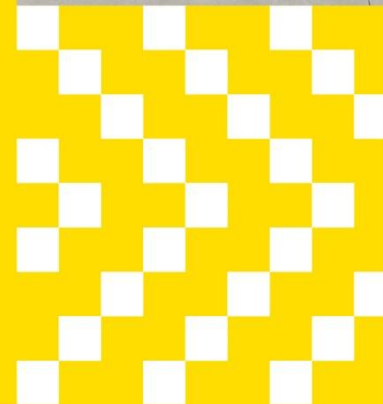


Te Pūrongo ā-Hauwhā Quarterly Performance Report

Quarter 2, 2024/25

YTD 01 July 2024 to 31 December 2024



**Absolutely Positively
Wellington City Council**

Me Heke Ki Pōneke

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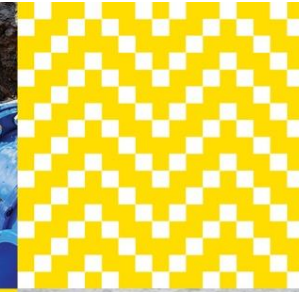
Wāhanga 1 | Section 1

Rāpopototanga mo te hauwhā

Summary of the quarter

In this section

Executive Snapshot for the quarter
Overview of the Financial position
LTP Significant Projects
LTP Strategic Priorities Work programme



Executive snapshot

This section provides a snapshot of key performance information supporting the Governance of Wellington City Council.

Each performance data point in the snapshot includes page references for the underlying details.

This is the second quarterly report of the 2024-34 LTP and reflects ongoing improvement of the content and presentation.

<p>\$23m net surplus</p> <p>Council Surplus is \$13m higher than budgeted and an increase from \$10m in previous quarter.</p> <p>See page 5</p>	<p>\$230m capital spend</p> <p>Capital spend is consistent with prior year but down \$106m on budget. An increase from \$107m in previous quarter.</p> <p>See page 5</p>	<p>\$1.55b net debt</p> <p>Net debt is \$1.55b which is up \$131m from 30 June 2024.</p> <p>See page 5 and 8</p>
<p>Treasury</p> <p>Weighted average cost of capital reduced from 4.60% to 4.25% in Q2</p> <p>See page 8</p>	<p>73% KPIs met</p> <p>Same as last quarter</p> <p>See pages 15 to 42</p>	<p>77% Water KPIs met</p> <p>Same as last quarter, however continued improvement against target</p> <p>see page 23 -26</p>
<p>Service dimensions</p> <p>Client satisfaction 100% met target Safety 89% met target Reliability 67% met target</p> <p>See page 16</p>	<p>Key strategies</p> <p>4 of 5 are Green</p> <p>See pages 43-44 and 46-54</p>	<p>Significant Projects status</p> <p>1 = Red 10 = Amber 7 = Green</p> <p>See pages 10-11 and 55-66</p>

Summary of our finances

Year-to-Date Analysis

The December year to date net surplus of \$23m is \$13m higher than budgeted. The year-to-date result excluding the sludge grant revenue is a deficit of \$26m. This is \$22m better than budget. Refer to table.

Revenue – behind budget

Revenue is behind budget \$7m largely due to lower-than-expected grant revenue. NZTA grant revenue is \$4m lower than budget due to projects being reassessed in line with NZTA funding. Sludge grant revenue is also down \$9m compared with budget due to lower capital spend.

Expenditure – largely behind budget

Expenditure is largely behind budget by \$20m. This is driven by lower transport expenditure (\$7m) due to projects being reassessed in line with NZTA funding. Contracts, services & materials are \$9m behind budget, mainly due to Wellington Water underspend (\$3m) and underspending across a number of areas

High Level Summary (\$m)	YTD Actual	YTD Budget	Variance \$
Total Revenue	\$466	\$473	(\$7)
Total Expenses	\$443	\$463	(\$20)
Net Surplus	\$23	\$10	\$13
Less Sludge Minimisation Facility Grant Revenue	\$49	\$58	(\$9)
Net Deficit Excluding Sludge Grant Revenue	(\$26)	(\$48)	\$22

where there are timing variances to budget. We also have lower interest costs (\$3m) due to having lower net borrowings.

We are paying particular attention to – Capital programme

We are closely monitoring the progress of our capital programme against budget. The phasing of this spend is the main driver of our debt.

Given the difficult macro-economic environment, we are also closely monitoring the collectability of our key revenue streams.

\$23m

Council Surplus

\$13m higher than budgeted.

\$230m

Capital Spend

Consistent with prior year but down \$106m on budget.

\$1.55B

Net Debt

Up \$131m YTD from 30 June 2024.

Treasury

\$100m of interest rate swaps transacted in Q2.

Consolidated Performance 1 July 2024 to 31 December 2024

Statement of Financial Performance (000's)

Revenue

YTD revenue is \$466m which is behind budget by \$7m driven by lower NZTA revenue \$4m and Sludge grant revenue \$9m.

NZTA Grant revenue is \$4m lower than budget due to reduced capex delivery linked to the reduced NZTA funding available.

Sludge Grant Revenue is \$9m behind budget as actual project spend is also down and we only claim what we have spent.

Expenditure

YTD Expenditure is \$443m which is \$20m or 4% lower than budget. This is driven by.

Transport expenditure down on budget by \$7m. Underspend is due to Major Capital projects being \$3m behind budget but expected to ramp up in coming months. Funding. Following reduced NLTP funding from NZTA, there are further underspends as a result of updating the programme

Environment expenditure down on budget by \$2m due to lower Wellington Water spend, this is temporary and expected to increase in line with full years budget.

Social and Recreation expenditure down on budget by \$2m in grants expenditure. The budget phasing did not align well enough to the Grants Committee meetings.

The net Interest expense is also below budget by \$3m or 8% because of the lower borrowings than anticipated.

	YTD Actual	YTD Budget	Var \$	Var %
Revenue	465,922	472,509	(6,587)	-1%
Rates & Levies Revenue	287,414	282,858	4,556	2%
Revenue from Operating Activities	93,315	91,950	1,365	1%
Investment Revenue	5,810	5,733	77	1%
Other Revenue	77,042	90,167	(13,125)	-15%
Development Contribution Revenue	2,340	1,750	590	34%
Expenditure	443,223	462,967	(19,744)	-4%
Personnel	92,199	91,774	425	0%
Contracts, Services, Materials	143,065	160,046	(16,981)	-11%
Professional Costs	7,155	7,265	(109)	-2%
General Expenses	60,014	63,810	(3,795)	-6%
Depreciation and amortisation	114,722	112,528	2,193	2%
Interest Expense	33,061	36,132	(3,071)	-8%
Internal Recharge and Recoveries	(6,993)	(8,609)	1,616	-19%
Council Surplus/ (Deficit)	22,698	9,564	13,134	137%

Capital Programme Reporting

The YTD budgeted capital spend is \$337m and actual spend is \$230m (68% spend) with most significant projects below budget.

The key areas where we have not achieved budgeted spend is:

Major capital works (formerly LGWM projects) are \$11m under budget due to delays in starting.

Housing capital spend is down \$19m as the business case for HUP 2 is yet to be finalised.

Sludge minimisation project is \$11m behind forecast due to delays in vendor and equipment supply.

Changes requested

Delayed projects

The below is a list of projects where the capital spend had been forecast to occur in the prior year but were delayed. The projects are in progress and the capital budget is needed to enable completion:

- Sky stadium grant for capital upgrades \$2.3m. This was budgeted in 2023/24 however the project was delayed.

Additional funding

The projects below are in progress but requires additional funding to enable completion.

- Space place technology upgrade \$0.05m. An extension to deliver the project has resulted in additional costs.
- The Sludge Minimisation project budget needs to be updated to reflect the approved P80 budget figure rather than the previously used P50 budget figure. This changes the 2024/25 financial year by \$20m capital expenditure, and \$1m operating expenditure. The budget will also be updated for 2025/26 and 2026/27. Note these costs are fully funded by the IFFAA.

Treasury

Policy Settings

The Investment and Liability Management Policies (together the Treasury Policy) are reviewed and approved by Council every three years as required by the Local Government Act.

The settings within the Treasury Policy are purposefully set at a more conservative level than what the LGFA set in their foundation policies (e.g. our internal debt to operating revenue ratio) in order to observe best practice in risk management in this space and also minimise any impact on the relevant measure within the S&P credit rating methodology.

Debt funding activity

Council's net debt has increased by \$131m to fund our 2024/25 capital program year-to-date.

Not included in these numbers is the remaining \$56m of prefunding which was drawn down to prefund all debt maturities occurring during the current financial year. All prefunded amounts have been invested in term deposits that

match the maturing debt with a neutral or positive carry.

Debt will continue to be incrementally drawn throughout the year to spread and smooth the drawdown profile and receive the funding as/when needed.

Policy Compliance

The Council complies with the Treasury Policy as at the end of December. During the quarter, we were compliant with our liquidity policy at each reporting date (month ends). Liquid assets (for treasury management purposes) include cash in bank, standby facilities, a working capital facility and term deposits which mature within 90 days of (each) measurement date.

Interest costs continue to be managed using a mixture of floating and fixed rate instruments in compliance with the Treasury Policy.

This financial year to date, there have been 125bps of cuts to the OCR, with further cuts being forecasted. WCC's weighted average cost of capital has decreased since the last quarter from

4.60% to 4.25%. We expect this to continue to drop during this financial year.

We have transacted \$100m of interest rate swaps in the last quarter to provide certainty in interest rate outcomes. We are continuing to look at opportunities in the market when they arise to pick up more cover at attractive forward rates.

Council Debt

	Current	YTD Change
Gross Borrowing*	\$1,650,000,000	\$100,000,000
Net Debt	\$1,552,974,040	\$131,095,466

* Total gross borrowing less pre-funding

Policy compliance status

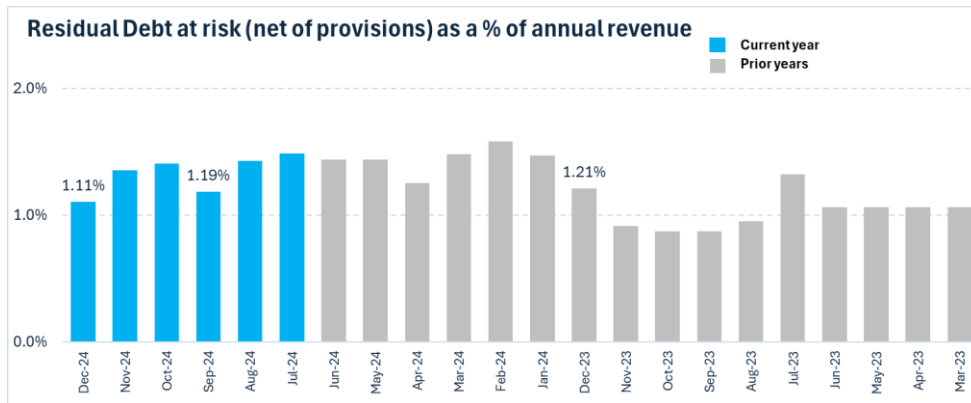
Risk area	Compliance status	Plain language meaning
Liquidity	Compliant	Cash availability
Funding	Compliant	Spread of debt maturities
Interest Rate	Compliant	Managing interest rates
Counterparty	Compliant	Not all eggs in one basket

Rates and General Debtor Balances

As of December 2024, the total debtors' balance stands at **\$61 million**, with **\$22 million** classified as debt at risk. Of this debt at risk we have provisions for doubtful debts amount to \$10.8m, resulting in a net debt at risk of \$11.5m.

This figure has decreased from the previous quarter due to improved collection on outstanding rates.

This represents a notable reduction from the previous months, driven by active recovery efforts across all business groups.



Rates Debtors

\$26.5m relates to \$12m current rates and \$18m that have mortgagees (and can be recovered through the mortgagee process).

There has been an increase in engagement with ratepayers. While many ratepayers are struggling with affordability, we continue to offer payment plans. A good number of ratepayers have successfully cleared their payment plans. This quarter, we have set up payment plans for an average of 100 ratepayers per month, totalling approximately 300 for the quarter. Additionally, there has been a reduction of around 200 active payment plans by the end of the month.

\$5m worth of outstanding rates have been paid post month end, improving the overall collection rate.

Summary of Accounts receivable risk profile of the outstanding debt as at 31 December 2024



Collection and recovery efforts

The debtor recovery strategy has emphasized support first, followed by enforcement. This approach has led to better collections compared to prior periods.

This is a summary of the actions taken on the unsecured account receivable balances.

Added emphasis on payment arrangement options to reduce overdue and unsecured amounts.

Increased efforts in positive follow-ups, especially for categories with high unsecured values

Increased focus on recovery of mortgagee debt with financial institutions.

Regularly review and address additional work required for at-risk receivables to prevent further escalation.

Key Performance Reports

LTP Significant Projects Summary

This section provides a summary of the LTP Significant Projects portfolio including year-to-date financials and a health status overview.

Significant Projects

The Significant Projects are a subset of the larger LTP strategic work programme and are considered to be priority pieces of work and are monitored by the Project Management Office.

Full update details on each of the significant projects are shown in Appendix 2 (pages 55-66).

Summary Performance

Of the 18 Significant Projects currently being planned or delivered, one has a red status and ten are amber.

The level of red statuses across significant projects has improved since Q1 as a result of early decision making through the LTP amendment process.

The risk profile of significant projects predominantly relates to budget and schedule. There are seven critical issues

Total Number of Significant Projects	# of Programmes	# of Projects
18	4	14

recorded against our significant projects and two critical risks. Issues relate to the management of schedule and cost variations and management of funding and schedule uncertainty.

Residual uncertainty for a number of projects will remain until LTP consultation and final decision making is completed. A number of other projects remain amber given their inherent complexity.

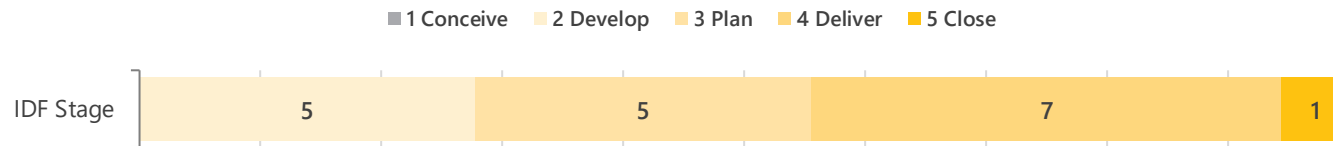
Management action is underway on most issues to seek resolution, some involve upcoming Committee decision making.

Overall, projects are collectively forecasting to track to both 2024/25 and Whole of Project budgets.

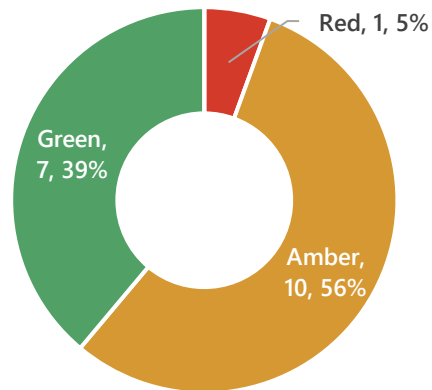
Upcoming Q3 milestones of note for Elected Members include the Housing Upgrade Programme 2 Business Case and Golden Mile Traffic Resolutions.

Significant Projects List by IDF Stage	
1 Conceive	
2 Develop	
R	Begonia House Upgrade
A	City to Sea Bridge
A	Harbour Quays Interim Project
G	Housing Upgrade Programme 2
G	Te Ngākau Programme
3 Plan	
A	Golden Mile
A	Organics Processing
A	Redesigning Rubbish and Recycling Collections
A	Residual Waste - Southern Landfill - SLEPO
A	Waikoukou
4 Deliver	
A	Bike Network Programme (BNP)
A	Frank Kitts Park Programme
A	Sludge Minimisation Facility
G	Te Matapihi Client-Side Programme
G	Te Matapihi ki te Ao Nui
G	Thorndon Quay Upgrades
G	Town Hall Redevelopment Project
5 Close	
G	Frank Kitts Park Playground

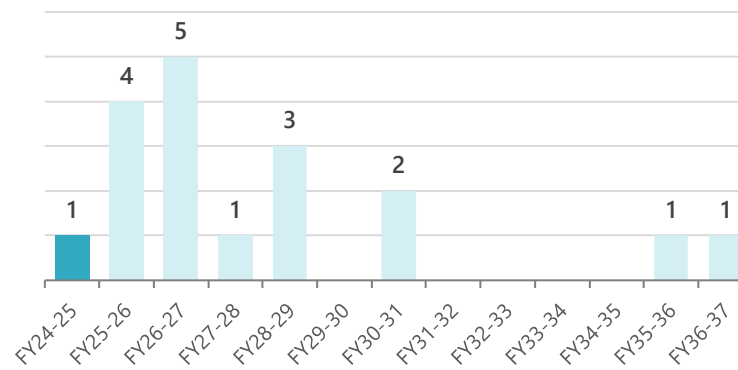
of Projects by **IDF Stage**



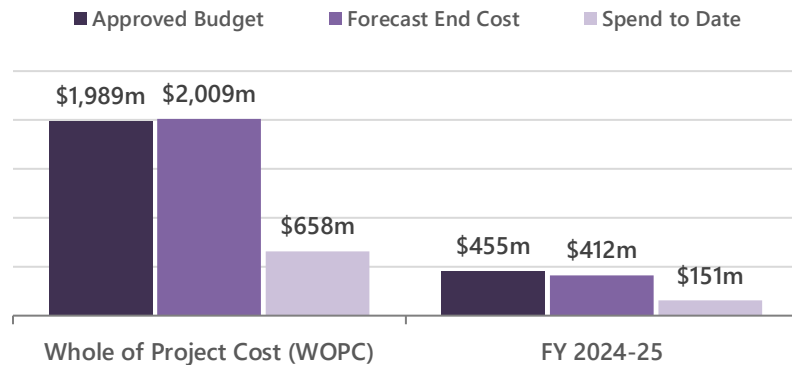
of Projects by **Overall Health**



of Projects **Closing** by Financial Year

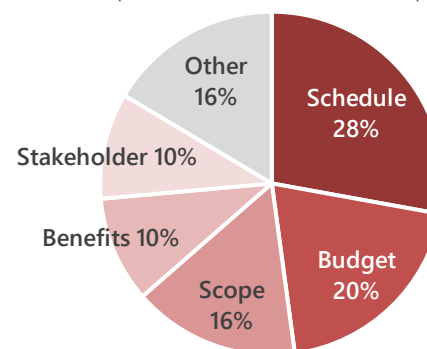


Projects **Financials**



Projects **Open Risks**

(Risks rated 'CRITICAL' or 'HIGH')



39%

Green health status

Forecasts

indicate projects are tracking to budget

Issues and Risks

are mostly budget and schedule and are being closely managed to ensure budgets continue to track to forecast

LTP Strategic Priorities work programme

The purpose of this section of the report is to provide a year-to-date, high-level overview of the delivery status of the LTP capital works programme which support the nine strategic priorities in the current (2024) LTP.

Council undertakes capital activity which does not fit under a particular strategic priority. These are included in the overview table below and are labelled Corporate Capital Programmes.

Data shows Priority 9 (water) expenditure is continuing apace as are Priorities 2, 6, 9 and Corporate Capital programmes with YTD expenditure over 50% of budget. Priorities 1, 3, 4, 5 and 8 are under expended.

The values shown do not reflect possible changes that may occur as a result of the 2024 LTP Amendment.

2024 LTP strategic priorities	YTD Revised Budget (000s) as at Q2	YTD Expenditure (000s) as at Q2	% expended	Number of Projects or Programmes
Priority 1: Increase access to good, affordable housing to improve the wellbeing of our communities	\$22,466,182	\$8,921,348	40%	3
Priority 2: Revitalise the city and suburbs to support a thriving and resilient economy and support job growth	\$69,572,362	\$41,375,420	59%	20
Priority 3: Transform our waste system to enable a circular economy	\$157,567,173	\$69,189,464	44%	6
Priority 4: Celebrate and make visible te ao Māori across our city	\$325,000	\$4,507	1%	1
Priority 5: Nurture and grow our arts sector	\$9,892,838	\$3,213,043	32%	12
Priority 6: Transform our transport system to move more people with fewer vehicles.	\$106,601,084	\$64,808,539	61%	64
Priority 7: Fix our water infrastructure and improve the health of waterways	\$70,726,000	\$51,402,867	73%	14
Priority 8: Collaborate with our communities to mitigate and adapt to climate change	\$1,454,907	\$189,997	13%	2
Priority 9: Invest in sustainable, connected and accessible community and recreation facilities	\$31,743,836	\$19,142,832	60%	88
Corporate Capital Programmes	\$106,688,965	\$65,124,871	61%	31

The following table provides an overview of the approved 2024 LTP capital works programme budget commitment (inflated) arranged by strategic priority and across the 10year 2024-34 horizon.

This provides Elected Members with high level information about forward budget commitments for the LTP capital works programme.

The values shown do not reflect possible changes that may occur as a result of the 2024 LTP Amendment.

2024 LTP strategic priorities	2024-34 LTP commitment (Yrs1-3 and Out Years inflated)				
	Revised annual budget as at Q2	Yr2 budget commitment	Yr3 budget commitment	Yr4-6 budget commitment	Yr7-10 budget commitment
Priority 1: Increase access to good, affordable housing to improve the wellbeing of our communities	\$22,466,182	\$50,929,609	\$61,388,214	\$250,568,825	\$181,115,008
Priority 2: Revitalise the city and suburbs to support a thriving and resilient economy and support job growth	\$69,572,362	\$882,214,900	\$33,957,735	\$73,742,178	\$21,602,794
Priority 3: Transform our waste system to enable a circular economy	\$157,567,173	\$165,263,993	\$52,465,301	\$45,206,895	\$27,092,573
Priority 4: Celebrate and make visible te ao Māori across our city	\$325,000	-	-	-	-
Priority 5: Nurture and grow our arts sector	\$9,892,838	\$18,629,583	\$10,096,069	\$27,500,685	\$19,043,152
Priority 6: Transform our transport system to move more people with fewer vehicles.	\$106,601,084	\$125,235,632	\$153,546,320	\$345,399,507	\$381,430,788
Priority 7: Fix our water infrastructure and improve the health of waterways	\$70,726,000	\$61,672,293	\$72,252,049	\$358,223,928	\$624,124,017
Priority 8: Collaborate with our communities to mitigate and adapt to climate change	\$1,454,907	\$241,501	\$1,840,982	\$2,603,096	\$682,842
Priority 9: Invest in sustainable, connected and accessible community and recreation facilities	\$31,743,836	\$54,062,730	\$42,469,865	\$117,595,235	\$303,980,667
Corporate Capital Programmes	\$106,688,965	\$84,168,726	\$53,200,390	\$115,881,526	\$182,731,155

Wāhanga 2 | Section 2

Performance by Strategic Activity area

In this section

Strategic Activity area non-financial and
financial performance

Key Strategy reporting



Strategic Activity Area Performance Reporting

This section of the report provides a detailed view of non-financial and financial performance by Strategic Activity area

Summary of non-financial performance

73% of LTP KPIs have been met this quarter which is the same as that for Q1. Wellington Water Limited (WWL) has also maintained its performance this quarter (77% Q2 vs 77% Q1) and continues to show improved performance against its targets - see page 21. Table 1 displays a combined Council and CCO performance and Table 2 displays disaggregated performance between Council, Wellington Water and other CCOs. WWL still has challenges with timeliness for attendance at water issue events (4 of 8 KPIs) however is resolving these issues once at the event site. WREDA is reporting 5 KPIs not meeting target this quarter, however this is due to data lag and event phasing. All are expected to meet their targets at years end.

The total number of LTP KPIs is 125. Each KPI may report at varying intervals, including: monthly, two monthly, quarterly, 6monthly or Annually depending on seasonality, information available etc. Subsequently the number reported each quarter will vary according to the reporting schedule of each KPI.

Table 1: Combined Non Financial Performance as at Quarter Two

	Met target	Off track	Not met target	Total reported	Reported later
Governance	3	0	0	3	4
Environment	24	0	11	35	5
Economic Development	2	0	5	7	5
Cutural Wellbeing	6	0	0	6	5
Social & Recreation	7	0	0	7	11
Urban Development	5	0	3	8	3
Transport	7	0	1	8	18
Total	54	0	20	74	51

KPIs can provide data at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; At risk = 2.5-4.99%; Not met = $\geq 5\%$

Table 2: Disaggregated Non Financial Performance as at Quarter Two

	Met target	Off target	Not met target	Total reported	Reported later
Council only	26	0	5	31	44
Wellington Water	23	0	8	31	2
All other CCOs	5	0	7	12	5
Total	54	0	20	74	51

Analysis of Non-financial performance by Taituarā Service Dimension

Taituarā (Local Government Professionals Aotearoa) provides best practice guides for local government performance reporting. An element of this best practice is the use of service dimensions to gauge performance for LTP service delivery.

In the 2024 LTP all of our 125 non-financial KPIs have been mapped to

these service dimensions which allows us to investigate performance at a more granular level linked to the different elements of LTP service provision.

We report at the Statement of Intent level for the CCOs, however beneath this level there are 37 individual KPIs to which we've also assigned a service dimension. To this group we have

included Wellington Water, which totals 70 KPIs for CCOs.

The tables below show the Q2 service dimension performance for the LTP KPIs (table 1) where the top dimensions this quarter are: client satisfaction (100% met target); Safety (89% met target); Reliability and accessibility (both 67% met target). and the subset of CCO KPIs

(table 2) the top three are safety comprising 88% met; reliability 75% met, then dropping down to sustainability with 50% met.

This is the first time we have reported this information. As we progress through the year, the data will allow a more fulsome commentary.

Table 1: Combined Council YTD Non Financial Performance by Service Dimension as at Quarter Two

	Met target	Off track	Not met target	Total reported	Reported later
Quality	1	0	0	1	4
Responsiveness	6	0	4	10	0
Reliability	8	0	4	12	6
Sustainability	3	0	4	7	5
Safety	17	0	2	19	0
Accessibility	8	0	4	12	10
Affordability	1	0	0	1	3
Client Satisfaction	7	0	0	7	22
Other (eg CCOs excl WWL)	3	0	2	5	1
Total	54	0	20	74	51

KPIs have been aligned to service dimensions based on their core service provision. Where a KPI has different elements, each has been assigned a service dimension.

Data in this table is cumulative as at Q2

Reporting thresholds: Met = at target-2.49%; Off track 2.5-4.99%; Not met = ≥5%

Table 2: CCO YTD Non-Financial performance by Service Dimensions as at Quarter Two

	Met target	Off track	Not met target	Total reported	Reported later
Quality	0	0	0	0	0
Responsiveness	2	0	4	6	0
Reliability	3	0	1	4	2
Sustainability	3	0	3	6	5
Safety	14	0	2	16	0
Accessibility	3	0	6	9	3
Affordability	1	0	0	1	7
Client Satisfaction	2	0	0	2	9
Total	28	0	16	44	26

Mana Whakahaere Governance

Introduction

This strategic activity area is responsible for seven LTP KPIs (6% of the LTP KPIs). Of these, three KPIs report quarterly and four report annually.

Business units which operate in this strategic area include: Mataaho Aronui; Governance and Democracy Services; Strategy, Policy and Research; Finance.

Performance summary

All KPIs reporting this quarter have met their target.

Key activity

- Mataaho Aronui which provides advice and support to facilitate effective collaboration with and for Māori and embed te ao Māori thinking in Council completed 42 bespoke requests of service this quarter.
- Requests include incorporating Tūpiki Ora and Tākai Here, as well as Tākai Here partner and/or Māori engagement perspectives into initiatives. An example is the Island Bay village upgrade by facilitating the integration of indigenous stories

and cultural narratives in the upgrade work.

- Across Council significant work was undertaken to ensure a positive and safe experience for all Wellingtonians during Te Hikoī mō te Tiriti demonstration. This included our communications and engagement team working with NZ Police and other government agencies to ensure Council services were maintained across Pōneke and our transport and infrastructure team providing traffic management planning.
- This quarter we supported international relations between Council, our Tākai Here partners and our sister city, Sakai (Japan). The visit of the Sakai delegation to Waiwhetu Marae and the rūnanga with Te Rūnanganui o Te Āti Awa supported developing reciprocal international priorities and strengthening future collaboration.
- Our engagement and social media channels have been busy with consultations on the proposed Crofton Downs walking and biking

Mana Whakahaere Governance – Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	3	0	0	3	4
Last period (Q1, 24/25FY)	3	0	0	3	4

KPIs to be reported at a later period: four reporting annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

- trials (854 submissions), the Te Ngākau precinct development plan (1406 submissions) and motor cycle parking fees (1645 submissions).
- Across all social media channels we had an increase this quarter to 154,008 followers (Q2 FY24 – 143,898) and 105,776 total engagements (Q2 FY24 – 67,013). However total reach declined this quarter to 5.8m from a high of 6.5m in Q2 FY24 during the 24LTP process. We expect the reach to increase when consultation commences for the LTP Amendment.
- We have adjusted the way we measure engagement by removing TikTok data because of the unpredictable nature of the channel.
- Throughout quarter two work was progressed on year two of the budget to support development of the 2025/26 Annual Plan and the 2025 Long term Plan Amendment. This is a substantial piece of work that will culminate in June 2025.
- The Advisory Group review was completed with the new model to be implemented over 2025 and with 36 new members added to the advisory groups.
- The new International Relations Policy was adopted and we are preparing to set international xgffffffcccf alcohol policy, as well commencement of a review Council's leases policies.
- The 2025 LTP amendment was progressed and work started on the 2025/26 Annual Plan process. Both

will out for consultation in quarter three.

- Council won the Web Digital and Communications Project of the Year at the 2024 ALGIM awards which reflects good practice in improving accessibility and transparency of Councils' decision-making.
- A key focus is fixing usability issues with the Fixit app. Numbers of Fixit requests have decreased by 18% from 9,674 in Q2 2023 to 7,904 in Q2 2024.
- We are also improving internal processes to provide better services: the Contact Centre team has used quieter periods to clear requests for loading direct debit authorities for rates payments which has reduced calls by 7% via the Rates line; the Tutuki programme has supported the Parking Team by providing online forms and payment options in response to changes to parking regulations, while monitoring additional demand arising from the ongoing Coupon Parking roll-out.

Mana Whakahaere Financial Summary

Operating performance

Revenue:

Revenue is tracking to budget with no material variance. Expected to remain in line at year end.

Expenditure:

Favourable due to lower personnel and depreciation costs. This is forecasted to reduce by year end in part due to vacancies being filled.

Capital expenditure performance

There is no capital spend in this strategy area.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	279	258	21	441	517	(76)
Expenditure	9,961	11,169	1,208	21,892	22,300	408
Net Surplus/(Deficit)	(9,681)	(10,910)	1,229	(21,451)	(21,783)	333
Capital Spend	0	0	0	0	0	0

Taiao c c Environment

Introduction

This strategic activity area is responsible for 40 LTP KPIs (32% of the LTP KPIs). Of the 40 KPIs, 33 belong to Wellington Water Limited (WWL). These are outlined in the separate section below. The balance of seven KPIs are reported here. Four report quarterly and three report annually.

The business units which operate in this strategic area are: Waste, Water and Resilience; elements of Parks, Sports and Recreation; Climate Change and Economic Wellbeing and Council Controlled Organisations which covers two Council Controlled Organisations' performance.

Performance summary

Two of the four KPIs reporting this quarter have not met their target (details below).

- *Volume of waste diverted from landfill* – this KPI did not meet its target (result of 7,307 tonnes against a target of 10,000 tonnes). The underpinning work associated with this KPI is linked to the consent

conditions associated with sludge disposal at the landfill, and the new Sludge Minimisation Facility at Moa Point which is expected to materially reduce the volume of sludge produced. Consent conditions will change in FY27, however until this time we are required to maintain a landfilling ratio of 4 parts waste to 1 part sludge. Over time the volume of sludge has increased (13.4% FY24 vs -9.7% FY22) which means in order to maintain the landfilling ratio, we are unable to facilitate any significant increases in waste diversion from landfill. In addition the regional Waste Minimisation Management Plan includes developing several resource recovery projects including the removal of organics from landfill. This includes implementing an increase in collection services to extend to residential food and green waste and a proposed organics processing facility.

Taiao (excluding WWL) Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	1	0	3	4	3
Last period (Q1, 24/25FY)	1	0	3	4	3

KPIs to be reported at a later period: three reporting annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

This KPI will not meet its target next quarter .

- *Percentage of contamination in kerbside recycle collection*. – this KPI did not meet its target (result of 13.5% against a target of ≤10%)

This is the second time reporting for this KPI and while not meeting its target it has shown further reduction against both baseline (16%) and the last quarter result (15%). The underpinning data lags reporting by one month. Work continues on the development of the underpinning systems and processes as well as evaluating the contamination of kerbside recycle collections.

It is expected that this KPI will not meet its target next quarter.

- The Zoo did not achieve its target this quarter. (greater than 50% of

KPIs meeting their target is considered achieved). This period the Zoo has one KPI reporting, which did not meet its target. Details are shown below.

Wellington Zoo – achievement of Statement of Intent KPIs (1 reporting quarterly) – one SOI KPI – Visitor attendance did not meet its target (result of 55,032 visitors against a target of 68,744)

This was due to multiple factors including the economic downturn and poor weather during peak visitation periods.

This KPI is at risk or not meeting its target next quarter.

Key activity

- Year on year increases (13.4% FY24 vs -9.7% FY22) in the volume of sludge from the Moa Point treatment plant is impacting wider

waste reduction targets with a flow on effect to process performance prior to the commissioning of the new sludge minimisation plant due to be operational in June 2026. The increased sludge volumes, which are expected to continue until the new facility is commissioned, indicate a waste reduction against existing volumes is not achievable due to the landfilling ratio of 4 parts waste to 1 part sludge consent requirement. In addition, should the commissioning date for the sludge minimisation plant be delayed, this could also prolong the reduction targets.

- In December, Elected Members unanimously agreed to progress three options for public consultation for water reform (a metro council three waters CCO (with Upper Hutt City, Hutt City, Porirua City, and Greater Wellington Regional councils) and a WCC standalone three waters CCO and the existing arrangements i.e. contracted out to WWL). The regional multi council model was favoured. Consultation materials will be developed for Committee approval (along with the LTP-A and Annual Plan) prior to consultation starting mid-March. Council is collaborating with our partner councils on a joint submission on

the third water Bill, with submissions due 23 February. Planning for 2025 briefings is underway.'

- Our Emergency Management Office led the coordination for the national Hikoi, ensuring safety for 42,000 participants with minimal city disruption. An Incident Management Team operated daily from 21 October to 18 November, and a shadow Emergency Operations Centre monitored the event from 19 November.
- A successful regional emergency management exercise took place in November, simulating a large Alpine Fault earthquake, with 124 staff and partner agencies involved. The next exercise, scheduled for May 2025, will focus on a tsunami evacuation scenario.
- Local action plan waste projects including: Single-use and Packaging Waste; Pricing Lever; Reuse, Reduce, and Share; and Construction and Demolition Waste are in the initial phase with the next stage focusing on prioritising and resourcing.
- An official launch for FillGood occurred in November. This is a collaboration with Sky Stadium, Wellington NZ and Sustainability Trust and, as a first in Aotearoa,

brings reusable serveware to replace single use items to events and venues across the city.

- Joint action with Echo e-waste recyclers saw 11.5 tonnes of e-waste collected during Recycling Week in October, with all items reused or recycled
- The Huntleigh Guides land sales and purchase agreement was completed as was work to demolish the structures and building and make good the site. Revegetation planting will happen over the upcoming years providing another connection for the public to access the Outer Green Belt.
- As part of our capital upgrade and renewals programme we completed the upgrade to the Wakefield Park carpark by providing additional safer parking for users of both the park and golf course.
- An upgrade to the historic Flying Boat jetty (also known as the Cog Park Jetty) was complete this quarter. The jetty was built in late-1940s as the arrival and departure point for Wellington's first international aviation connection with the wider world. The project was partially funded by a donation provided from Sally and Brian Hasell, and ensures the structure is now safe to use for recreational

purposes, as well as preserving a piece of aviation history.

- Our Mowing Team are prioritizing our key parks and open space areas with the onset of Spring growth. We are receiving a higher volume of official information requests than usual, which means staff are reprioritising their work to respond to these. The Begonia House continues to remain of high public and media interest, with staff being asked for information.
- The interactive experience Our Changing City was installed in locations across Motukairangi | Eastern Ward from 30th October – 16th December. The pilot project aims to raise awareness of the local impacts of climate change as part of phase two of the Climate Adaptation Community Engagement Roadmap
- A total of 19 applications for the Climate and Sustainability Fund were received in the funding round closing early October, with a requested total of \$819,937.26. A total of \$305,000 was allocated to 8 successful applicants.

Taiao Financial Summary

Operating performance

Revenue:

Parks and reserve revenue favourable to budget due to one off vested asset recognition. There has also been a one of insurance settlement in relation to the Shelly Bay site. There is a timing difference concerning Better of Funding for water, none of which has been received to date, but \$2.7m is anticipated for the full year.

Expenditure:

Favourable due to lower Wellington Water spend, expected to increase in line with full year budget. Insurance and utilities costs are also under budget by \$1.2m and \$1m respectively. The methodology for the YTD interest charged has changed, but the forecast was based on the previous methodology and will be updated in the Q3 report (Resulting in \$15m reduction in variance).

Capital Expenditure performance

Southern Landfill Improvement project \$3m behind due to delays in startup, expected to be unspent at year end. Wellington Water underspend \$8m, expected to ramp up and catch up by year end. Smaller underspends across multiple projects expected at year end. Sludge project \$11m behind but expected to significantly ramp up over the next 6 months to finish \$20m overbudget by end of year. The whole of life budget for the project will be increasing from \$396m to \$428m to recognise move from the P50 to P80 as previously approved by Council, of which \$20m will be recognised this year. Currently that is shown as a full year overspend in the adjusted annual plan budget. The budget will also be updated for 2025/26 and 2026/27. Note these costs are fully funded by the IFFAA.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	20,886	19,736	1,150	42,746	39,472	3,274
Expenditure	175,916	178,217	2,301	369,090	355,055	(14,035)
Net Surplus/(Deficit)	(155,030)	(158,481)	3,451	(326,344)	(315,583)	(10,761)
Capital Spend	77,800	103,112	25,312	223,476	213,493	(9,982)

Wellington Water Limited

Introduction

This Council Controlled Organisation is responsible for 33 LTP KPIs (which are 26% of our total LTP KPIs). Of these 30 KPIs are reported quarterly, one reports in Quarter 2 and 3 only, and two report annually.

Wellington Water Limited (WWL) provides details of its KPI performance which is captured on this page, with their financial performance detailed on the page below.

WWL's quarterly project status and operational report is contained in the appendices section at the end of the main report.

Performance summary

This quarter there has been a continuation of improvement in performance across most KPIs. KPIs not meeting their targets have shown improvement ranging from 3% through to 68% against Q1 FY25 results. The underpinning services for the eight KPIs which did not meet their target (detailed below) are continuing to benefit from increased investment and improved job management.

- *Median response time for attendance for water network urgent call outs (attendance time 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* - This KPI has not met its target (result: 71 minutes against a target of 60 minutes).

Although this KPI missed its target there has been a 29% improvement in attendance times compared to Q1 FY25 result of 95 minutes. This progress is largely attributed to the reduced backlog, which has allowed WWL to respond to and resolve jobs more efficiently, along with the advantages of the off-peak period.

This KPI may meet its target next quarter.

- *Median response time for attendance for water network non-urgent call outs (attendance time hours) (c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time*

Wellington Water Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	23	0	8	31	2
Last period (Q1, 24/25FY)	23	0	7	30	3

KPIs to be reported at a later period: two reporting annually

KPIs can report at monthly, two monthly, quarterly, 6 monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

that service personnel reach the site - This KPI has not met its target (result: 93.6 hours against a target of 36 hours).

Despite not meeting the target, this KPI has seen a continued significant improvement in resolution times for non-urgent jobs. This period there has been a 43.7% improvement which is on top of the Q1 348% improvement when compared to the FY24 result of 654 hours. This progress is the result of increased investment and continuous advancements in job management which have substantially reduced the backlog and improved WWL response times.

This KPI will not meet its target next quarter

- *Median response time for resolution for water network non-urgent call outs (attendance time days) (d) 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* - This KPI has not met its target (result: 13.3 days against a target of 5 days).

There has been another notable improvement in resolution times for non-urgent jobs compared to Q1 FY25 result of 27 days. This 68% positive shift is driven by increased investment, and better job management, all of which have significantly reduced the backlog and accelerated resolution times.

This KPI will not meet its target next quarter

- *Average drinking water consumption per resident/day. The average consumption of drinking water per day per resident within the territorial authority district* - This KPI has not met its target (result: 392 litres against a target of 365 litres).

Increased investment has supported improved performance in reducing leaks and the backlog to more manageable levels. While this KPI has had a marginal 3% improvement in consumption rates compared to Q1 FY25, further improvement is expected from the impact of reducing leaks.

This KPI is not expected to meet its target next quarter

- *Dry weather wastewater overflows, expressed per 1000 connections. The number of dry weather sewerage overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system.* - This KPI has not met its target (result: 2.6 dry weather sewerage overflows against a target of 0).

While not meeting its target, this KPI has continued to show significant improvement with a 15% better performance than Q1 FY25.

This KPI is not expected to meet its target next quarter

- *Median response time for wastewater overflows (attendance time minutes). 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* - This KPI has not met its target (result: 71 minutes against a target of 60 minutes).

Again, while not meeting its target, this KPI has continued the overall improvement story with a 9.4% improvement against its Q1 FY25 result of 78 minutes.

Some wastewater events are incorrectly classified when logged as it is not always easy to ascertain if a leak is coming from a water or wastewater pipe. This results in those misclassified jobs not being responded to with urgency. All correctly classified jobs were responded to within target timeframes.

This KPI may meet its target next quarter.

- *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* - This KPI has not met its target (result: 1 abatement notice against a target of 0)

An abatement Notice (A1112) was issued for the Moa Point waste water treatment plant for completion of stage three of the Inlet Pump Station renewal project. This project is on-track to meet the abatement notice conditions.

This KPI may meet its target next quarter.

- *Monitored sites (%) that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml* - this KPI has not met its target (result: 76% against a target of 90%)

This KPI has seen a sharp decline of 20% in performance between Q1 (93%) and this quarter (76%).

We are seeking further details from Wellington Water to understand the drop in performance.

This KPI is not expected to meet its target next quarter

Note: From August 2024, there has been a change in the way water quality is being measured with a single Department of Internal Affairs mandatory KPI which has ten separate elements relating to different aspects of the Drinking Water Quality Assurance Rules 2022. Because it is possible to be complaint or non compliant on any of the elements, we will be reporting against the ten elements separately and will consider each an individual KPI. This substantially increases the number of KPIs for WWL reporting.

Wellington Water Financial Summary

Q2 information yet to be received

Wellington Water Delivery metrics - Q2 information yet to be received

Whanaketanga ōhanga

Economic Development

Introduction

This strategic activity area is responsible for 12 LTP KPIs. (10% of the LTP KPIs). Of these five KPIs report quarterly, four report 6-monthly and three report annually.

The main business unit which operates in this strategic area is Economic Wellbeing and Council Controlled Organisations.

Performance summary

Five of the seven KPIs reporting this quarter have not met their target. This is primarily due to phasing of data, the expectation is that these KPIs will meet their target at years end.

- *Number of businesses engaged by a WellingtonNZ intervention or programme* – this KPI did not meet its target (result of 933 against target of 1,250)

Data supporting this KPI is lag with numbers increasing throughout the year. Therefore, while below its quarterly target, this KPI is on track to meet its target at years end.

WREDA: (\$m) Value of expenditure generated from events (including business, performance and major events) – this KPI did not meet its target (result \$56.6m against target of \$60m).

Data supporting this KPI is lag with numbers increasing throughout the year. Therefore, while below its quarterly target, this KPI is on track to meet its target at years end.

- *Māori business support: a. Number of Māori businesses and projects supported across WNZ* – this KPI did not meet its target (result 34 against target of 37.5)

This KPI is on track. The phasing of Māori businesses and projects supported is weighted to the second half of the year and is expected to meet its target.

- *Pasifika business support: a. Number of Pasifika businesses and projects supported across WNZ* – this KPI did not meet its target (result 2 against 7.5).

Whanaketanga ōhanga Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	2	0	5	7	5
Last period (Q1, 24/25FY)	1	0	4	5	7

KPIs to be reported at a later period: five report annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

This KPI is on track. The phasing of Pasifika businesses and projects supported is weighted to the second half of the year and is expected to meet its target.

- *(\$m) Direct economic impact of Wellington NZ's activities and interventions* – this KPI did not meet its target (result of \$97.5m against target of \$100m)

Data supporting this KPI is lagging with Major event result data not complete. Therefore, while below its quarterly target, this KPI is on track to meet its target at years end.

Key activity

- **Cost Escalation** continues to be a challenge for CCOs and Tākina. This was acknowledged through the 2023/24 annual plan operating grant funding review and living wage assistance support for CCOs. Cost

pressures however remain - particularly staff remuneration. Cost control within CCOs and Tākina is being monitored closely, with a stronger focus on commercial outcomes to offset potential impacts.

- **The macro-economic environment** remains tough for Wellington: with rising unemployment due to central government job and spending cuts, a cost-of-living crisis and higher interest rates. Additionally, working from home trends, an increase of young people moving offshore, inflationary pressures, falling university enrolments, stagnant GDP growth, and a lack of sector diversity in Wellington's economy are impacting on the business operating environment and vibrancy of Wellington.

- **Major Events as an economic enabler** continue to be a significant contributor to Wellington's tourism sector and downtown retail and hospitality businesses. They are more important than ever given the impact of central government job cuts and a challenging economy. During the quarter, the Basin Reserve hosted the sold-out BlackCaps v England test match that had significant out of town visitation due to the touring English fans. An almost sold-out TSB Arena hosted the NZ Breakers for the first time in five years when they played the Sydney Kings. During the quarter Sky Stadium supported by the Major Events fund successfully won the rights to host two major All Black test matches in 2025, against France and South Africa.
- Through the **Economic Wellbeing Strategy** the Courtenay Precinct Plan has reached its first-year milestone with delivery of 19 (of thirty) actions against the plan. Highlights include:
 - Improved public space, additional targeted cleaning, the centenary Embassy celebrations, supporting business-led activations and marketing promotions to help change the perception of the area.
 - Opened the city's newest mid-sized music venue Meow Nui.
- In October, Wellington's tech sector celebrated the opening of Taiawa Wellington Tech Hub at Victoria University, with 60 full-time tech sector workers from thirteen high-growth Wellington companies.
- In November, business support for areas of the city undergoing significant construction works was expanded with the launch of a pilot scheme to test small business microgrants for businesses in Thorndon Quay.
- **Tākina's** forecast annual FY24-25 business levels for conferencing are consistent with FY23-24. Typically quarters 1 and 2 are the strongest period for the conferencing business, which then softens during the summer months but picks up again in quarter 4. The capital programme is on target with the move of the iSite to the ground floor of Tākina occurring in November. Additional signage will occur in quarter 3.

Council approved changes to the operating model this quarter, which sees WellingtonNZ take a stronger lead in management and coordination of Tākina's operation and driving commercial outcomes.

Tākina has had a busy time during the quarter hosting 24 conferences, Highlights include:

 - 8,275 conference delegates and 19,434 visitor nights for Wellington.
 - The largest conference hosted in this period was the 800 delegate Royal Australian and New Zealand College of Obstetricians and Gynecologists. In addition, close to 1000 participants took part in the Te Anga Pāua o Aotearoa National Kapa Haka Festival.
 - A bid to host more than 500 of the world's leading climate scientists for the Climate & Cryosphere Open Science (Clic) conference in Tākina was successful. This is a once a decade event that will take place in 2026.
 - The Dr Who Worlds of Wonder exhibition closed on 28th October with great reviews from attendees, and The Art of Banksy exhibition opened on 28th November. The iSite relocation to Tākina has been a great addition to the public ground floor space with both guests and the staff enjoying the new location.

Whanaketanga ōhanga Financial Summary

Operating performance

Revenue:

Unfavourable due to lower than planned exhibition and conferencing revenue.

Exhibition revenue forecast to be unfavourable at year end as the operating model for exhibitions are changing to a rent based model with corresponding OPEX savings.

Expenditure:

Unfavourable variance due to delayed grant paid to Sky Stadium (\$2.3m) which was budgeted in prior year. This has been partially offset by temporary underspending in the areas of Destination Wellington and Tākina. Tākina expenses forecast to reduce in line with the change in Exhibition operating model.

Capital Expenditure performance

Underspending in Venues renewals and the St James stage lift. These variances are expected to remain at year end.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	9,946	10,802	(856)	17,773	21,604	(3,831)
Expenditure	30,286	29,386	(900)	57,521	58,700	1,179
Net Surplus/(Deficit)	(20,340)	(18,584)	(1,756)	(39,748)	(37,097)	(2,652)
Capital Spend	90	2,352	2,262	2,383	4,704	2,321

Oranga ahurea

Cultural Wellbeing

Introduction

This strategic activity area is responsible for 12 LTP KPIs (9% of the LTP KPIs). Of these one KPI reports quarterly, five report 6-monthly and six report annually.

The main business unit which operates in this strategic area is Creative Capital, Economic Wellbeing and Council Controlled Organisations.

Performance summary

All of the six KPIs reporting this quarter have met their targets.

Reporting for the first time in quarter 2 is performance for both Toi Pōneke and the Hannah Playhouse. Toi Pōneke has exceeded its targets for programming sourced from Māori, Pasifika peoples and minority groups across its exhibitions and public programmes. Similarly the Hannah has exceeded with 20 of 29 programmes delivered during the quarter explicitly supporting Māori, Pasifika, access and underrepresented groups.

Key activity

- Creative Capital's priorities include a number of major projects such as Te Matapihi and Town Hall (client-side programmes), Reimagining Toi Pōneke as well as delivery of City Arts and City Events programmes.
- Progress on Te Matapihi this quarter includes the finalisation of the Mātauranga Māori strategy and Kawa Tikanga framework developed in partnership with mana whenua; formalisation of Noku te Ao Capital E's relocation to Te Matapihi; and ongoing work on digital, wayfinding, brand and service development.
- Signature Events this quarter included Christmas in the Quarters and New Year's Eve on the Waterfront which attracted an estimated 32,300 attendees despite challenging weather conditions, which confirms their enduring appeal.
- Community events supported this quarter included Spring into Tawa,

Oranga ahurea Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	6	0	0	6	5
Last period (Q1, 24/25FY)	1	0	0	1	11

KPIs to be reported at a later period: five report annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

- Brooklyn Twilight Festival, Polish Christmas Market, Khandallah Village Fair, and the Wellington Theatre Awards which in total brought an estimated 12,000 people together.
- The very special Embassy Theatre 100th Birthday celebration was a standout event featuring façade projections, backstage tours in partnership with Mt Victoria Historical Society, and a screening of 10 Commandments (1924) – the first film ever shown at The Embassy – delivered with Events Cinema and the Wellington Film Society to an estimated combined audience of 13,500.
- The Diwali Festival, delivered in partnership with the Community Action Trust New Zealand, achieved record-breaking attendance, with over 20,000 people joining the celebrations.
- Ngā Mātaiarorangi – The Stargazers, an interactive projection created by StoryBox for the 2024 Matariki Ahi Kā Festival, was named a finalist for the Best Design Award, showcasing Wellington's commitment to innovative and high-quality public space activation.
- In October we partnered with Matewa Productions and Disney for the screening of Encanto Te Reo Māori at the Embassy Theatre, celebrating Māori language and culture. We partnered with them again in November, along with our Mataaho Aronui team, for screenings of Moana 2 in Te Reo Māori at the Empire and Roxy Cinemas attracting full audiences.
- Recommendations for funding in Arts and Culture and Living Wage grants were approved by the Council's Grants Subcommittee on 4 December. The Arts and Culture

round received 47 applications requesting a total of \$559,814, with 28 successful applicants awarded \$177,361. The Living Wage round had 13 successful applicants, receiving a total of \$100,597. The Public Art 3rd funding round submissions were considered at the Public Art Panel hui early December with the successful recipient, Ant Nevin and his work Fluid Features, receiving a grant of \$28,000.

Oranga ahurea Financial Summary

Operating performance

Revenue:

Revenue is tracking to budget with no material variance. Expected to remain in line at year end.

Expenditure:

Expenses are favourable YTD due to a temporary saving in Grants expenditure within Creative capital. This expenditure will likely take place in the 3rd quarter. Toi Poneke is favourable to budget and this will continue. City Arts favourable to budget as funds have not yet been committed.

Capital Expenditure performance

Underspent as behind plan on a number of projects. No expenditure expected for the Bond Store and Maori Heritage trails.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	338	293	45	619	587	32
Expenditure	13,762	15,905	2,142	27,968	29,058	1,090
Net Surplus/(Deficit)	(13,424)	(15,611)	2,187	(27,349)	(28,472)	1,123
Capital Spend	134	1,740	1,606	1,057	3,503	2,445

Pāpori me te hākinakina

Social and Recreation

Introduction

This strategic activity area is responsible for 18 LTP KPIs (14% of the LPT KPIs). Of these seven KPIs report quarterly and 11 report annually.

Business units which operate in this strategic area include: Parks, Sports and Recreation; Libraries and Community Spaces; Economic Wellbeing and Council Controlled Organisations; Connected Communities and Consenting and Compliance.

Performance summary

All seven KPIs reporting this quarter have met their target.

Key activity

- The 6 yearly closure of Karori Pool was completed, with a focus on making the facility more energy efficient. A new supply and extract fan for the main pool was installed, which will decrease the energy consumption for heating the pool. The skylights over the main pool were replaced and general maintenance completed including

painting, refreshing the changing room facilities and reconditioning pumps.

- We completed the renewal of the Alex Moore artificial turf, using the organic timber fibre fill which is more environmentally friendly. We supported St Patricks College with the renewal of their artificial field which is due to reopen in time for the start of the new school year. We also renewed our partnership agreement with the College for a further 10 years.
- Council won four awards in the annual Recreation Aotearoa awards. "Outstanding Park 2024" went to Council and the Mākara Peak Supporters for Mākara Peak Mountain Bike Park. We won two awards for Outstanding Research, Policy & Planning 2024: Council and Sport NZ for Skate Guidelines for Local Government; and Council and Visitor Solutions for Te Awe Māpara Community Facilities Plan. And Paul Andrews Manager Parks, Sport & Recreation won the Ian Galloway Memorial Cup 2024 for his

Pāpori me te hākinakina Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	7	0	0	7	11
Last period (Q1, 24/25FY)	7	0	0	7	13

KPIs to be reported at a later period: 11 KPIs report annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

- contribution to the wider parks sector.
- There has been an increase in anti-social behaviour at some of our facilities, particularly in the Kilbirnie area. We are working closely with our security team and the Police to manage the situation and to support staff.
- Tawa Recreation Centre, owned by Tawa College, closed temporarily in mid-December, with re-opening expected mid-March. The closure seriously impacted our January holiday programme requiring it to be cancelled, as well as facility bookings, leagues and programmes, There have been ongoing issues with weather tightness including a leaky roof as well as earthquake strengthening requirements.
- The closure has meant we have had to deploy staff to other recreation facilities for the duration of the works.
- Work to review the Social and Recreation fund to provide a framework to support social grant funding decisions, aligned to the strategic priorities of the Council and the long term plan began this quarter, and will be presented to the Grants Subcommittee in March 2025. Engagement has occurred with all multi-year funded organisations and with the philanthropic and community funding sector who are broadly supportive of the direction being taken. As part of the transition to the new funding framework, funding agreements will be rolled-over for a further twelve months to June 2026.

- Te Wāhi Āwhina closed on 16 December 2024. While originally planned to close in late 2023, funding was provided by the Ministry of Housing and Urban Development to retain the service for a further year. The Te Wāhi Āwhina team have focused on transitioning service users to alternative services and ensured that information on how to access support remains available.
- Work to procure a new graffiti removal contractor is underway, combining the Council's two existing (Transport assets and other) contracts into a single contract with a streamlined process, improving the experience that people have when reporting graffiti to the Council. This is on track to be in place from 1 July 2025.
- The Māori Kai Sovereignty Network has been established, with the group holding an initial wānanga and kumara planting event. The group are now working to identify projects that can proceed with support from the Council including financial support or other identified resources. This is a community led, and Council supported network that will take some time to be fully up and running.
- Additional Workstreams of the Sexual Violence Prevention, Programme management of the Accessibility Action Plan, Composting Hub Trials, Te Anamata Ā-Kai o Tō Tātou Tāone, City Safety Plan, Provision of WCC Security Services, Leadership of CIMS Welfare Function, Administration of Grant Funding, Responding to the Impacts of Homelessness, Support for the City's Youth we continue to deliver on and at this stage have no concerns to note.
- Along with libraries around the Wellington Region we ran the very successful Beyond the Page event in the October school holidays. This was the largest literary event for children in New Zealand at 130 events over two weeks plus a creative writing competition.
- We tested some of the Te Matapihi digital windows concepts with the 23 teens attending the first meeting of the Library Youth Advisory Group; Tūhono our publication of children's poetry was published with a second volume of teen poetry; Kākano our Seed Library was launched at Newtown Library with media coverage and excellent reach on social media; over 100 people attended the Dia de los Muertos event in Karori; Tawa Library celebrated their 50th birthday; and Te Awe had its busiest day on Tuesday 17 December clocking 2955 customers through the door, 700 more than the same day in 2023.
- Health and safety incidents arising from increased intensity and volatility of customer behaviours continue to drain staff time.

Pāpori me te hākinakina Financial Summary

Operating performance

Revenue:

City Housing revenue is favourable to budget but is expected to track to budget over the rest of the year. Lower revenue is expected for rest of year for Public Health activities.

Expenditure:

Favourable YTD with temporary underspends due delays in grants expenditure expected to occur in Q3, bringing it back up to budget by year end. Unfavourable variances in city and consenting with debts being written off, and cost pressures in Animal Control services.

Capital Expenditure performance

Community participation & support is \$24.6m behind budget mostly in HUP 2 projects (\$18.7m) due to a delay in the start of the project, expected to be underspended by \$22.2m (HUP2 \$18.2m) at year end. City Safety project - Te Aro Park toilets - (\$2m) behind budget due to changes in the timing of work originally planned. Community Centres upgrades and renewals \$2.5m behind plan, forecasted to remain unspent at year end.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	20,642	19,495	1,147	39,924	40,962	(1,038)
Expenditure	87,895	90,333	2,438	180,789	179,448	(1,341)
Net Surplus/(Deficit)	(67,254)	(70,838)	3,585	(140,865)	(138,486)	(2,379)
Capital Spend	15,770	39,913	24,143	44,814	77,205	32,391

Tāone tupu ora

Urban Development

Introduction

This strategic activity area is responsible for eleven LTP KPIs (9% of the LTP KPIs). Of these eight KPIs report quarterly and three report annually.

Business units which operate in this strategic area include: Consenting and Compliance; Strategic Planning; City Design; City Development; City Housing; and elements of Mataaho Aronui.

Performance summary

Of the eight KPIs reporting this quarter, three have not met their target with details below.

- (%) *Resource consents (non-notified) issued within statutory timeframes:- (a) Those not requiring external referral input – this KPI did not meet its target (result of 91% against target of 98%).*

The 2024 District Plan now addresses issues that are particularly complex and are taking more time to work through, such as the inclusion of a natural hazards chapter and the need to evaluate

and comprehend highly technical reports. To address this, we are upskilling our Planners with the support of GNS who are providing training.

The counterpart to this KPI – resource consents requiring external referral input - met its target this quarter. The separation of the two components is allowing Council to focus in on services that require specific improvement.

This KPI is expected to meet its target next quarter.

- (%) Building consents granted within statutory timeframes:- (b) Those requiring structural engineering review – this KPI did not meet target this quarter (result of 13% against target of 70%).

There are several factors affecting this KPI's performance: we have been working to develop new functionality within Toha Mahi (our consent allocation tool) to provide enhanced visibility for leadership to allow for better tracking of consents passed to contractors who provide highly

Tāone tupu ora Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	5	0	3	8	3
Last period (Q1, 24/25FY)	5	1	2	8	3

KPIs to be reported at a later period: three KPIs report annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

technical structural engineering advice; a more proactive contractor management approach has begun with meetings taking place with relevant company directors where a review of current allocations, performance concerns, and allocation of new work is discussed. This approach aims to encourage company directors to more effectively manage their contractual obligations and ensures work is assigned to firms with appropriate capacity; multiple RFI rounds have been undertaken, particularly for large commercial consents with structural and/or geotechnical components. This reflects a systemic issue repeatedly identified in New Zealand.. A recent report by BRANZ notes weaknesses in building consent applications, poor demonstration of code compliance, and an inability to respond effectively to RFIs.

The BCC team has initiated several actions to reduce the frequency of RFIs as a result of these industry weaknesses. They will continue to collaborate with the industry to address common and frequently requested items. We have raised the frequent need for RFI and the quality of building consent applications with MBIE as part of last quarters submissions on the consenting system.

This KPI is unlikely to meet its target next quarter

The counterpart to this KPI – building consents not requiring structural engineering review - met its target this quarter. The separation of the two components is allowing Council to target services that require specific improvement.

- *Resource consents (non-notified) for multi-unit housing issued within statutory timeframes* – this KPI did not meet target this quarter (result of 60% against target of 85%).

Multi-unit applications are complex and require significant evaluation and input from many sources and this can take time to coordinate depending on respective workloads. We are working to improve our processes and will continue to treat multi-unit applications as a high priority in order to improve on this metric. We note that the 2024 District Plan has updated the definition of a multi-unit development from two or more dwellings to four or more dwellings. This means that this measure will no longer be capturing as many dwellings given resource consent is no longer required for developments of two or three dwellings (although a resource consent may be required for other reasons).

We noted in the Quarter 1 report that we would be imposing a monetary penalty if advice from advisors was late. We are still working through the internal system changes to enable this. This KPI will not meet its target next quarter

Key activity

- The final stages of the 2024 District Plan process completion has occurred with hearings concluding in November 2024. Any appeals in the resolution process and Judicial Review will be heard in February. The final decisions on the 2024 District Plan process will be presented to Councillors in April.
- The impacts from the District Plan 2024 have raised the zoned capacity of the city by 52906 homes (2019 vs 2023 base feasibility), reformed natural hazards rules to account for climate and seismic hazards, and provided clearer pathways for resource consent. Next steps include the longer-term development anticipated under the plan which has begun with the review of the Spatial Plan to ensure that joined up infrastructure investment programmes can be developed for subsequent LTPs as well as phased to changes in the city and provided to partners.
- Work is continuing on development of the Underground Asset Map with a proof of concept being used in the City to co-ordinate underground works and provide more certain information to infrastructure planners, investors, workers and regulators.
- Walking, Bus and bike improvement as well as urban design projects in the

final stages of delivery continue to produce public and elected member enquiries and engagement. This quarter has seen city design programme planning, which was in full swing in Q1 slowed down due to the uncertainty created by the LTP amendment and NLTP funding announcements. Focus has been on delivery of projects in construction and assisting in developing options for reducing, rescoping or rephasing budgets to input into the LTP amendment process.

- The Te Kāinga programme has a high, 91%, tenant satisfaction and programme occupancy is also high, at 96.8% for the year-to-date. Softening in winter occupancy is expected to be offset in the summer months however there is a risk that occupancy levels may be impacted if the proposed rental increases are adversely received by tenants.
- Contract management is underway for delivery of an additional 183 Te Kāinga apartments, across two new buildings in 2025, which will bring the total number of apartments delivered to 473 - almost halfway towards the 1,000-unit target by June 2026. Work continues to negotiate the next tranche of developments, with several buildings in the pipeline.
- Teams have been working on the cross-business delivery of the Housing Action Plan, our 3-year plan to achieve the Housing Strategy

vision of 'all Wellingtonians well-housed'. A number of actions have been progressed and delivered this year, in the areas of affordable housing, social and public housing, rental housing quality, homelessness and mana whenua and Māori. A six-monthly Housing Action Plan update was presented to Committee in December.

- Work has progressed to facilitate development on under-utilised Council-owned sites. This includes the significant milestone of completing the procurement process and appointing a development partner for the old St John's Church site in Karori, which will add 20 new homes to the city's housing supply.
- Another procurement process is in progress for the old Johnsonville library site, to deliver more affordable housing to that area. Due to the current development market conditions there is a risk that a suitable development partner may not be agreed in a timely manner.
- Since 132 Owen St was sold to a co-housing group in July with its redevelopment being followed as a case study to understand the challenges of co-housing in Wellington. The latest update indicates the design is 90% complete with a three unit co-housing development laid out around a shared north facing courtyard with a number of shared facilities.

Tāone tupu ora Financial Summary

Operating performance

Revenue:

Unfavourable due to the timing of an additional Te Kainga building going live (\$1.6m). This is now expected next financial year. Building and Resource consent revenues are down (\$1.3m), reflecting lower activity in this market. These general trends are expected to continue for the remainder of the year.

Expenditure:

Favourable due to lower than planned Te Kainga rent (\$1.5m) due to the delay above, and lower costs in the Earthquake building programme (\$1.5m). This is expected to continue until year end. Other underspending is also occurring in the Public Space and Te Ngakau programmes (\$0.8m).

Capital Expenditure performance

Over budget due to the Town Hall being ahead of plan. This overspending is expected for the year however over the life of the project it is expected to come in on plan. Offsetting this is the current underspending due to timing on the Frederick Street Pocket Park transaction. This situation will be reviewed nearer years end when a final forecast is completed. If required approval would be sought to bring forward future funding.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	15,516	18,639	(3,124)	31,409	37,190	(5,781)
Expenditure	37,429	40,881	3,452	76,568	79,386	2,818
Net Surplus/(Deficit)	(21,914)	(22,242)	328	(45,158)	(42,196)	(2,963)
Capital Spend	32,682	32,154	(528)	63,232	62,331	(901)

Waka Transport

Introduction

This strategic activity area is responsible for 26 LTP KPIs (which are 21% of the LTP KPIs). Of these eight KPIs report quarterly and 18 report annually.

Business units which operate in this strategic area include: Transport and Infrastructure; Parking Services; City Design; Economic Wellbeing and Council Controlled Organisations.

In the 2024 LTP we have a new suite of KPIs linked to our parking services performance. In quarterly reporting, these include responding to service requests for parking obstructions and resident parking, as well as monitoring parking infringement appeals.

Performance summary

Seven of eight KPIs have been met this quarter.

The Cable Car did not achieve its SOI target for this quarter because two KPIs which report quarterly did not meet their target. Details are shown below.

- *Cable Car Company Limited – achievement of Statement of Intent KPIs (2 report quarterly) – Passenger Trips (result 255,012 against target of 272,000) and Fare Revenue (result \$1,043,601 against a target of*

\$1,109,268) - did not meet their targets.

For both KPIs the results were due to passenger numbers being lower than anticipated because of a combination of cruise ship cancellations and poor weather.

Both KPIs are expected to meet their targets next quarter.

Key activity

- Significant preparation and support activity was undertaken for the Te Hikoī mō te Tiriti demonstration and also the 'Super week' on Lambton Quay.
- The impact of the \$68m loss of NZTA revenue flowed on to the proposed CAPEX saving requirement for the LTP amendment and subsequent consultation. A few work programmes have been halted so not to commit Council to contracts that may not be funded. However, we are confident that the balance of the work programmes are still largely achievable.
- Work completed this quarter includes:
 - Berhampore Town Centre upgrade of traffic signals for

Waka Non-financial KPI results

	Met target	Off target	Not met target	Total reported	Reported later
This period (Q2)	7	0	1	8	18
Last period (Q1, 24/25FY)	7	0	1	8	18

KPIs reported at a later period: 18 KPIs report annually

KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report

Reporting thresholds: Met = at target-2.49%; Off target = 2.5-4.99%; Not met = ≥5%

cycle advance movements and raised crossings for traffic calming as well as work on Berhampore component of the Island Bay to Newtown cycleway (excluding Luxford St)

- Marsden Village bus build out on Karori Road and installation of the Karori cycleway segment between Old Karori Road and Karori Mall as well as further work on the Karori to Botanic Gardens cycleway segment.
- Kilbirnie cycleway segment was completed between Rita Angus Retirement Home on Onepu Road to Rongotai Road intersection. The Onepu/Rongotai/Evans Bay traffic signal intersection upgrade was completed.
- Other work includes installation of the Thorndon

connections cycleway, the Little Karaka Bay sea wall, installation of traffic signals at Boxhill and the upgrade of Island Bay Town Centre.

- Proress continues on the activities that comprise the Parking Programme as follows:
 - The Charged Up Capital project has achieved all its initial targets with further delivery on hold while information is gathered for reporting back to committee on next steps.
 - The Newtown, Berhampore and Wadestown projects are in various stages of delivery with the first stages of Newtown on target to achieving project objectives.

-
- The car share and city logistics activities are in the planning stage.
 - Challenges for the successful delivery of the Parking Programme remain obtaining sufficient funding for the desired scale of change; integration and delivery of the former Let's Get Wellington Moving parking projects, particularly as much of this work is unfunded; and also public acceptance of the changes directed through the parking policy, including moving toward more of a user pays model.

Waka Financial Summary

Operating performance

Revenue:

Parking revenue currently favourable to plan, however is forecasted to be unfavourable because of increased parking revenue not materialising. This variance does not recognise the NZTA Grant Revenue gap identified in the Statement of Financial Performance on Page6 of this report. This allocation of funding is not currently reflected in the Transport strategic activity.

Expenditure:

Favourable to plan predominantly due to Major Capital Works underspend (\$2.5m and forecasted \$1.5m full year). Further underspend in City transport contract costs of \$5.1m, this underspend is forecasted to continue for rest of the year. Depreciation forecasted to be favourable to Plan \$2.2m. Interest charged to Transport Assets methodology has changed. This is not reflected in forecast. Next forecast will be revised to effectively equal BDR by year-end (\$6.2m increase in internal interest charge).

Capital Expenditure performance

The Cycling programme is \$1.1m under plan to date, anticipated to be under plan by \$5.4m at year end relating to the uncertainty around the LTP amendment process. Major Capital projects \$11.2m behind budget, expected to be under spent to plan by \$14.2m by year end due to delays. General road renewals and upgrade projects \$4m behind budget in part due to seasonality and expected to pick up over summer months. Parking acquisition of car parks and meter installations are behind budget by \$2m due to uncertainty of timing around acquisitions.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	27,582	24,675	2,907	55,817	53,345	2,472
Expenditure	70,653	78,325	7,673	140,327	155,914	15,587
Net Surplus/(Deficit)	(43,071)	(53,651)	10,580	(84,510)	(102,569)	18,059
Capital Spend	49,108	69,625	20,518	112,647	137,432	24,785

Key Strategy Reporting

Key organisational strategies for 24 LTP

This LTP we have selected five key cross organisational strategies that have a city focus for change that supports our move towards to our vision: *Poneke, where people and nature and thrive.*

The suite of strategies are:

- Te Atakura First to Zero
- He Rautaki Ōhanga Oranga: Economic Wellbeing Strategy
- Tūpiki Ora Māori Strategy
- Te Whai Oranga Pōneke: Open Space and Recreation Strategy
- He anamata para kore mō Pōneke: A zero waste future for Wellington, Zero Waste Strategy

We will be reporting the implementation and action status for the strategies on a rotating basis.

The RAG status by strategy is shown in the table on this page.

This quarter the deep dive strategy is

He Rautaki Ōhanga Oranga: Economic Wellbeing Strategy.

The deep dive information is provided in Appendix 1, with a summary of performance shown below.

Overall status of strategy is Green

The Economic Wellbeing Strategy is now in its third year of delivery. Q2 FY25 was a busy period with business and sporting events held at Wellington's venues, continual rollout of support for independent businesses in the central city and a new International Relations policy adopted. Collaboration and creativity continue to sit at the heart of delivery under the Economic Wellbeing Strategy, with initiatives like Tākina playing a crucial role in supporting the city's economy as it faces ongoing challenging macro-economic conditions.

Summary information for the other four strategies follows.

Key Strategy results for quarter

	RAG Status	Comment
Te Atakura First to Zero	Amber	See section head
He Rautaki Ōhanga Oranga Economic Wellbeing Strategy	Green	Deep Dive this quarter
Tūpiki Ora Māori Strategy	Green	See section head
Te Whai Oranga Pōneke: Open Space and Recreation Strategy	Green	See section head
He anamata para kore mō Pōneke A zero waste future for Wellington, Zero Waste Strategy	Green	See section head

Te Atakura First to Zero

Overall status of strategy is Amber

- Progress on the city's targets is dependent on strong action by Council, central government, and the private sector to create systemic change. While Council is on track to deliver the actions funded in the 2024 Long-term Plan (LTP), more policy and investment is required to change the status of Te Atakura to green, particularly from central government as outlined in the Climate Change Commission's first monitoring reports on emissions reduction and adaptation policy. The Council will continue to progress our work programme to ensure we do our bit to achieve the goals in Te Atakura.

- The Te Atakura 2024 Update went to the Kōrau Tūapapa | Environment and Infrastructure Committee on 5th December, showing our progress against our targets. This update included the revised implementation plan reflecting the funding on actions in the 2024 Long-term Plan. Finalising both the Council and City emissions reports took longer than anticipated. These are now complete and published on the Council website.

Tūpiki Ora Māori Strategy:

Overall status of strategy is Green

- This quarter we have invested significant energy into working more collaboratively within Council. We have carried out engagements with many business units across the organisation to better understand their work in relation to Tūpiki Ora, Tākai Here and outcomes for Māori. We will continue such engagements throughout the remainder of the year.
- We remain on track to deliver our annual Tūpiki Ora Work Programme. In addition, we have also attended to some unexpected mahi that aligned with our Tūpiki Ora goal to ensure that Council decision-making is underpinned by Te Tiriti o Waitangi and actively addresses and considers mana whenua perspectives and values:
- Worked across the organisation and in close partnership with our Tākai Here partners to ensure that the Hikoi mā te Tiriti that took place in Wellington on 19 November was a safe and positive experience for all who attended.
- Prepared Council's submission in opposition to the proposed Treaty Principles Bill which was endorsed by Council on 17 December.

Te Whai Oranga Pōneke: Open Space and Recreation Strategy:

Overall status of strategy is Green

- The implementation continues to progress across many action items, including focus on investment planning and reviewing the Leases Policy.
- We ran free LesiureCard exercise sessions for the Wellington Homeless Trust and Wesley Community Action.
- We have progressed working in partnership with Mana Whenua across multiple projects including the development of the Coastal Reserves Management Plan, Te Kopahou Reserve and Matairangi trails. Some progress is slowed due to funding and resource challenges however this is being actively managed.

He anamata para kore mō Pōneke: A zero waste future for Wellington, Zero Waste Strategy:

Overall status of strategy is Green

- The Zero Waste Strategy and recently adopted regional Waste Management and Minimisation Plan are purposefully future focused and ambitious. Since the last update, four new local projects have been initiated. These are 'Reuse, Repair and Share', 'Single-Use and Packaging Waste', 'Construction & Demolition -

Future Pathways and Opportunities' and 'Pricing Levers'.

- The government's latest announcement on waste minimisation does not impact WCC's LTP waste implementation programme.
- Progress continues on the introduction of kerbside food scraps/garden waste collections which was approved as part of the 2024-34 Long-Term Plan.
- To measure success, monitoring and reporting are required. A new audit of landfill and kerbside waste has been commissioned to start in early 2025, with findings expected by Q1 25/26.

Appendix

In this section

Key Strategy Deep Dive information

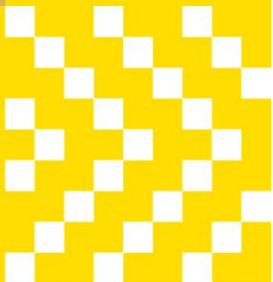
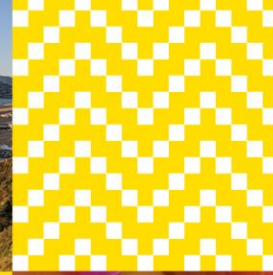
LTP Significant Projects Detailed Quarterly Reporting

Wellington Water Quarterly Report

UN Sustainable Development Goals

Performance Framework details

Project Management Office Operating Framework



Appendix 1: Key Strategy Deep Dive - He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

The 2024 LTP provided an opportunity to review which key strategies will be reported. We have selected five key cross organisational strategies that have a city focus for change which supports our move towards to our vision: *Poneke, where people and nature and thrive*.

The five strategies shown below will provide status updates on their action and implementation plans. Each quarter four strategies will provide a short RAG health status (with explanation for Amber or Red status), and one strategy will provide a deep dive report. The cycle of reporting is shown in the table below:

Strategy	Q1 24/25	Q2 24/25	Q3 24/25	Q1 25/26	Q2 25/26
Te Atakura First to Zero	Deep Dive	RAG summary	RAG summary	RAG summary	RAG summary
He Rautaki Ōhanga Oranga Economic Wellbeing Strategy	RAG summary	Deep Dive	RAG summary	RAG summary	RAG summary
Tūpiki Ora Māori Strategy	RAG summary	RAG summary	Deep Dive	RAG summary	RAG summary
Te Whai Oranga Pōneke: Open Space and Recreation Strategy	RAG summary	RAG summary	RAG summary	Deep Dive	RAG summary
He anamata para kore mō Pōneke A zero waste future for Wellington, Zero Waste Strategy	RAG summary	RAG summary	RAG summary	RAG summary	Deep Dive

Deep dive details on the following pages

Deep Dive – He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

Overall RAG status: **GREEN**

Performance Summary:

The Economic Wellbeing Strategy is now in its third year of delivery. Q2 FY24/25 was a busy period with business and sporting events held at Wellington's venues, continual rollout of support for independent businesses in the central city and a new International Relations policy adopted. Collaboration and creativity continue to sit at the heart of delivery under the Economic Wellbeing Strategy, with initiatives like Tākina playing a crucial role in supporting the city's economy as it faces ongoing challenging macro-economic conditions.

Outcome	1: Sustainable business and career pathways	2: Transitioning to a zero-carbon circular economy	3: A Business-Friendly City	4: Centre of Creativity and Digital Innovation	5: Celebrating our Capital City Status	6: A dynamic city heart and thriving suburban centers
Vision	We aim to enable Wellingtonians to have equal opportunities to find meaningful, fairly paid and inclusive work.	We aim to be regenerative by design.	We aim to be Aotearoa New Zealand's city partner of choice for businesses, investors and developers.	We aim to be Aotearoa New Zealand's center for creativity and innovation	We aim to raise the profile of our Capital City.	We aim to be a compact city with a dynamic CBD and thriving suburban centers that are economically productive.
RAG status Summary	Green Pipeline and pathways continue to be a focus with WellingtonNZ are leading collaboration across sectors to support students and young people to gain experience, build skills and access opportunities with a successful end to the school year.	Green Tākina hosted 27 conferences and launched a new campaign positioning Wellington as a top conference destination. This activity helped bolster the local economy with visitor nights supporting accommodation and hospitality providers. Q2 marks the start of cruise season, with 24 ships scheduled to berth in Wellington providing economic benefits to retailers and hospitality providers.	Green The business engagement programme continues with both WCCs business engagement and the Business Support Service at WellingtonNZ delivering customer-centric programmes of work. Activity relating to this outcome are reported elsewhere including CCO reporting and International Relations.	Green Major Events, Tech and Screen sector strategies continue to deliver strong results for Wellington. Detailed reporting on activity against this outcome provided in the upcoming CCO reporting and the annual Economic Wellbeing Strategy report.	Amber This outcome continues to be de-prioritised due to resource constraints, however work attributed to other outcome areas contribute to raising the profile of Wellington as New Zealand's capital including Business Events Wellington (via Outcome 2), International Relations (via Outcome 3) and ongoing partnerships (via economic funds).	Green Q2's focus continues to be on Courtenay precinct with a key milestone reached and nineteen actions delivered and supporting business-led initiatives. Business support for disruption continues with multiple engagements across key areas of the city. In the suburban areas, the BIDs (Business Improvement Districts) had a busy lead up to Christmas, with a range of networking and beautification initiatives underway.

Programme	Lead	Comments	Status
Outcome 1: Sustainable business and career pathways			
Vision: We aim to enable Wellingtonians to have equal opportunities to find meaningful, fairly paid and inclusive work.			
Career pathways	WellingtonNZ	WellingtonNZ has collaborated with the Ministry of Education (MoE) and local businesses for workplace visits during terms three and four. Aimed at senior high school students with specific sector interests the visits are an opportunity for students to experience and participate in real workplaces and hear about career journeys of young professionals to help inform their study and employment choices. Fifteen colleges were involved, with 130 students visiting six businesses. Additionally, WellingtonNZ and MoE coordinated an industry day with twenty secondary school career advisors, engaging with businesses including Wellington City Council.	GREEN
Supporting the Young Enterprise Scheme (YES) programme	WCC	WCC supports the Young Enterprise Scheme (YES), aimed at building business capability for college-aged students, via the City Growth Fund. The top 30 of 1273 YES companies attended the national finals held in December at Tākina. A Wellington student from Wellington Girls' College awarded two National Excellence awards as well as being placed third overall for her company Envio Pots, designing biodegradable plant pots made from forestry slash, intended for wholesale to nurseries to tackle plastic waste. Envio Pots was awarded \$1,000, as well as an additional \$1,000 for their school. Further reporting on 2024 results will be provided later in 2025.	GREEN

Programme	Lead	Comments	Status
Outcome 2: Transitioning to a zero-carbon circular economy			
Vision: We aim to be regenerative by design			
Wellington Business events	WCC/Business Events Wellington	<p>Tākina hosted 24 conferences during Q2. The largest conference hosted in this period was the 800 delegate Royal Australian and New Zealand College of Obstetricians and Gynecologists. Tākina also hosted the National Kapa Haka Festival - Te Anga Pāua o Aotearoa National Kapa Haka Festival, with almost 1000 participants. In addition, a bid to host more than 500 of the world's leading climate scientists for the Climate & Cryosphere Open Science (CliC) conference in Tākina was successful. This is a once a decade event that will take place at Tākina in 2026.</p> <p>Overall Tākina had 8,275 delegates and has generated 19,434 visitor nights for Wellington for the quarter.</p> <p>A new marketing campaign has been unveiled positioning Wellington as a destination for conference planners in Australia. This campaign centers on Tākina Conference and Exhibition Centre. Results will be reported later in 2025.</p> <p>In Q2 the Wellington iSite relocated to the ground floor at Tākina with positive feedback from both guests and the staff on the new location.</p>	GREEN
Local business success stories	WellingtonNZ	In the lead up to Christmas WellingtonNZ launched a short burst promotional programme targeting Wellington residents encouraging them to visit the central city and support locally owned businesses The campaign focused on hospitality and retail sectors and featured across digital and outdoor channels. Results will be reported later in 2025.	GREEN
Destination management	WellingtonNZ	<p>FY 24/25 cruise season commenced with twenty-two ships visiting Wellington with over 35k passengers. Two further planned visits were cancelled due to poor weather conditions.</p> <p>Data from the 23/24 season was released by NZ Cruise Association and Cruise Lines International Association which reports cruise delivering \$100.1 million to the regional economy and supporting over 750 jobs. Passenger spend in Wellington was \$25.2 million and crew \$2.7 million.</p> <p>Te Papa reported increasing visitation, with international visitors continuing to grow strongly, up 77% on Q1, even with the introduction of the international visitor fee at the end of Q1.</p>	GREEN

Programme	Lead	Comments	Status
Outcome 3: A Business-Friendly City			
Vision: We aim to be Aotearoa New Zealand's city partner of choice for businesses, investors and developers			
Building business relationships	WCC	WCC worked closely with the new live music venue Meow Nui on their pre-application process as they navigated their licensing and consenting requirements. This has allowed the venue to progress relatively quickly through the regulatory process and open in November 2024.	GREEN
Review International Relations strategy to establish clear goals for our international relationships to deliver a circular economy	WCC	<p>A revised International Relations Policy was adopted following stakeholder consultation in November 2024. This review aligns our International Relations Policy with our commitment to our Tākaī Here and Te Tiriti o Waitangi partners. It also responds to the need for our international relationships to support delivery of a circular economy through implementing a wider focus including social, cultural and environmental outcomes. The policy supports initiatives that:</p> <ul style="list-style-type: none"> ▪ Promote business friendly relations internationally ▪ Encourages international collaboration in creativity and digital innovation ▪ Emphasises Wellington's capital city status and promotes international recognition 	

Programme	Lead	Comments	Status
Outcome 4: Centre of Creativity and Digital Innovation			
Vision: We aim to be Aotearoa New Zealand's centre for creativity and innovation			
Scale up tech businesses	WellingtonNZ	<p>In October, Wellington's tech sector celebrated the opening of Taiawa Wellington Tech Hub at Victoria University, with 60 full-time tech sector workers from thirteen high-growth Wellington companies.</p> <p>Numerous tech events were held in Wellington in Q2 to support the growing tech sector including:</p> <ul style="list-style-type: none"> ▪ Sunrise Festival in November ▪ 300 attendees at Growth Jam: International edition with Movac Ltd ▪ Investor nights with Blackbird, Movac Ltd, Potentia, Airtree, EVP and Square peg were held at Vic University hub, Taiawa. ▪ Scaleup full day workshop with Kagen Sen, Head of Internationalisation, Canva for 60 tech leaders (Oct 25) ▪ AI full-day scale-up workshop with Vic Uni & AWS (Dec 5). <p>Additionally, the NZ Games Developers conference was held at Tākina in October with 1,200 attendees over three days. For the first time it was preceded by Wellington Games Week, a week filled with activities and events dedicated to nurturing the growth of game development in Aotearoa, New Zealand (links to Outcome 2, Wellington Business Events).</p>	GREEN
Major Events	WellingtonNZ	<p>The World of WearableArt (WOW) show had its most successful year ever, with an economic benefit of \$31M to Wellington, from an audience of more than 63,000 people. WellingtonNZ have announced the extension of the partnership until 2029, ensuring Wellington will continue to host WOW for at least another five years.</p> <p>Wellington's jam-packed summer cricket season kicked off 2024 with a five-day Test at the Basin Reserve in December 2024, including attracting strong attendance by international supporters and selling out three days.</p> <p>Wellington hosted a sold-out All-Blacks test match attracting 30,000+ and four Phoenix games at Sky Stadium in Q2.</p> <p>The Doctor Who Worlds of Wonder exhibition closed on 28th October with great reviews from attendees, and The Art of Banksy exhibition opened on 28th November.</p>	GREEN

Programme	Lead	Comments	Status
Outcome 4: Centre of Creativity and Digital Innovation (continued)			
Vision: We aim to be Aotearoa New Zealand's centre for creativity and innovation			
Screen Wellington	WellingtonNZ	The Screen Accelerator project ran again in Q2, with a 6-week programme for up to 12 producers. This provides a pathway for Wellington producers to access the US and global television marketplaces, helping screen practitioners develop their unscripted content ideas and commercialise their intellectual property with the aim of bringing more productions into the region.	GREEN

Programme	Lead	Comments	Status
Outcome 5: Celebrating our Capital City Status			
Vision: We aim to raise the profile of our Capital City			
This outcome continues to be de-prioritised due to resource constraints, however work attributed to other outcome areas contribute to raising the profile of Wellington as New Zealand's capital including Business Events Wellington (via Outcome 2), International Relations (via Outcome 3) and ongoing partnerships (via economic funds)			AMBER

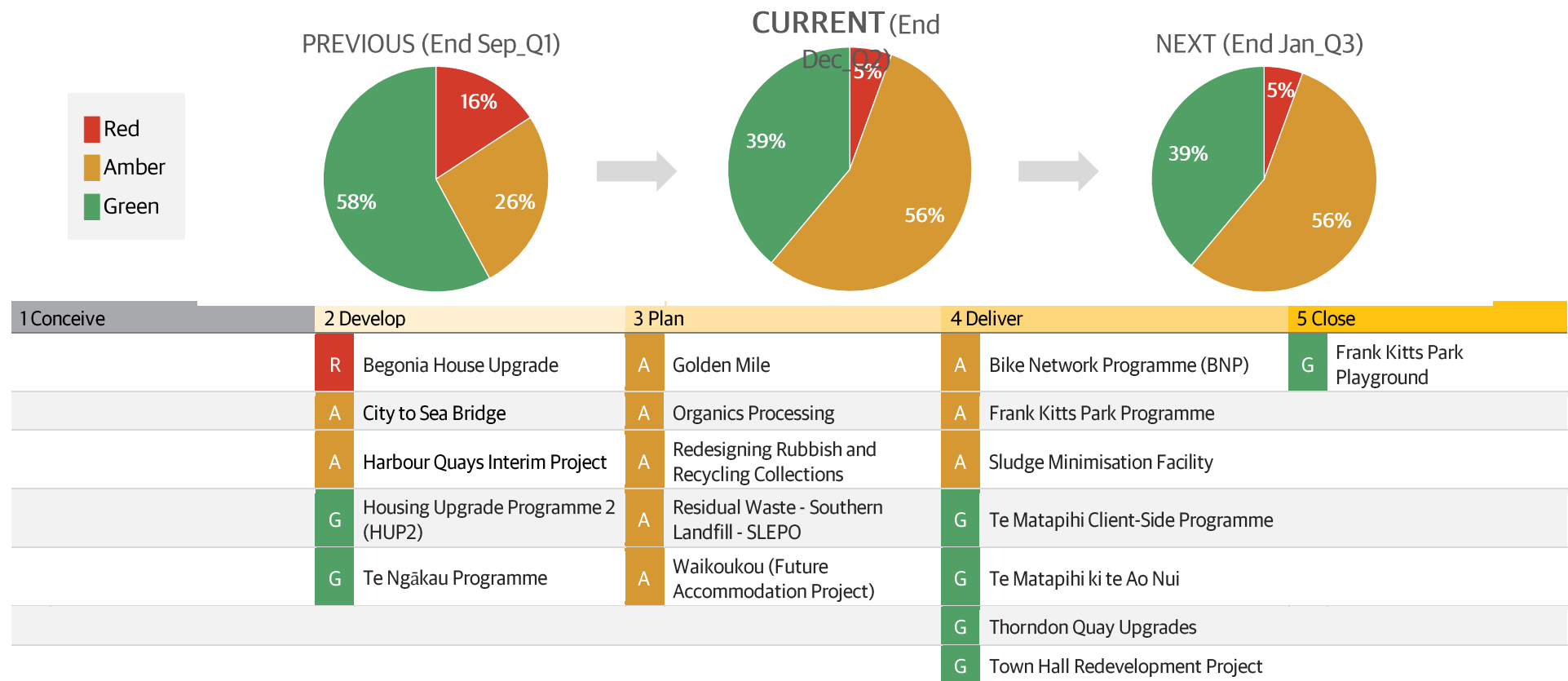
Programme	Lead	Comments	Status
Outcome 6: A dynamic city heart and thriving suburban centres			
Vision: We aim to be a compact city with a dynamic CBD and thriving suburban centres that are economically productive			
Courtenay Place precinct plan	WCC	<p>In Q2 the Courtenay Place Precinct Plan achieved an annual milestone, with nineteen initiatives completed for the year (of 30), including improved public space, additional targeted cleaning, the centenary Embassy celebrations, and marketing promotions to help change the perception of the area. WCC also supported significant business-led activations including the Allen St Block Party in November and planning for the Courtenay Carnival encompassing a full road closure on Courtenay Place for New Year's Eve.</p> <p>Marketing activity included a Neat Places print and digital guide showcasing 32 independent businesses in the Courtenay precinct. More than 10,000 guides were distributed to businesses and hotels across the city.</p>	GREEN
Development response plan	WCC/ WellingtonNZ	<p>WCC and WellingtonNZ continue to deliver business support in partnership for areas of the city undergoing significant construction works.</p> <p>In Q2, a targeted pilot programme was established to test small business microgrants for businesses on Thorndon Quay that may be impacted by city construction works. Eligible businesses can apply for a one-off grant of up to \$1,500 for activities including digital marketing support, business innovation and upskilling, shop front signage and beautification, staff wellbeing initiatives and equipment upgrades. In Q2, seven eligible businesses accessed the microgrant. Analysis of the learnings and benefits of the pilot will be conducted later in 2025.</p> <p>Four workshops were held with approximately 26 businesses in attendance, covering topics such as financial literacy for hospitality and digital marketing with average satisfaction ratings of 9.6/10. Face to face engagements with businesses (including in-depth one-to-one support sessions) reached 80 businesses in Q2.</p> <p>The Positively Pōneke information campaign continues to run alongside business support as major works continue, with 48 social media posts with 500k reach, and 16 Our Wellington news stories with a 13.3k page views achieved for the quarter.</p>	GREEN

Programme	Lead	Comments	Status
Outcome 6: A dynamic city heart and thriving suburban centres (continued)			
Vision: We aim to be a compact city with a dynamic CBD and thriving suburban centres that are economically productive			
Activate empty shopfronts	WCC	As part of enhancing central city streets, promoting a safe environment and encouraging tenancies, a new programme to activate empty retail spaces has been installed on Manners Street. 'Pops of Positive' sees temporary local artist installations in four empty retail shops. The area was identified as a priority location due to its high footfall and a busy commuter route, the number of empty spaces and safety concerns from businesses in the area.	GREEN
Business Improvement Districts (BIDs)	WCC	<p>WCC's BID programme has approximately 613 businesses across six BID's: Miramar, Karori, Johnsonville, Tawa, Khandallah, and Destination KRL (Kilbirnie, Rongotai & Lyall Bay) with a combined capital value estimated at \$1.6B in 2024.</p> <p>Events from Q2 include Tawa's Christmas window display competition which is growing in awareness and participation. Miramar BID has initiated a crime prevention program aimed at improving community safety through better information sharing and are supporting the predator-free initiative to help preserve the local environment. The Karori BID is focussed on developing the aesthetic appeal of the area, including the installation of flags, banners, and murals to make the environment more vibrant and welcoming. Destination KRL supported the blessing of the Tāwaha ki Te Ao Mārama, the new 100meter mural at Ākau Tangi. Johnsonville BID is in planning phase for the installation of flags and planters to enhance the area's visual appeal, and the Khandallah BID hosted a successful Christmas networking event, fostering valuable connections among local businesses and residents.</p>	GREEN

Appendix 2: LTP Significant Projects Detailed Quarterly Reporting

Details of the Significant Projects quarterly reporting are shown on the following pages including key milestones and project progress updates. This information is in support of the LTP Significant Projects section located towards the front of the report.

The number of significant projects with red status have reduced and amber have increased, detail on the reasons for project status can be found in the project progress updates below.



Key Milestones - Significant Projects

Key Milestones

◆ Completed ◆ Overdue/Delayed ◆ Upcoming

	FY 2024-25 Q1			FY 2024-25 Q2			FY 2024-25 Q3			FY 2024-25 Q4		
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
IDF STAGE: 1 CONCEIVE												
IDF STAGE: 2 DEVELOP												
Begonia House Upgrade			◆ Option decision and approval to proceed				Developed Design Complete and Approval to Proceed ◆					
City to Sea Bridge		Public Consultation Finish ◆			◆ LTP, F&P Committee Meeting - Funding Decision		◆ Council Meeting			◆ Court Hearing		
Harbour Quays Interim Project		Project Brief Approved / Conceive Complete ◆							ECI Contractor Appointed ◆			
									Business Case Approved / Develop Complete ◆			
Housing Upgrade Programme 2 (HUP2)		Programme Business Case Approved / Tranche 2 Commence / Tranche 3 Commence ◆										
Te Ngākau Programme			◆ Civic Basement Project Start					◆ City Gallery Begin				
IDF STAGE: 3 PLAN												
Golden Mile		◆ 100% Design Stage 1 Complete 100% Design stage 2 complete ◆					◆ 100% Design Stage 3 ◆ Delivery Project Management Plan Approved Stage 1 Contract Award ◆◆ Stage 1 Consent Granted Stage 1 Traffic Resolutions Complete ◆◆ Stage 2 Consent Granted ◆ Finalise 100% Report (IFC Issued – Opportunistic Renewals) ◆ Sod Turning and Naming ceremony ◆ Stage 2 Traffic Resolutions Complete ◆					
Organics Processing				RFP Stage 4 Procurement	Plan CE Approval ◆				Recommended Supplier Approved ◆			
Redesigning Rubbish and Recycling Collections		◆ Bespoke Complete / General Research and Preparation Complete										

Key Milestones

	FY 2024-25 Q1			FY 2024-25 Q2			FY 2024-25 Q3			FY 2024-25 Q4		
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
IDF STAGE: 3 PLAN												
Residual Waste - Southern Landfill - SLEPO		◆ Main Contractor Procurement Plan Approved ◆ Establishment of Governance Group ◆ Detailed Design Supplier Procured					◆ Main Contractor Procured ◆ Early Enabling Works Complete ◆ Main Works Commence					
Waikoukou (Future Accommodation Project)		Concept Design Complete ◆ Basebuild Phase 1 Complete ◆			◆ Preliminary Design Complete Kai Upoko Lease Expiry ◆ Te Pataka Lease Expiry ◆			◆ 68 JQ Fitout Commence ◆ Phase 1 Construction Award Basebuild Phase 2 Complete ◆ Phase 2 Construction Award ◆				
IDF STAGE: 4 DELIVER												
Bike Network Programme (BNP)		◆ NLTP Decision ◆ Report to LTP, F&P Committee RE Debt to Rates Ratio (options)										
Frank Kitts Park Programme						Under Review						
Sludge Minimisation Facility		MPB Slab Complete ◆		◆ All Piling Complete ◆ Pavement Reinstatement GSE Site Handover ◆ ◆ MPB Steel Erection Commences				WEL Switchroom & Transformer Installed ◆				
Te Matapihi Client-Side Programme	◆ LTP Funding Confirmed						Organisational Design Confirmed ◆					
Te Matapihi ki te Ao Nui	SP3 Construction Commence ◆					◆ SP4 Construction Commence ◆ Release Building			◆ SP5 Construction Commence FF&E Commence ◆			
Thorndon Quay Upgrades									SP2 Practical Completion (15 July 2025)			
Town Hall Redevelopment Project			Parallel Design Completion ◆ Venues 18 Month Booking Lead-in Commence ◆					◆ NZSO Specialist Fitout Commence Commence FFE Installation ◆				
IDF STAGE: 5 CLOSE												
Frank Kitts Park Playground				Closure Complete - Final Completion ◆						◆ Evaluation Complete		

Project Progress - Significant Projects

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE
	Q1	Q2				
		OCT	NOV	DEC		
Begonia House Upgrade ▪ Jul 2022 - Aug 2028 ▪ 2 Develop	R	R	R	R	WOPC FY24-25 Budget: \$8,352 K Forecast: \$24,920 K (198.4% var) : \$0,317 K (3.8% spent) Actual: \$0,463 K Budget: \$0,642 K (38.5% var) Forecast: \$0,003 K (0.7% spent) : Actual:	Work is dependent on the decision of the future of the Begonia House, and what option Council adopts. Officers have been requested to undertake further work on the options and report back on those options for community consultation as part of the LTP process.
Bike Network Programme (BNP) ▪ Oct 2022 - Feb 2037 ▪ 4 Deliver	R	R	A	A	WOPC FY24-25 Budget: \$160,190 K Forecast: \$159,950 (-0.1% var) : K (40.4% spent) Actual: \$64,654 K Budget: \$25,715 K Forecast: \$24,536 K (-4.6% var) : \$13,202 K (51.3% spent) Actual:	Amber due to eight health indicators being amber and two being red. - The Programme has installed 21.7km over the last three years, and over the current financial year will continue to roll out Tranche 2 (Transitional and Transformational) projects. By the end of FY 24/25 the programme is currently on track to install an additional 12.5km - Budget health remains at red due to uncertainty related to the LTP Amendment process. The proposed amendment, agreed to by LTP&PC on 26 November, includes funding to extend the delivery of the programme to 20-years, and focus on primary routes only in next 10-years. A final decision won't be approved until June 2025. - Pending a final decision, routes previously part of Tranche 2 have been removed (Wadestown Secondary route - 1.1km) or put on hold (Evans Bay Stage 2 and Brooklyn - 2.5km). The cycleways Minor Works programme is also on hold. - As part of the LTP Amendment process a formal programme decision will be sought on funding to progress the primary routes over the next 10-years. The baseline schedule has suffered delays due to uncertainty and, if the LTP amendment is approved following consultation in June, will need a major reset.
City to Sea Bridge ▪ Sep 2024 - Jan 2025 ▪ 2 Develop	G	G	G	A	FY24-25 Budget: \$30,000 K Forecast: \$30,000 K (0.0% var) : \$0,000 K (0.0% spent) Actual:	Amber due to uncertainty surrounding judicial review. Committee agreed 5 December 2024 to demolish the bridge and the former Capital E building. This decision is now subject to a judicial review in April. Latest date for decision is late July 2025. Business Case approval will depend on decision.

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE
	Q1	Q2				
		OCT	NOV	DEC		

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE	
	Q1	Q2					
		OCT	NOV	DEC			
					Forecast: \$3,547 K (19.2% spent) Actual:	January. This was a successful endeavour and will give the contractor, WCC & WWL vital information about the state of assets. A Utility Management Plan has been drafted and is with Network Utility Operators to review and provide feedback. The council decision not to include the project in the LTP amendment process has given more certainty and means the team can push on finalising the design elements and start the procurement and commercial aspects. Engagement with stakeholders has started up again and a full design release to the public is planned for Feb 2025.	
Harbour Quays Interim Project ▪ May 2024 - Dec 2026 ▪ 2 Develop	R	R	A	A	WOPC FY24-25	Budget: \$10,137 K Forecast: \$10,014 K (-1.2% var) : \$0,149 K (1.5% spent) Actual: \$1,140 K Budget: \$0,828 K (-27.4% var) Forecast: \$0,149 K (13.1% spent) : Actual:	Amber due to some considerations from the LTP amendment. Actively managing the impact on the schedule and consultation and on track to meet critical deadline of Regulatory Processes Committee 28 August to approve traffic resolution. Consultant onboard and progressing with options assessment, modelling, and concept designs. Concept design expected to land late Feb, with business case finalised late March.
Housing Upgrade Programme 2 (HUP2) ▪ Nov 2022 - Feb 2036 ▪ 2 Develop	G	G	G	G	WOPC FY24-25	Budget: \$441,373 K Forecast: \$434,848 (-1.5% var) : K (2.6% spent) Actual: \$11,686 K Budget: \$35,800 K (-56.3% var) Forecast: \$15,653 K (15.8% spent) : \$3,010 K Actual:	Programme Business Case processes are nearing completion, with all programme options now fully defined and the final review underway. Activities to reset the overall programme structure are also in progress, preparing for the shift in delivery following the anticipated endorsement of the business case. Granville demolition: Soft demolition processes are currently underway. The hard demolition contract is targeted for award in March 2025, with full demolition scheduled for completion by December 2025. Vacant Standalones project: Phase 1 has been successfully completed, with upgrades to the first three houses finalised. Phase 2 commenced on 6 January 2025 and aims to upgrade a further 16 properties by July 2025.

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q1	Q2					
		OCT	NOV	DEC			
Organics Processing ▪ Nov 2022 - Aug 2028 ▪ 3 Plan	A	A	A	A	WOPC	Budget: \$20,349 K Forecast: \$20,349 K (0.0% var) : \$0,050 K (0.2% spent) Actual: \$0,383 K FY24-25 Budget: \$0,383 K (0.0% var) Forecast: \$0,050 K (13.0% spent) : Actual:	As per LTP amendment, work has commenced to explore a local organics processing option on WCC land alongside a regional option. This will be presented to Council in May 2025. There are scheduled delays owing to the LTP amendment and the final budget will be approved once the LTP amendment has been finalised.
Redesigning Rubbish and Recycling Collections ▪ Nov 2022 - May 2028 ▪ 3 Plan	G	A	A	A	WOPC	Budget: \$13,502 K Forecast: \$13,502 K (0.0% var) : \$0,000 K (0.0% spent) Actual: \$0,000 K FY24-25 Budget: \$0,000 K (0.0% var) Forecast: \$0,000 K (0.0% spent) : Actual:	Overall status is Amber reflecting the LTP Amendment decision. ▪ Collections is behind schedule due to the LTP amendment, and dependency on Organics Processing. ▪ A level of service, and associated budget decision will be made mid-2025 as part of the LTP decision.
Residual Waste - Southern Landfill - SLEPO ▪ Nov 2022 - Jun 2027 ▪ 3 Plan	A	A	A	A	WOPC	Budget: \$38,624 K Forecast: \$44,858 K (16.1% var) : \$7,102 K (18.4% spent) Actual: \$12,046 K FY24-25 Budget: \$8,670 K Forecast: \$1,114 K (-28.0% var) : Actual:	All Enabling Works are on track. The project will prepare 'Package 6' to allow works to continue in January while the project transitions to the main physical works state. The project is currently in the 'Early Contractor Involvement' phase and repricing various works based on scope, risk and opportunity discussions. Repricing will be completed by end of January 2025 along with the draft contract and baseline programme. The project remains on track for Cell 1 to receive general waste by 14 June 2026.

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE
	Q1	Q2				
		OCT	NOV	DEC		
Sludge Minimisation Facility ▪ Feb 2023 - Nov 2026 ▪ 4 Deliver	A	A	A	A	WOPC FY24-25 Budget: \$428,600 K Forecast: \$425,301 K (-0.8% var) Actual: \$163,146 K (38.1% spent) Budget: \$133,013 K Forecast: \$153,429 K (15.3% var) Actual: \$45,395 K (34.1% spent)	Project remains at AMBER as construction and design work progresses; Mitigation planning for temporary sludge disposal options post June 2026 is progressing well. Construction: activity onsite continues to be impacted by high winds and heavy rain. Despite this the targets of having started structural steel erection and commencing leak testing of the digesters prior to the Christmas period were both achieved. Deliveries of mechanical equipment packages into site storage has also started well; The 69-day extension of time for steel related issues was formally submitted by the Joint Venture on 18 November. WCC have provided their response to the Engineer to Contract, whose decision is pending. Operational Readiness: A series of workshops with the potential SMF operator and WCC/WWL for operator procurement occurred across this reporting period, and the process will now move into contractual and pricing negotiations.
Te Matapihi Client-Side Programme ▪ Feb 2023 - Jun 2026 ▪ 4 Deliver	G	G	G	G	WOPC FY24-25 Budget: \$9,185 K Forecast: \$9,152 K (-0.4% var) Actual: \$3,899 K (42.4% spent) Budget: \$2,183 K Forecast: \$2,183 K (0.0% var) Actual: \$0,771 K (35.3% spent)	GREEN: Te Matapihi Client-side programme is tracking to time, cost, and scope. In support of Te Matapihi's foremost principle "Engage Fully with Mana Whenua", a strategy for Mātauranga Māori and Kawa & Tikanga has been developed and approved, implementation of which commences in early 2025. A Wayfinding Strategy has been produced, the final designs for which will be completed by April 2025. Brand engagement workshops (internal and external) are complete; an initial Strategy has been produced; concept development scheduled for completion by May-2025. A Digital Windows work package exists to ensure the Visitor Experience vision is effectively supported via content displayed across a range of screens within Te Matapihi; a framework of proposed screens and locations has been submitted, pending input from construction-side. Programming of the unique collections, creativity and expertise housed at Te Matapihi is being developed, enabled by a range of stakeholder workshops. Client-side's Arts Advisor is working with Mana Whenua and the construction-side team to plan and

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE
	Q1	Q2				
		OCT	NOV	DEC		
						implement rawa (artwork and installations) which will feature prominently within Te Matapihi. Service design and funding levels have been confirmed for Te Matapihi’s Creative Space and Identity Centre, implementation of which commences in early 2025. FY24-25 project budget has been assigned, with spend tracking as planned; assigned of FY25-26 project budget has commenced.
Te Matapihi ki te Ao Nui ▪ Feb 2023 - Jun 2026 ▪ 4 Deliver	G	G	G	G	WOPC FY24-25	Budget: \$217,597 K Forecast: \$217,597 K (0.0% var) : \$151,220 K (69.5% spent) Actual: \$85,237 K Budget: \$85,237 K Forecast: \$41,602 K (0.0% var) : (48.8% spent) Actual: spent GREEN - project programme and budget on track. A significant amount of construction works now complete. HV room waterproofing paint and roof membrane are in place and roof slab is poured. Building has been released onto its base isolators; grand release celebrated mid-December 2024. Structural steel CBF frames are now largely complete with brace pins installed and final welding progressing. Secondary steel work is underway within lift cores and entries. External carpentry for facade works is continuing on the south elevation and plant room. Installations over last period include facade panels on the Level 3 & 4 extension and Civic Room, Harris St facade glazing, north and central skylights and south facade windows. Escalators have been re-installed. Landscaping works have commenced in the north east corner with major pours complete. Internal fit out works are progressing well on ground, mezzanine, Level 1 and 2 with preparation works initiated for the basement. Rawa samples for 2 of the 4 artworks

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)			OVERALL PROGRESS UPDATE	
	Q1	Q2							
		OCT	NOV	DEC					
									produced. Mezzanine piece instructed and lighting strategy TBC. Rawa costs are tracking on budget based on pricing received to date. FF&E categories 1-3 reviewed fortnightly and resulting Construction Instructions issued. FFE budget to be shared with Board in Feb. All relocation moves identified and shared with relevant teams responsible.
Te Ngākau Programme ▪ Jan 2023 - Jun 2027 ▪ 2 Develop	G	G	G	G	WOPC FY24-25	Budget: \$7,140 K Forecast: \$7,395 K (3.6% var) : \$1,754 K (24.6% spent) Actual: \$2,945 K Budget: \$2,945 K Forecast: \$0,522 K (0.0% var) : (17.7% spent) Actual:			All assessments of assets, scope, benefits definition and assurance processes are on track. The programme remains on schedule. The process to refine and finalise the Development Plan is progressing. Civic Basement Detailed Design package is with main contractor. Developed Design landscape plans and planting strategy are being reviewed by the project team. Negotiations underway with developer regarding CAB/MOB Development. MOB demo programme is on target and window removal is progressing. CAB demolition is complete.

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE
	Q1	Q2				
		OCT	NOV	DEC		
Thorndon Quay Upgrades ▪ Mar 2024 - Mar 2026 ▪ 4 Deliver	G	G	G	G	WOPC FY24-25 Budget: \$64,304 K Forecast \$64,198 K (-0.2% var) : \$38,162 K (59.3% spent) Actual: \$32,005 K Budget: \$33,995 K Forecast \$9,125 K (6.2% var) : (28.5% spent) Actual:	The project is tracking on programme and its overall budget. In FY24-25 the project has accelerated some works through night shifts to avoid further disruption to businesses from construction delays. Project is holding risk contingency for weather delays with the risk increasing due to asphalt paving works. Supporting and addressing stakeholder queries may cause further delays but are currently managed at both the Project and ELT levels.
Town Hall Redevelopment Project ▪ Mar 2017 - May 2027 ▪ 4 Deliver	G	G	G	G	WOPC FY24-25 Budget: \$329,100 K (0.0% var) Forecast \$329,100 K (61.4% spent) Actual: \$201,997 K Budget: \$57,800 K (4.2% var) Forecast \$60,206 K (54.5% spent) Actual: \$31,526 K spent	Green. The project is on track and projected to finish early. Activity has included: <ul style="list-style-type: none">▪ North facade is complete and East face well underway.▪ Main entrance ramp on MFC lane is rough formed.▪ South colonnade stairs are poured, and the SW auditorium site access gap now enclosed.▪ West Hall foundations base slab and piles poured.▪ Roof was watertight by Christmas with minor finishing underway.▪ Building approaches its full seismic resilience state, with most foundation isolators and fabric bracing in place.▪ Placement of internal floor-wall connection dowels almost complete with seismic event evacuation levels reduced accordingly.▪ New basement shell almost complete and water-tight.▪ Auditorium concrete floor poured.▪ Choir stall structure progressed.▪ Main structural steel for the E1 lift complete.

Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)	OVERALL PROGRESS UPDATE
	Q1	Q2				
		OCT	NOV	DEC		
						<ul style="list-style-type: none">• Planning and pricing of heritage finishes in the auditorium areas is unresolved due to water damage, resulting from inadequate construction phase weather protection, but drying is underway.• Debating chamber internal fitout is underway• VUW tenancy areas commenced internal fitout.• First acoustic isolation floor slab poured in Lloyd Morrison Theatre and steel structure placed ready for installation.• First fix services continue in the eastern areas and bathrooms.• Detailed discussions ongoing for organ reinstatement.• Asbestos found in the curved auditorium walls removed.• MOB demolition underway
Waikoukou (Future Accommodation Project) ▪ Jun 2024 - Feb 2029 ▪ 3 Plan	A	A	A	A	WOPC FY24-25 Budget: \$44,737 K Forecast: \$51,381 K (14.9% var) : \$1,920 K (4.3% spent) Actual: \$41,399 K Budget: \$10,184 K (-75.4% var) Forecast: \$1,425 K (3.4% spent) : Actual:	<p>The project is running to the current programme timeline. There is a push to improve the design and construction timeframes.</p> <p>Fitout design processes continue with design scheduled for completion in April 2025. In mid-December 2024 the first building consent application for the tower floors was lodged, remaining packages will progressively be lodged. Fitout construction activities are scheduled to commence in March.</p> <p>Capital expenditure cost forecasts remain within budget and are being closely managed. Operating cost forecasts continue to exceed the budget, strategies to mitigate are being worked through to resolve the anticipated overspend.</p> <p>First relocations took place in December 2024, which saw the exit of L7, 9, and 10 of Kai Upoko. Planning for the move to occupy 68JQ later in 2025 is in full development.</p> <p>Programme remains under substantial pressure to hit target completion milestones.</p>

Appendix 3: Wellington Water Project metrics and Operations report

Project metrics - Q2 information yet to be received

Wellington Water Operations Report

Q2 information yet to be received

Appendix 4: Sustainable Development Goals

We have aligned the UN Sustainable Development Goals (SDGs) with our community outcomes in the 2023-34 LTP (see graphic).

Over the next three years we will work towards embedding the SDGs to help monitor progress towards achieving our vision: *Pōneke, the creative capital where nature and people thrive*.

As a first step to embed the goals, we are working to align them with the suite of new Outcome and Impact indicators. This work will pick up opportunities where existing data aligns to specific SDGs and identify where new data, which is being developed in support of initiatives, can also be aligned. Reporting for this will occur in the 2024-25 Annual Report.

Community Outcomes

Cultural:

A welcoming, diverse and creative city

UN Sustainable Development Goals



Social:

A city of healthy and thriving whānau and communities



Economic:

An innovative, business friendly city



Urban Form:

A liveable and Accessible, compact city



Environmental:

A city restoring and protecting nature



Appendix 5: Performance and Monitoring Framework

How we report

Purpose

The information in the quarterly report supports governance oversight and service delivery performance monitoring of the current Long-term Plan (LTP).

What we report

The quarterly report provides a year-to-date performance story covering progress against LTP objectives, priorities and strategies.

The report covers both the Strategic (our why) and the Tactical (our what) section of the performance and monitoring framework as shown to the right and includes LTP amendments and Annual Plan variations.

How we report

Generally, we report on an exception basis, however to provide a more fuller picture, we may also include additional performance information.

Performance thresholds

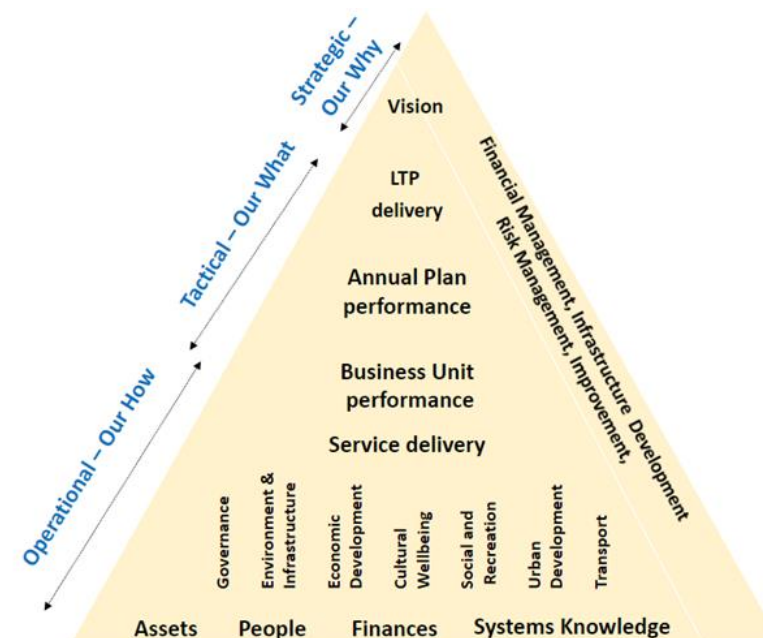
Performance is reported against a series of thresholds representing distance from the level of service target for each KPI. The 2024 LTP, performance thresholds have been set as –

Met target		0-2.49% from target
Substantially Met	At risk of not meeting target	2.50- 4.99% from target
Not met target		≥ 5% from target

Risks are reported using the Council's Risk and Assurance framework.

Where we get our data

The Information in this report is sourced from the Council's business units including Finance, Risk and Assurance, the Project Management Office and CCOs.

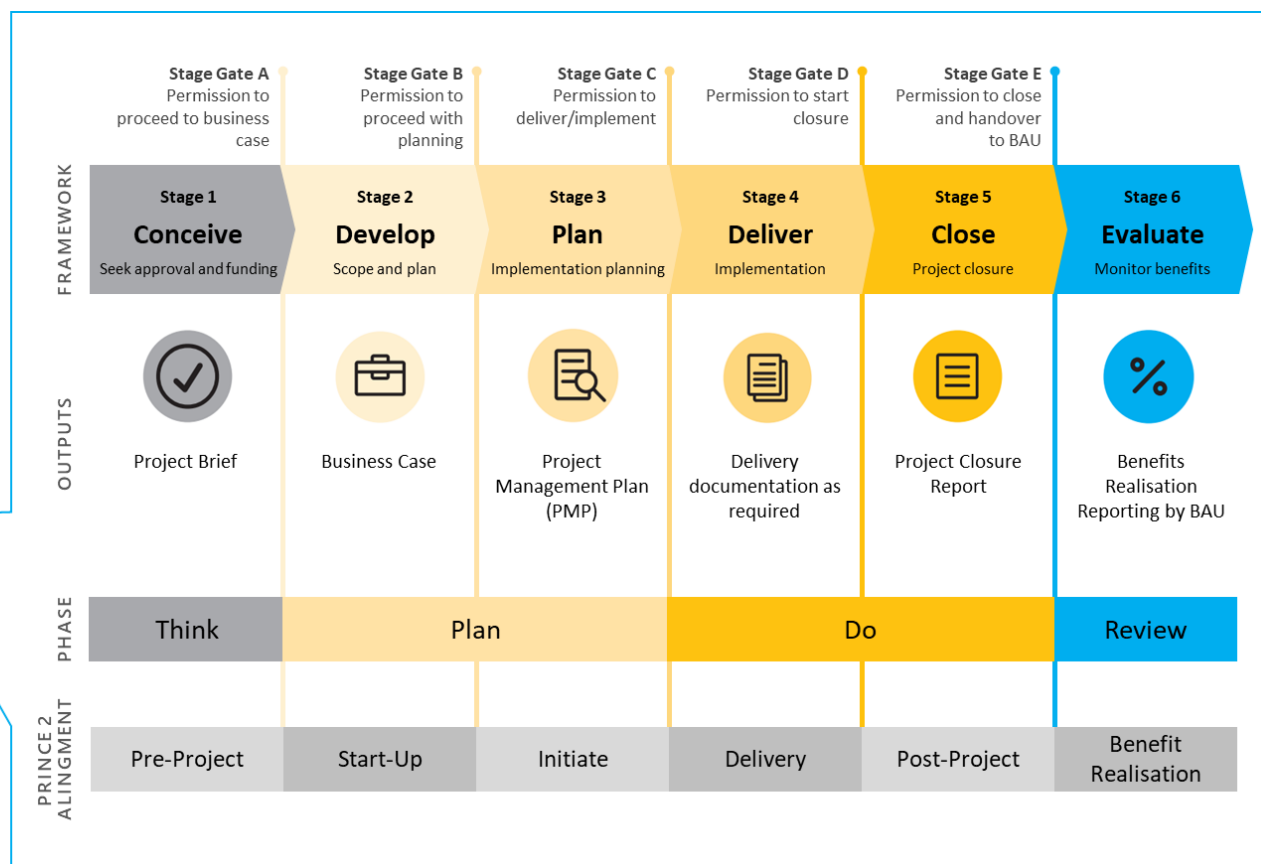
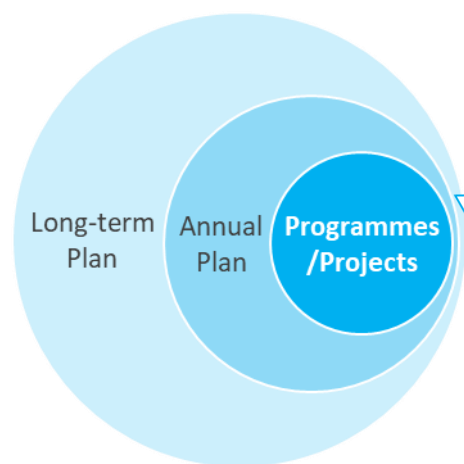


Performance and Monitoring framework

Appendix 6: Project Management Office Operating Framework

Investment Delivery Framework

WCC's Investment Delivery Framework (IDF) represents the full life-cycle of a project at Council from the time an idea is first conceived, to after the project has ended and its benefits are realised.



Project Classification

- WCC use an internal classification approach to identify the level of oversight that is appropriate for each project.

Different (scalable) project toolsets are defined based on classification level.

This ensures that the appropriate level of documentation, management and governance is applied to each project or programme.

By answering a set of questions on

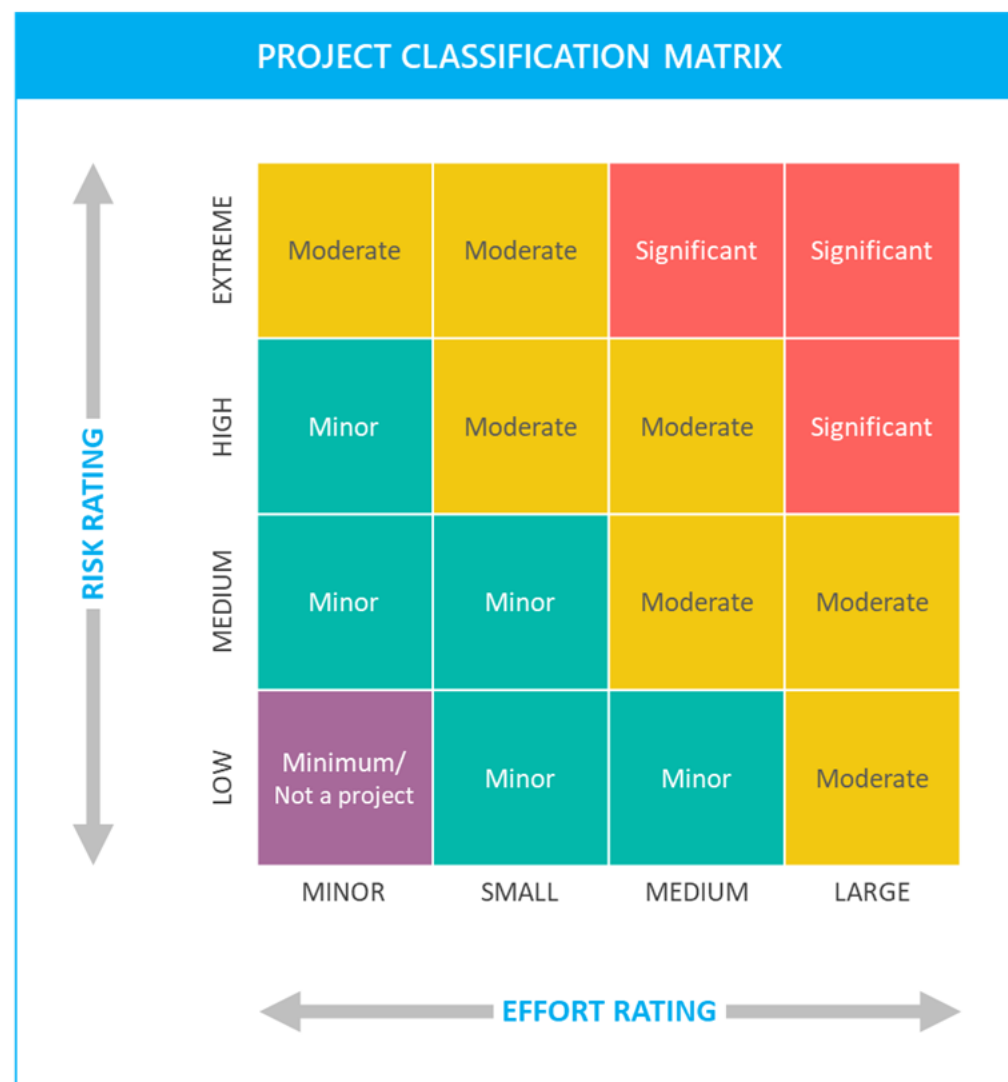
- › Delivery duration
- › Urgency
- › Delivery complexity
- › Breadth of impact
- › Political sensitivity
- › Workload placed on WCC staff to deliver

risk and **effort** profiles can be derived for the project, and the appropriate level of IDF application can be recommended.

- The classifications for Council are:

- Minimum /Not a project
- Minor
- Moderate
- Significant

- The scope of the Quarterly Report covers Council projects categorised as **Significant**.



Overall Delivery Confidence RAG

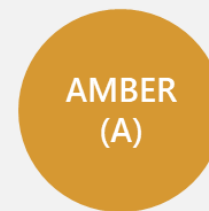
The Programme/Project Overall Delivery Confidence RAG represents the WCC's view of a project's ability to deliver against its defined programme/project parameters

Programme/project Parameters



Red (R)

Successful delivery of the project against its project parameters appears to be unachievable. There are major issues with schedule, budget, resources, quality and/or benefits delivery, which at this stage do not appear to be resolvable. The project may need re-scoping and/or its overall viability reassessed.



Amber (A)

Successful delivery of the project against its project parameters appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun or loss/delay of benefits.



Green (G)

Successful delivery of the project against its project parameters appears on track as planned, and there are no major outstanding issues or risks that appear to threaten delivery.

