50
Base	50	35-40
Bridges	80	95-105
Footpaths	20-50	15-50
Retaining walls	50-75	35-80
Sea walls	80-100	100
Kerbs and channels	70-120	10-60

It is also assumed that:

- the majority of the significant assets will continue to be revalued every 3 years.
- assets will be replaced at the end of their useful life.
- planned asset acquisitions (as per the capital expenditure programme) shall be depreciated on the same basis as existing assets.

**Data source:** Assumptions of asset lives are informed by guidance on the Useful Life of Infrastructure from the NAMS Council and Council actual condition information of assets.

**Level of certainty:** Mixed – The level of certainty of useful lives of assets ranges across different asset types. Underground assets that are not easily accessible have lower levels of confidence on their current condition and therefore expected remaining useful lives.

## Key risks

Risk	Effect of risk	Mitigation
That assets wear out earlier or later than estimated.	Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated. The financial effect of the uncertainty is likely to be immaterial.  In the event that useful lives are overestimated, renewals would fall earlier than anticipated.  This would result in additional capital expenditure earlier than anticipated, impacting depreciation and interest costs.  Conversely, in the event that useful lives are underestimated, we will forecast a higher renewal programme of capital expenditure than necessary.  This could also result in the overcollection of depreciation in the earlier years of an assets life.  The likely financial impact of this is minor.	Generally, we have the ability to prioritise work programmes should assets wear out earlier or later than estimated.  In addition, we are continuously improving data integrity on our assets. We are actively investing in improving the quality of asset condition information including of our three waters assets, to reduce the likelihood of this risk.

# Ability to deliver capital programme

## Assumption

We assume that there will be market capacity to deliver our planned capital programme. This will be supported by careful programme planning, investment in internal capability, including that of Wellington Water.

Data source: N/A

**Level of certainty:** Moderate - There is always an inherent level of risk in delivering a capital programme. Although we have plans to manage this risk there remains uncertainty. In the short-term this is linked to significant cost escalation of labour and materials. In the longer-term this relates to the ability of the supplier market to respond to regional investment and demand on infrastructure service providers.

## Key risks

Risk	Effect of risk	Mitigation
That our capital programme is not able to be delivered as planned.	If we are unable to deliver the planned capital programmes, then the benefits of investment will be delayed. For projects aimed at enabling growth, this could constrain the pace of growth. There will also be delays to our planned capital expenditure profile with flow on impacts on borrowing and operating expenditure projections.	<p>Regular monitoring of our capital programme progress, and adjustments to plans through the formal Annual Planning process.</p> <p>Strong procurement processes ensuring the market can respond positively to opportunities.</p> <p>Careful programme planning and monitoring, investing in internal capability, including that of Wellington Water Limited.</p> <p>If unable to deliver the capital programme, Council will prioritise renewals work (to prevent asset failure and resulting service interruptions) and critically review the planned capital upgrade work programme including identifying opportunities for deferral of works.</p>

## Level of service

### Assumption

For this 10-year plan we assume that the current demand for Council services and customer expectations regarding business-as-usual levels of service will not significantly change during the planning period beyond what is specifically planned for and identified in this 10-year plan. As a result, it is assumed that there will be no significant additional impact from level of service changes on asset requirements or operating expenditure.

Data source: N/A

### Key risks

Risk	Effect of risk	Mitigation
That there are significant changes in residents' demand for services or levels of service beyond those planned in this plan.	If residents begin to expect a higher level of service than planned, then either Council will face unbudgeted additional cost to meet that higher level of service, or Council will be unable to meet changed resident expectations and would see a decrease in residents' satisfaction with Council services.	The Council has defined service levels for its planned activities, which have been reviewed as part of the 10-year plan process.  The regular 3-year Long-term Planning cycle provides the opportunity for service levels to be regularly reassessed for changes in demand.

**Level of certainty:** Low – it is highly likely that demand for Council service levels will change to some degree over the course of the next ten-years, however these changes are not currently predictable and as such not about to be built into the underlying assumptions of this long-term plan.

## Vested Assets

### Assumption

No vesting of assets is forecasted across this ten-year plan.

**Data source:** N/A. **Level of certainty:** Low

### Key risks

Risk	Effect of risk	Mitigation
That there will be assets vested thereby increasing the depreciation expense in subsequent years.	The level of vested assets fluctuates considerably from year to year and is unpredictable. The recognition of vested assets revenue in the Statement of Financial Performance is non-cash in nature and has no impact on rates. The financial effect of the uncertainty is assessed as low.	Annual review of the budget through the annual plan process.

## Funding sources - asset divestment

### Assumption

That some assets, including long-term ground leases for multiple sites will be divested. Any proceeds forecasted from asset divestment will be reinvested in accordance with our Treasury Management Policies unless otherwise directed by Council resolution.

We have assumed approximately \$106m from the sale of ground leases to capitalise the disaster resilience fund.

### Key risks

Risk	Effect of risk	Mitigation
That the sale proceeds and rate of return is not achieved and/or we are unable to find buyers.	If the sale of long-term ground leases and WIAL shares are delayed or at a lower value, this may impact Council's debt position and may lead to a breach of the proposed debt to revenue limits. This would also reduce the amount available to invest in the Perpetual investment fund.	Council's Annual Planning process will review this assumption. We have used the midrange valuation for the sale of WIAL shares.

**Data source:** Sale of WIAL shares and ground leases for PIF - KPMG modelling.

**Level of certainty:** High - When considering the sale of ground leases, it is important to consider:

- Where the ground lease sits within the 21-year cycle
- Ground lessees' ability to make an acceptable offer
- Impact on the parcel of land that the ground lease sits on
- Revenue stream that the ground lease provides
- Potential revenue from the sale of the ground lease

High - There is a risk that the sale proceeds from the sale of the WIAL share and ground leases is lower than assumed.

## Development Contributions

### Assumption

Revenue from Development Contributions is not materially different from that forecast in the LTP.

Data source: N/A

**Level of certainty:** Moderate - the level of Development Contribution revenue is broadly in line with actual levels of revenue over the previous three financial years. This LTP includes a review of the DC policy and supporting processes. The impact of the review will follow the adoption of the LTP.

### Key risks

Risk	Effect of risk	Mitigation
The level of development contributions collected, and the timing could result in insufficient income to cover the costs of required growth infrastructure.	If the level of development contribution income is less than forecasted, this would mean the debt is not paid off as quickly as planned, and therefore interest costs relating to this debt would be marginally higher than planned.	Council's Annual Planning process provides a process whereby reprioritisation of budget can be undertaken.

# Availability of insurance

## Assumption

The Council will maintain or increase its current level of insurance from all sources. This may include introduction of new sources. Council can currently fund 32% of the 1-1,000 year earthquake loss estimate.

**Data source:** Earthquake is considered to be the largest single risk for the Council asset portfolios. Earthquake loss estimates are used to assess the risk to the portfolio, subsequently informing strategic decisions to manage risk. The data for a 1-1,000 year event loss informs the amount of risk funding required and the excess risk accepted by Council. Loss estimates are modelled by Aon and GNS – refer to earthquake risk assumption below.

**Level of certainty:** Low - traditional insurance capacity is increasingly squeezed as values, inflation and claims are elevated. Availability of alternative risk funding is currently unknown but under investigation.

## Key risks

Risk	Effect of risk	Mitigation
<p>That the financial loss to the assets in a major event is significantly greater than estimated.</p> <p>That the increasing costs of holding insurance exceeds available budget.</p>	<p>An inability to adequately fund the assumed risk or actual losses exceeding estimated loss would mean that not all assets would be able to be repaired or replaced post a significant earthquake event.</p> <p>Meeting increasing costs of insurance to maintain coverage would have direct impacts on rates and fees and user charges.</p> <p>The chosen mix of risk funding methods does not meet Council's needs.</p> <p>Every additional \$10m of insurance cover has less than a 2% impact on rates.</p>	<p>The assumptions that drive the 1-1,000 year loss estimates will be updated using the new NSHM (2022) to ensure up-to-date asset information is understood.</p> <p>Incorporating resilience measures into our loss estimates will increase the certainty around the level of risk funding required. e.g. buildings that are base isolated and unlikely to take material damage.</p> <p>Council has prioritised resilience work in all asset portfolio's within the capital programme.</p> <p>Council Officers will also work on the "Insurance Roadmap", which aims to instate alternative risk funding methods and improve Council's post event outcomes.</p> <p>The Roadmap identifies a 3-6 year timeframe to fully understand and begin implementation of new strategies.</p>

# Local Government Funding Act - Deed of Guarantee

## Assumption

Each of the shareholders of the LGFA is a party to a Deed of Guarantee, which provides a guarantee on the obligations of the LGFA and the other participating local authorities to the LGFA, in the event of default. Council assumes no default event occurring during this Long-Term Plan.

Data source: N/A

## Key risks

Risk	Effect of risk	Mitigation
In the event of a default by the LGFA, each guarantor would be liable to pay a proportion of the amount owing. The proportion to be paid by each respective guarantor is set in relation to each guarantor's relative rates income.	Payment would be required by Wellington ratepayers for the relevant amount in default, for the most part via equity investments already held on behalf of Council by the LGFA.	The structure and makeup of the LGFA through the foundation documents sets out the protections and processes of guarantees and defaults. The LGFA Risk management committee, reporting framework, key performance indicators and variance at risk all mitigate the risk eventuating. Council also maintains conservative internal policies to ensure we are not the council at risk of default. This is demonstrated in our recently reaffirmed AA+ rating from S&P.

**Level of certainty:** High - Given the LGFA structure and the conservative nature of the financial covenants they place on all Councils, the level of certainty that there will not be a default event during the period of the LTP, in Council's view, is high.

The likelihood of a local authority borrower defaulting is extremely low and all of the borrowings by a local authority from the LGFA are secured by a rates charge.

# Renewal of existing funding

## Assumption

It is assumed that the Council will be able to renew existing borrowings on similar terms.

Data source: N/A

Level of certainty: High

## Key risks

Risk	Effect of risk	Mitigation
That new borrowings cannot be accessed to fund future capital requirements.	Future capital programmes may be delayed, and the Council improvement programmes/infrastructure assets may not receive the required investment. If funding is no longer available existing debt will need to be repaid, capital expenditure will cease, and the council would be at risk of default under lending agreements.	Council maintains internal policy settings that allow for prefunding up to 18 months to manage refinancing risk. Council issues long term funding that is well spread over multiple maturity dates to ensure intergenerational equity requirements as set out in the Local Government Act 2002 are being met. Council sources debt from the LGFA which has the highest possible credit rating available demonstrating strong management and governance practices in place. The LGFA is a very well run, risk averse organisation that has sound risk management practices in place to continue to fund the local government sector over the long term. Access to the LGFA will continue to be the most appropriate way for Council to fund its balance sheet.

# Weathertight homes

## Assumption

The Council will continue to spread the cost incurred by settling weathertight homes claims by funding claims from borrowings and spreading the rates funded repayment across a number of years. This 10-year plan assumes that the Council's weathertight homes liability will be fully settled by 2039 and the associated borrowing repaid over the 24-year period.

**Data source:** Actuarial Valuation of Weathertight Claims as at 30 June 2023

Level of certainty: High

## Key risks

Risk	Effect of risk	Mitigation
That the level of the claims and settlements is higher than provided for within the 10-year plan.	The weathertight homes liability is an actuarial calculation based on the best information currently available. The liability provided for within the Council's financial statements is \$24 million, a 1 percent change in this figure would equate to \$0.24 million.	N/A.

# Earthquake risk

## Assumption

The assumed risks of a significant earthquake are in line with Wellington lifelines planning and relate to likelihood of earthquakes at different scales on the Modified Mercalli intensity (MMI) scale. Likelihood captured in the table below.

MMI level	Average return period
MMI7	~30 years
MMI8	~120 years
MMI 9	~400 years
MMI 10	~1350 years

**Data source:** [Wellington Lifelines report 2019](#) and NZ NSHM ([gns.cri.nz](#))

Level of certainty: Low

## Key risks

Risk	Effect of risk	Mitigation
That a significant event occurs during the period of the Long-Term Plan.	The city is damaged to an extent that significantly impacts daily operation and liveability. If Council is unable to recover sufficiently or quickly enough to prevent long-term adverse effects on the population or local economy, Council's income streams, may not support its commitments to repay debt.	Council holds insurance cover and debt provision to fund losses in a significant event.
That the scale and impact of a significant event is much larger than anticipated.	The city is damaged significantly more than expected and recovery funding is inadequate to prevent adverse long-term effects.	<ul style="list-style-type: none"> <li>Council is improving the resilience of its infrastructure and building portfolio.</li> <li>Council emergency response staff are regularly trained.</li> <li>Development in areas subject to natural hazard risk is restricted.</li> <li>Council regulates the remediation of earthquake prone buildings in the city.</li> </ul>

# Local Government reform

## Assumption

That our current structure, role, and functions will continue, except where this has been clearly stated in the LTP. The range and nature of our services will remain unchanged. The Review into the Future for Local Government has published its final report, He piki tūranga, he piki kōtuku. The report poses proposes 17 recommendations to shape a more community focused, citizen-centred local governance system.

The report does not explicitly recommend the allocation of roles and functions between central and local government and notes that decisions relating to the allocation of roles and functions cannot be made without understanding how they will be funded, and whether local government has the capacity and expertise to carry them out.

Data source:

**Level of certainty:** High - while the Future for Local Government review recommends and discusses changes to what local government is and does, it is unlikely that any recommendations could take effect by 1 July 2024.

## Key risks

Risk	Effect of risk	Mitigation
That the structure of Local Government will change, and the Council moves to unitary, combined or other governance model. Within ten years there may be significant changes to the boundaries of local government in our region. That central government will allocate or remove responsibility for services to local government, and/or the Regional Council will allocate responsibility for additional services or standards to local government in the Wellington Region that requires immediate addressing and affects our capacity to deliver.	Effect depends on the level of change. There could be significant restructuring, reorganisation or establishment costs incurred. There would be associated financial and rating changes as a consequence. Changes in the purpose and role of local government may have substantial impacts on budgets and financial forecasts and may require an amendment to the LTP.	A reorganisation process would take place over a sizeable period of time, this would allow the Council to fully prepare. The Council will proactively monitor and engage in discussions of this nature. We will continue to keep a watching brief on the local government sector and central government's response to the Future for Local Government review.

# Resource Management reform

## Assumption

That during the life of this LTP, the Resource Management Act 1991 (RMA) will remain until new legislation is prepared. The Natural and Built Environment Act 2023 (NBA) and the Spatial Planning Act 2023 (SPA) were repealed in December 2023. The government has signalled an intent to introduce new resource management laws based on the enjoyment of property rights.

Data source: [Resource management system reform | Ministry for the Environment](#)

**Level of certainty:** Low - The new Government 100-day plan includes repeal of the Spatial Planning and Natural and Built Environment Act and introduction of a fast-track consenting regime.

## Key risks

Risk	Effect of risk	Mitigation
That the resulting change in approach to resource management to a system based on the enjoyment of property rights, rather than sustainable management, requires significant changes to how Council undertakes planning and regulates land use and development.	There is uncertainty about the exact form that reform of resource management may take, however it is possible that a new District Plan (or equivalent) will need to be prepared to give effect to new legislation. This will require significant resourcing from Council, likely similar to the District Plan review process currently underway.	We will continue to keep a watching brief on the review and any resulting legislative changes.

# Pārongo ahumoni me ngā kaupapa here

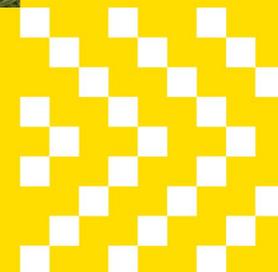
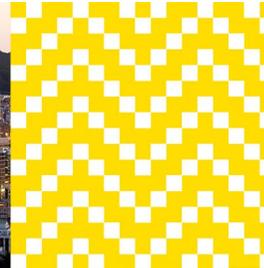
## Financial information and policies

### Kei tēnei wāhanga

To come.

### In this section

This section includes our Financial statements and Balanced Budget statement.



# Matapae tauākī ahumoni

## Forecast financial statements

### Tauākī tiro whakamua ki ngā moniwhiwhi me ngā whakapaunga

#### Prospective Statement of Comprehensive Revenue and Expense (\$000s)

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
<b>Revenue</b>										
Rates	565,716	628,974	458,928	480,703	502,431	526,092	556,993	581,483	590,001	610,099
Revenue from operating activities:										
Development contributions	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Grants, subsidies and reimbursements	202,665	232,728	88,072	68,625	69,269	65,584	59,709	61,348	59,592	61,344
Other operating activities	189,916	193,796	197,726	197,707	204,385	209,088	215,042	221,042	226,607	232,381
Investments revenue	21,867	25,392	30,077	33,412	36,240	39,862	41,187	41,517	41,939	42,764
Vested assets and other revenue	1,700	2,247	1,604	107	109	111	1,613	1,115	117	120
Fair value movements - gains	7,557	4,758	4,647	4,647	4,357	4,211	4,066	4,066	4,066	3,921
Finance revenue	100	36	104	69	71	111	113	115	76	77
<b>Total revenue</b>	<b>993,021</b>	<b>1,091,431</b>	<b>784,658</b>	<b>788,770</b>	<b>820,362</b>	<b>848,559</b>	<b>882,223</b>	<b>914,186</b>	<b>925,898</b>	<b>954,206</b>
<b>Expense</b>										
Finance expense	72,264	68,333	69,593	59,407	67,346	74,665	83,039	94,293	99,394	103,737
Expenditure on operating activities	617,876	692,954	536,834	538,855	542,520	555,478	567,756	577,491	585,879	596,681
Depreciation and amortisation expense	222,314	254,956	168,093	185,582	206,050	226,952	253,103	268,295	273,925	295,632
Loss on derecognition of assets	-	-	3,030,966	-	-	-	-	-	-	-
<b>Total expense</b>	<b>912,454</b>	<b>1,016,243</b>	<b>3,805,486</b>	<b>783,844</b>	<b>815,916</b>	<b>857,095</b>	<b>903,898</b>	<b>940,079</b>	<b>959,198</b>	<b>996,050</b>
<b>Net surplus/(deficit) for the year</b>	<b>80,567</b>	<b>75,188</b>	<b>(3,020,828)</b>	<b>4,926</b>	<b>4,446</b>	<b>(8,536)</b>	<b>(21,675)</b>	<b>(25,893)</b>	<b>(33,300)</b>	<b>(41,844)</b>

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
<b>Other comprehensive income</b>										
Fair value movement - property, plant and equipment (net)	206,393	208,804	-	286,408	340,437	-	335,496	411,767	-	368,435
Share of equity accounted surplus from associates	-	-	-	-	-	-	-	-	-	-
<b>Total other comprehensive income</b>	206,393	208,804	-	286,408	340,437	-	335,496	411,767	-	368,435
<b>Total comprehensive income for the year</b>	286,960	283,992	(3,020,828)	291,334	344,883	(8,536)	313,821	385,874	(33,300)	326,591

# Tauākī tiro whakamua ki te āhua o te ahumoni

## Prospective Statement of Financial Position (\$000s)

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
<b>Assets</b>										
<b>Current assets</b>										
Cash and cash equivalents	41,916	15,838	15,654	15,589	15,438	15,876	15,189	15,771	15,672	15,921
Derivative financial assets	-	724	724	724	724	724	724	724	724	724
Receivables and recoverables	97,445	112,778	94,959	95,863	99,332	102,126	105,701	109,027	111,516	114,571
Prepayments	20,329	33,884	23,577	23,515	23,512	23,999	24,605	25,016	25,431	25,738
Other financial assets	347,500	367,215	365,000	319,000	347,000	322,000	326,000	334,000	334,000	328,000
Inventories	1,013	1,355	1,355	1,355	1,355	1,355	1,355	1,355	1,355	1,355
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>508,203</b>	<b>531,794</b>	<b>501,269</b>	<b>456,046</b>	<b>487,361</b>	<b>466,080</b>	<b>473,574</b>	<b>485,893</b>	<b>488,698</b>	<b>486,309</b>
<b>Non current assets</b>										
Derivative financial assets	72,984	63,713	63,713	63,713	63,713	63,713	63,713	63,713	63,713	63,713
Other financial assets	62,604	68,075	162,986	164,584	166,654	167,210	165,797	167,069	167,098	166,212
Intangibles	44,745	48,713	46,398	42,376	37,740	31,791	27,719	25,042	22,802	20,757
Investment properties	287,169	158,214	159,161	163,808	168,165	172,376	176,442	180,508	184,574	188,495
Property, plant and equipment	11,763,613	12,436,940	8,792,034	9,181,038	9,569,383	9,605,867	9,939,771	10,366,131	10,323,135	10,613,409
Investment in controlled entities	5,998	5,998	5,998	5,998	5,998	5,998	5,998	5,998	5,998	5,998
Investment in associates and joint venture	19,384	19,384	19,384	19,384	19,384	19,384	19,384	19,384	19,384	19,384
<b>Total non current assets</b>	<b>12,256,497</b>	<b>12,801,037</b>	<b>9,249,674</b>	<b>9,640,901</b>	<b>10,031,037</b>	<b>10,066,339</b>	<b>10,398,824</b>	<b>10,827,845</b>	<b>10,786,704</b>	<b>11,077,968</b>
<b>Total assets</b>	<b>12,764,700</b>	<b>13,332,831</b>	<b>9,750,943</b>	<b>10,096,947</b>	<b>10,518,398</b>	<b>10,532,419</b>	<b>10,872,398</b>	<b>11,313,738</b>	<b>11,275,402</b>	<b>11,564,277</b>
<b>Liabilities</b>										
<b>Current liabilities</b>										
Derivative financial liabilities	-	-	-	-	-	-	-	-	-	-
Exchange transactions and transfers payable	161,928	185,445	99,613	93,185	88,179	89,410	89,164	94,432	89,158	87,377
Deferred revenue	21,741	22,268	22,720	22,718	23,485	24,025	24,709	25,399	26,038	26,702

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
Borrowings	267,500	266,500	371,000	325,000	353,000	328,000	332,000	340,000	340,000	334,000
Employee benefit liabilities and provisions	12,747	13,786	13,818	13,995	14,310	14,575	14,821	15,111	15,219	15,657
Provisions for other liabilities	3,435	4,164	3,598	2,855	2,192	2,399	1,979	1,861	1,736	1,512
<b>Total current liabilities</b>	467,351	492,163	510,749	457,753	481,166	458,409	462,673	476,803	472,151	465,248
<b>Non current liabilities</b>										
Derivative financial liabilities	-	-	-	-	-	-	-	-	-	-
Exchange transactions and transfers payable	-	-	-	-	-	-	-	-	-	-
Borrowings	1,942,363	2,057,367	1,480,284	1,589,759	1,644,051	1,690,712	1,713,535	1,755,679	1,755,990	1,725,625
Employee benefit liabilities and provisions	1,064	975	977	990	1,012	1,031	1,048	1,069	1,077	1,108
Provisions for other liabilities	28,395	28,813	26,248	24,426	23,267	21,901	20,955	20,126	19,423	18,944
<b>Total non current liabilities</b>	1,971,822	2,087,155	1,507,509	1,615,175	1,668,330	1,713,644	1,735,538	1,776,874	1,776,490	1,745,677
<b>Total liabilities</b>	2,439,173	2,579,318	2,018,258	2,072,928	2,149,496	2,172,053	2,198,211	2,253,677	2,248,641	2,210,925
<b>Net assets</b>	10,325,527	10,753,513	7,732,685	8,024,019	8,368,902	8,360,366	8,674,187	9,060,061	9,026,761	9,353,352
<b>Equity</b>										
Accumulated funds and retained earnings	5,195,111	5,257,050	5,470,227	5,475,151	5,479,593	5,471,053	5,449,369	5,423,466	5,390,156	5,348,303
Revaluation reserves	5,031,193	5,406,869	2,172,860	2,459,268	2,799,705	2,799,705	3,135,201	3,546,968	3,546,968	3,915,403
Hedging reserve	73,180	65,326	65,326	65,326	65,326	65,326	65,326	65,326	65,326	65,326
Fair value through other comprehensive income and expense reserve	6,889	7,330	7,330	7,330	7,330	7,330	7,330	7,330	7,330	7,330
Restricted funds	19,154	16,938	16,942	16,944	16,948	16,952	16,961	16,971	16,981	16,990
<b>Total equity</b>	10,325,527	10,753,513	7,732,685	8,024,019	8,368,902	8,360,366	8,674,187	9,060,061	9,026,761	9,353,352

# Tauākī tiro whakamua ki ngā panonitanga o te tautika

## Prospective Statement of Changes in Equity (\$000s)

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
<b>Equity - opening balances</b>										
Accumulated funds and retained earnings	5,114,549	5,181,879	5,257,050	5,470,227	5,475,151	5,479,593	5,471,053	5,449,369	5,423,466	5,390,156
Revaluation reserves	4,824,800	5,198,065	5,406,869	2,172,860	2,459,268	2,799,705	2,799,705	3,135,201	3,546,968	3,546,968
Hedging reserve	73,180	65,326	65,326	65,326	65,326	65,326	65,326	65,326	65,326	65,326
Fair value through other comprehensive revenue and expense reserve	6,889	7,330	7,330	7,330	7,330	7,330	7,330	7,330	7,330	7,330
Restricted funds	19,149	16,921	16,938	16,942	16,944	16,948	16,952	16,961	16,971	16,981
<b>Total Equity - opening balances</b>	<b>10,038,567</b>	<b>10,469,521</b>	<b>10,753,513</b>	<b>7,732,685</b>	<b>8,024,019</b>	<b>8,368,902</b>	<b>8,360,366</b>	<b>8,674,187</b>	<b>9,060,061</b>	<b>9,026,761</b>
<b>Changes in Equity</b>										
<b>Retained earnings</b>										
Net surplus/(deficit) for the year	80,567	75,188	(3,020,828)	4,926	4,446	(8,536)	(21,675)	(25,893)	(33,300)	(41,844)
Transfer to restricted funds	(3,671)	(3,545)	(3,581)	(3,611)	(3,644)	(3,675)	(3,711)	(3,744)	(3,775)	(3,805)
Transfer from restricted funds	3,666	3,528	3,577	3,609	3,640	3,671	3,702	3,734	3,765	3,796
Transfer from revaluation reserves	-	-	3,234,009	-	-	-	-	-	-	-
Transfer to revaluation reserves	-	-	-	-	-	-	-	-	-	-
<b>Revaluation reserves</b>										
Fair value movement - property, plant and equipment - net	206,393	208,804	-	286,408	340,437	-	335,496	411,767	-	368,435
Transfer to retained earnings	-	-	(3,234,009)	-	-	-	-	-	-	-
<b>Hedging reserve</b>										
Movement in hedging reserve	-	-	-	-	-	-	-	-	-	-
<b>Fair value through other comprehensive revenue and expense reserve</b>										
Movement in fair value	-	-	-	-	-	-	-	-	-	-
<b>Restricted Funds</b>										
Transfer to retained earnings	(3,666)	(3,528)	(3,577)	(3,609)	(3,640)	(3,671)	(3,702)	(3,734)	(3,765)	(3,796)
Transfer from retained earnings	3,671	3,545	3,581	3,611	3,644	3,675	3,711	3,744	3,775	3,805

<b>Total comprehensive revenue and expense</b>	286,960	283,992	(3,020,828)	291,334	344,883	(8,536)	313,821	385,874	(33,300)	326,591
<b>Net Equity - Closing Balances</b>										
Accumulated funds and retained earnings	5,195,111	5,257,050	5,470,227	5,475,151	5,479,593	5,471,053	5,449,369	5,423,466	5,390,156	5,348,303
Revaluation reserves	5,031,193	5,406,869	2,172,860	2,459,268	2,799,705	2,799,705	3,135,201	3,546,968	3,546,968	3,915,403
Hedging reserve	73,180	65,326	65,326	65,326	65,326	65,326	65,326	65,326	65,326	65,326
Fair value through other comprehensive revenue and expense reserve	6,889	7,330	7,330	7,330	7,330	7,330	7,330	7,330	7,330	7,330
Restricted funds	19,154	16,938	16,942	16,944	16,948	16,952	16,961	16,971	16,981	16,990
<b>Total Equity - closing balances</b>	<b>10,325,527</b>	<b>10,753,513</b>	<b>7,732,685</b>	<b>8,024,019</b>	<b>8,368,902</b>	<b>8,360,366</b>	<b>8,674,187</b>	<b>9,060,061</b>	<b>9,026,761</b>	<b>9,353,352</b>

# Tauākī tiro whakamua ki te rerenga o te moni

## Prospective Statement of Cash Flows (\$000s)

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
<b>Cash flows from operating activities</b>										
Receipts from rates - Council	563,121	626,355	478,254	479,792	501,522	525,102	555,700	580,458	589,645	609,258
Receipts from rates - Greater Wellington Regional Council	118,255	150,325	160,674	163,220	170,609	178,633	189,068	197,458	200,515	207,232
Receipts from rates - Sludge Levy	7,821	15,781	24,261	32,522	32,663	33,392	33,536	33,892	35,808	36,113
Receipts from activities and other revenue	187,982	199,288	199,173	200,241	205,146	210,404	216,047	222,061	227,768	233,512
Receipts from grants and subsidies - Operating	18,858	14,144	13,633	14,018	13,862	14,042	14,358	14,695	15,038	15,378
Receipts from grants and subsidies - Capital	187,807	223,106	78,291	56,935	57,712	53,824	49,110	49,888	46,767	48,155
Receipts from investment property lease rentals	11,467	10,792	11,177	11,412	11,640	11,862	12,087	12,317	12,539	12,764
Cash paid to suppliers and employees	(625,474)	(575,975)	(554,374)	(486,476)	(494,528)	(501,853)	(515,454)	(518,571)	(537,171)	(543,545)
Rates paid to Greater Wellington Regional Council	(118,255)	(150,325)	(160,674)	(163,220)	(170,609)	(178,633)	(189,068)	(197,458)	(200,515)	(207,232)
Rates paid to Sludge Finance LP	(7,821)	(15,781)	(24,261)	(32,522)	(32,663)	(33,392)	(33,536)	(33,892)	(35,808)	(36,113)
Grants paid	(56,450)	(69,057)	(61,081)	(61,121)	(54,480)	(53,757)	(54,258)	(54,698)	(55,109)	(55,459)
Net GST (paid) / received	-	-	-	-	-	-	-	-	-	-
<b>Net cash flows from operating activities</b>	<b>287,311</b>	<b>428,653</b>	<b>165,073</b>	<b>214,801</b>	<b>240,874</b>	<b>259,624</b>	<b>277,590</b>	<b>306,150</b>	<b>299,477</b>	<b>320,063</b>
<b>Cash flows from investing activities</b>										
Dividends received	10,400	14,600	18,900	22,000	24,600	28,000	29,100	29,200	29,400	30,000
Interest received	100	36	104	69	71	111	113	115	76	77
Proceeds from sale of investment properties	-	135,715	3,700	-	-	-	-	-	-	-
Proceeds from sale of intangibles	-	-	-	-	-	-	-	-	-	-

	2024/25 Published LTP	2025/26 Amended LTP	2026/27 Amended LTP	2027/28 Amended LTP	2028/29 Amended LTP	2029/30 Amended LTP	2030/31 Amended LTP	2031/32 Amended LTP	2032/33 Amended LTP	2033/34 Amended LTP
<b>Cash flows from operating activities</b>										
Proceeds from sale of property, plant and equipment	19,410	2,000	2,000	5,370	2,000	2,000	2,000	2,000	2,000	2,000
Proceeds from sale of investments	-	191,500	287,215	285,000	239,000	267,000	242,000	246,000	254,000	254,000
Increase / (decrease) in investments	-	(287,215)	(285,000)	(239,000)	(267,000)	(242,000)	(246,000)	(254,000)	(254,000)	(248,000)
Purchase of investment properties	(11,070)	(15,836)	(7,227)	(6,149)	(6,272)	(5,284)	(5,384)	(5,487)	(5,586)	(5,686)
Purchase of intangibles	(705,897)	(830,998)	(286,058)	(282,854)	(248,369)	(256,009)	(243,890)	(279,246)	(226,383)	(212,103)
Purchase of property, plant and equipment	-	-	(106,715)	(3,370)	-	-	-	-	-	-
Purchase of investments	-	-	750,000	-	-	-	-	-	-	-
<b>Net cash flows from investing activities</b>	<b>(687,057)</b>	<b>(790,198)</b>	<b>376,919</b>	<b>(218,934)</b>	<b>(255,970)</b>	<b>(206,182)</b>	<b>(222,061)</b>	<b>(261,418)</b>	<b>(200,493)</b>	<b>(179,712)</b>
New borrowings	737,844	684,867	543,917	434,475	407,291	374,661	354,823	382,143	340,311	303,635
Repayment of borrowings	(267,500)	(277,500)	(1,016,500)	(371,000)	(325,000)	(353,000)	(328,000)	(332,000)	(340,000)	(340,000)
Interest paid on borrowings	(72,264)	(68,333)	(69,593)	(59,407)	(67,346)	(74,665)	(83,039)	(94,293)	(99,394)	(103,737)
<b>Net cash flows from financing activities</b>	<b>398,080</b>	<b>339,034</b>	<b>(542,176)</b>	<b>4,068</b>	<b>14,945</b>	<b>(53,004)</b>	<b>(56,216)</b>	<b>(44,150)</b>	<b>(99,083)</b>	<b>(140,102)</b>
Net increase/(decrease) in cash and cash equivalents	(1,666)	(22,511)	(184)	(65)	(151)	438	(687)	582	(99)	249
<b>Cash and cash equivalents at beginning of year</b>	<b>43,582</b>	<b>38,349</b>	<b>15,838</b>	<b>15,654</b>	<b>15,589</b>	<b>15,438</b>	<b>15,876</b>	<b>15,189</b>	<b>15,771</b>	<b>15,672</b>
<b>Cash and cash equivalents at end of year</b>	<b>41,916</b>	<b>15,838</b>	<b>15,654</b>	<b>15,589</b>	<b>15,438</b>	<b>15,876</b>	<b>15,189</b>	<b>15,771</b>	<b>15,672</b>	<b>15,921</b>

## Tauākī tiro whakamua ki ngā panonitanga ki ngā tahua rāhui/tāpui Prospective Statement of Changes in Restricted / Reserve Funds (\$000s)

	Opening balance 2024/25	Deposits	Expenditure	Closing balance 2033/34	Purpose
<b>Special reserves and funds</b>					
Reserve purchase and development fund	782	-	-	782	
City growth fund	908	18,063	(18,063)	908	
Insurance reserve	14,713	14,839	(14,839)	14,713	Allows the Council to meet the uninsured portion of insurance claims
<b>Total special reserves and funds</b>	<b>16,403</b>	<b>32,902</b>	<b>(32,902)</b>	<b>16,403</b>	
Trusts and bequests	518	189	(120)	587	
<b>Total restricted funds</b>	<b>16,921</b>	<b>33,091</b>	<b>(33,022)</b>	<b>16,990</b>	

# Tauāki mahere pūtea taurite

## Balanced budget statement

The Council maintains a balanced budget for the first two years of the Long-term Plan and for years 4 and 5. In year 3, we have recognised a loss on derecognition of assets of \$3b due to the transfer of assets to the water services entity. This results in a significantly unbalanced budget for year 3.

From years six to ten there is a budget imbalance where either operating costs are funded through debt, or where the depreciation has not been fully funded by rates.

There are situations where some operating expenditure is financed by debt initially and subsequently that debt is repaid by rates over time. Examples of this would be where the benefit of that expenditure occurs over multiple years (e.g., grant funding for a long-term asset owned by another entity).

For depreciation that is not fully funded by rates, an example is where due to the revaluation of our water infrastructure assets on 30 June 2022, which saw a significant increase in the value of our water assets, it was decided to not fully fund the depreciation.

We are also forecasting to not fund depreciation costs on some of our other assets which are unlikely to be replaced. While the Council is forecasting a balanced budget in the first five years of the Long-term Plan, it is important to note the Council is recognising significant revenue in the first three of those years to fund the sludge minimisation project. If this funding was not included, the Council would not be setting a balanced budget for those years of the plan.

Refer to Volume 3 for the Balanced Budget Benchmark in the Financial Strategy under Local Government (Financial Reporting and Prudence) Regulations 2014 Disclosures.