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**ORDINARY MEETING**

**OF**

**STRATEGY AND POLICY COMMITTEE**

**AGENDA**

**Time:** 9:30 am  
**Date:** Wednesday, 11 December 2019  
**Venue:** Ngake (16.09)  
Level 16, Tahiwī  
113 The Terrace  
Wellington

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**MEMBERSHIP**

Mayor Foster  
Councillor Calvert (Deputy Chair)  
Councillor Condie  
Councillor Day (Chair)  
Councillor Fitzsimons  
Councillor Foon  
Councillor Free  
Councillor Matthews  
Councillor O'Neill  
Councillor Pannett  
Councillor Paul  
Councillor Rush  
Councillor Sparrow  
Councillor Woolf  
Councillor Young

**NON-VOTING MEMBERS**

Te Rūnanga o Toa Rangatira Incorporated  
Port Nicholson Block Settlement Trust

**Have your say!**

*You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-803-8334, emailing [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz) or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about.*

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## **AREA OF FOCUS**

The role of the Strategy and Policy Committee is to set the broad vision and direction of the city, determine specific outcomes that need to be met to deliver on that vision, and set in place the strategies and policies, bylaws and regulations, and work programmes to achieve those goals.

In determining and shaping the strategies, policies, regulations, and work programme of the Council, the Committee takes a holistic approach to ensure there is strong alignment between the objectives and work programmes of the seven strategic areas covered in the Long-Term Plan (Governance, Environment, Economic Development, Cultural Wellbeing, Social and Recreation, Urban Development and Transport) with particular focus on the priority areas of Council.

The Strategy and Policy Committee works closely with the Long-term and Annual Plan Committee to achieve its objective.

To read the full delegations of this Committee, please visit [wellington.govt.nz/meetings](http://wellington.govt.nz/meetings).

**Quorum:** 8 members

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## 1. Meeting Conduct

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### 1.1 Karakia

The Chairperson will open the meeting with a karakia.

<b>Whakataka te hau ki te uru,</b>	Cease oh winds of the west
<b>Whakataka te hau ki te tonga.</b>	and of the south
<b>Kia mākinakina ki uta,</b>	Let the bracing breezes flow,
<b>Kia mātaratara ki tai.</b>	over the land and the sea.
<b>E hī ake ana te atākura.</b>	Let the red-tipped dawn come
<b>He tio, he huka, he hauhū.</b>	with a sharpened edge, a touch of frost,
<b>Tihei Mauri Ora!</b>	a promise of a glorious day

At the appropriate time, the following karakia will be read to close the meeting.

<b>Unuhia, unuhia, unuhia ki te uru tapu nui</b>	Draw on, draw on
<b>Kia wātea, kia māmā, te ngākau, te tinana,</b>	Draw on the supreme sacredness
<b>te wairua</b>	To clear, to free the heart, the body
<b>I te ara takatū</b>	and the spirit of mankind
<b>Koia rā e Rongo, whakairia ake ki runga</b>	Oh Rongo, above (symbol of peace)
<b>Kia wātea, kia wātea</b>	Let this all be done in unity
<b>Āe rā, kua wātea!</b>	

### 1.2 Apologies

The Chairperson invites notice from members of apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

### 1.3 Conflict of Interest Declarations

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

### 1.4 Confirmation of Minutes

### 1.5 Items not on the Agenda

The Chairperson will give notice of items not on the agenda as follows.

***Matters Requiring Urgent Attention as Determined by Resolution of the Strategy and Policy Committee.***

The Chairperson shall state to the meeting:

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

The item may be allowed onto the agenda by resolution of the Strategy and Policy Committee.

***Minor Matters relating to the General Business of the Strategy and Policy Committee.***

The Chairperson shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Strategy and Policy Committee for further discussion.

**1.6 Public Participation**

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 3.23.3 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

Requests for public participation can be sent by email to [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz), by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 803 8334, giving the requester's name, phone number and the issue to be raised.

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## 2. Petitions

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### E-PETITION: BUILD AN EXERCISE PARK IN WELLINGTON

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#### Summary

**Primary Petitioner:** Leander Schubert

**Total Signatures:** 134

**Presented by:** Leander Schubert

#### Recommendation

That the Strategy and Policy Committee:

1. Receive the information.

#### Background

1. Wellington City Council operates a system of ePetitions whereby people can conveniently and electronically petition the Council on matters related to Council business.
2. Leander Schubert opened an e-petition on the Wellington City Council website on 26 September 2019.
3. The e-petition details are as follows:  
*To show support for the council to build an exercise park or callisthenics park near central Wellington to encourage healthy living*
4. The background information provided for the e-petition was:  
*Exercise parks are parks which are fitted out with equipment like pull-up bars, parallel bars and dynamic machines to allow people to exercise free of charge while receiving the benefits of being outside.*
  1. *In countries like Australia, these parks/areas are common and well used.*
  2. *As the capital Wellington should be on the forefront of such activities.*
  3. *This will promote exercise and healthy living and can serve as a community interaction area.*
5. The petitioner also provided some relevant links which may be accessed from <https://wellington.govt.nz/have-your-say/epetitions/petitions/closed/2019-09-to-build-one-exercise-park-in-wellington>
6. The e-petition closed on 26 October 2019 with 134 authenticated signatures. The list of authenticated signatures is presented as **Attachment 1**.

## Officers' response

7. Council's Long-term Plan does not include funding for the development of a purpose built exercise park within the City, however, design and provision of furniture and equipment that can be used for informal exercise including callisthenics, parkour and other forms of outdoor exercise is something that is considered in significant open space or community development projects.

It is noted that Council provides a network of community parks and play spaces across the City that are frequently used for informal exercise and this is something that is supported and encouraged in Council's Play Spaces Policy.

Officers are happy to meet with Leander Schubert to discuss how the aspirations of this community can be met through planned open space or community development projects.

## Attachments

Attachment 1. Authenticated signatures [↓](#) 

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Author	Sarah Murray, Customer and Community Partnerships Manager
Authoriser	Paul Andrews, Manager Parks, Sport and Recreation Barbara McKerrow, Chief Operating Officer

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## **SUPPORTING INFORMATION**

### **Engagement and Consultation**

Not applicable at this stage.

### **Treaty of Waitangi considerations**

Not applicable at this stage.

### **Financial implications**

Not applicable at this stage.

### **Policy and legislative implications**

Not applicable at this stage.

### **Risks / legal**

Not applicable at this stage.

### **Climate Change impact and considerations**

Not applicable at this stage.

### **Communications Plan**

Not applicable at this stage.

### **Health and Safety Impact considered**

Not applicable at this stage.

## to build one EXERCISE PARK in Wellington!!

134 authenticated signatures as at 26 October 2019

Name	Suburb	City
Leander Schubert	Miramar	Wellington
Ben McConnell	Te aro	Wellington
Alex Guerin	Thorndon	Wellington
Rachel McConnell	Kelburn	Wellington
Finn Pethers-Boak	TeAro	Wellington
Sam Knobben	Brooklyn	Wellington
Brendan Courtney	Mt cook	Wellington
Connor Thomas	North Dunedin	Dunedin
Dhairya Thakkar	Strathmore	Wellington
Benjamin Marsh	Newtown	Wellington
Luna Arango	Te Aro	Wellington
Jericho Borja	Wainuiomata	Lower hutt
Jeffrey Wang	Mount Cook	Wellington
Edward Gilbertson	Miramar	Wellington
Josh Mallett	Eastbourne	Wellington
Rose Coffey	Te Aro	Wellington
Dino Bohinc	Newtown	Wellington
Stefan Schulze	Witherlea	Blenheim

<b>Name</b>	<b>Suburb</b>	<b>City</b>
Laurent Pang	Karori	Wellington
Cyrus Frear	Paraparaumu	Wellington
Olly Schwarz	Hataitai	Wellington
Jasmine McKay	Wellington	Wellington
Kirill Volkov	Mt Cook	Wellington
Fahri Agam	Wellington	Wellington
Cameron Stevens	Tawa	Wellington
Brittany Chapman	Mt Cook	Wellington
Anna Schubert	Miramar	Wellington
Georgia Lester	Te aro	Wellington
Markus Gustavsson	Northland	Wellington
Johnny Chan	Wellington	Wellington
Mathew Boyles	Hataitai	Wellington
Hilary Derrick	Mount Cook	Wellington
Jeff Pelaco	Moera	Wellington
Jirah Pelaco	Moera	Lower Hutt
Robel Ghirmay	Maupuia	Wellington
Kahurangi Wawatai-lynch	Naenae	Lower hutt
Olivia Schultz	Brooklyn	Wellington
Brett Wood	Aro Valley	Wellington

<b>Name</b>	<b>Suburb</b>	<b>City</b>
Nicolas Boisset	Aro Valley	Wellington
Karen Win	Aro Valley	Wellington
Luis Torino	Maungaraki	Lower Hutt
Katelyn Reed	Southgate	Wellington
Yasmine El orfi	Hataitai	Wellington
Gaia Smith	Wellington	Wellington
Kenneth San Jose	Lowerhutt	Wellington
Regan Vega	Karori	Wellington
Michael Young	Te Aro	Wellington
Tanya K	Te aro	Wellington
Shamus Morrison	Ngaio	Wellington
Martha Savage	Wellington	Wellington
Kadri Uljas	Newtown	Wellington
Esme Winter	Lower Hutt	Wellington
Carla Ward	Belmont	Lower hutt
Brian Bannister	Seatoun	Wellington
Julia Flick	Lyall Bay	Wellington
James Warren	Te Aro	Wellington
Jack Blakemore	Kelburn	Wellington
Liis Ojaste	Wadestown	Wellington

<b>Name</b>	<b>Suburb</b>	<b>City</b>
robert paulin	Southgate	Wellington
Stuart MacKay	Wadestown	Wellington
Caroline Grimstone	Strathmore Park	Wellington
Shannon Lenihan	Tawa	Wellington
Amanda Barber	Newtown	Wellington
Julie Cook	Wellington	Wellington
Kalid Bibby	Te Aro	Wellington
Issy Carter	Northland	Wellington
Mason Yi	Churton Park	Wellington
Yiwen Seow	Lower Hutt	Lower Hutt
Devo Staples	Brooklyn	Wellington
Marisa Schubert	Miramar	Wellington
Alissa Gutnikova	Mount Victoria	Wellington
Laureen Kelly	Newlands	Wellington
Lucy Price	Hataitai	Wellington
Pete Wellington	Strathmore Park	Wellington
Saskia Campbell	Wellington	Wellington
Euan Watt	Thorndon	Wellington
Gray Renwick	Te Aro	Wellington
Vincent Gabriel	Stokea Valley	Wellington

Name	Suburb	City
James Collins	Wellington	Wellington
Ethan Bishop	Upper hutt	Wellington
Sam High	Wellington	Wellington
Emma Martin	Te Aro	Wellington
Levi Jackson	Te Aro	Wellington
Benjamin Le Prince	hataitai	wellington
Alexia McEwen	Vogeltown	Wellington
Kurtis Papple	Wellington	Wellington
Lucy Auberson	Kilbirnie	Wellington
Carlotta Barker	Te Aro	Wellington
Gwenn Rivoallan-Jones	Wadestown	Wellington
Stephen Molineux	Brooklyn	Wellington
Natalie Walker	Te Aro	Wellington
Phyo Thu	Mount Cook	Wellington
James Hill	Wellington	Wellington
Max Shallcrass	mt cook	Wellington
Alex Townsend	Te aro	Wellington
Jill Donaghy	Raumati South	Wellington
Jacob Borchers	Wellington	Wellington
Fionnbharr Sherry	Lyall bay	Wellington

<b>Name</b>	<b>Suburb</b>	<b>City</b>
Taariq Boomgaard	Lower Hutt	Wellington
Joshua Gray	Thorndon	Wellington
Harry Stewart	Khandallah	Wellington
joanne purcell	Wilton	Wellington
Jessica AllisonBatt	Khandallah	Wellington
Ezra Mae Mahusay	Mt Cook	Wellington
Peter Duckworth	Tawa	Wellington
Sanny Justo	Karori	Wellington
Greg Hutson	Taita	Wellington
Hannah Collis	wellington	wellington
Iain Anderson	Mt Vic	Wellington
Jolene Emanuel	Lower road	Wellington
Tamara Albert	Karori	Wellington
Antonio Tovia	Aro Valley	Wellington
Emily Dunstan	Newlanda	Wellington
Tayla Lane	Riverstone Terraces	Upper Hutt
Conor Doherty-Craig	Wellington	Wellington
Hope Houlton	Aro Valley	Wellington
Ella Childs	Miramar	Wellington
Natalya Maynard	Paraparaumu	Wellington

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<b>Name</b>	<b>Suburb</b>	<b>City</b>
Elizabeth Dewes	Newlands	Wellington
Dominic Barnao	Newlands	Wellington
olivia wilson	aro valley	wellington
Elizabeth Fraser	Newtown	Wellington
Sarah Cameron	Te Aro	Wellington
Lauren Barnfather	Te Aro	Wellington
George Scott	Khandallah	wellington
Laura Ginty	Kapiti	Wellington
Alex von Lanthen	Miramar	Wellington
Floyd Morgan	Wellington	Wellington
David Mackenzie	Newtown	Wellington
Ben Robertson	Kelburn	Wellington
Boston Flanagan-Connors	Kelburn	Wellington
Laura Rowberry	Newtown	Wellington
Emma Westbrooke	Mt victoria	Wellington
Darcy Taylor	Brooklyn	Wellington

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### **3. Monitoring**

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## **QUARTER 1 REPORT 2019/20**

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### **Purpose**

1. This report asks the Strategy and Policy Committee to receive and note the Quarter One (Q1) report for the 2019/20 financial year.
2. The report is for the period 1 July 2019 to 30 September 2019.

### **Summary**

3. This is the second year of the new performance framework. The result highlights that Council is making good progress on delivering on its key performance indicators (KPIs) set through its 10-Year Plan, and is also making progress on key significant projects.
4. In terms of the budget position, operating costs and revenue are on target, and officers are also forecasting a full year net operating surplus.
5. Year to date capital expenditure is under budget by 24% and the construction market is constrained, meaning tendering processes are taking longer and tender prices are more volatile. Revenue is currently on track, with increased income from Waste Operations and high volumes of consent applications.
6. In terms of KPI results, 79% of KPIs with an available Q1 result were achieved or exceeded. This was 71 out of 90. Five KPIs were not able to be measured this quarter.
7. However, there are challenges. Year to date performance in the three waters area highlights challenges in service delivery and capital projects (pg 19). There are also challenges in the consenting area (pg 31), and library utilisation (pg 30).

### **Recommendation/s**

That the Strategy and Policy Committee:

1. Receive the information.
2. Note the contents of the Quarter One 2019/20 report (Attachment 1).
3. Note the Financial and Performance Measure variances.
4. Agree to capital expenditure carry forwards of \$17.6 million (net) being included in the full year 2019/20 budget from the 2018/19 underspend.
5. Approve the 2019/20 Quarter One report.

### **Background**

#### **Exception reporting**

8. This report continues the emphasis on exception reporting. The aim is to enable Council to have informed and focused discussions on KPI and budget variances that are exceeded or not met for the quarter.

9. The appendices to the report contain the details of all the KPI and budget results for the quarter in Council's seven activity areas. These can be referred to as needed. KPIs that only have an annual result are not included.

### Changes to the report

10. In this quarterly report we have included status updates for some of Council's significant projects. This includes the Convention & Exhibition Centre, key cycleways, the Let's Get Wellington Moving programme and urban development projects.
11. Previously the quarterly report contained the full list of key performance measures in the new KPI framework. This report (Q1) contains only those measures that have an actual result for Q1 as well as providing the previous quarter result.
12. This is the second year of the new performance framework. Therefore, we continue to work with business units to develop the necessary data sets, calculation guidance, collection procedures, the validation and fine-tuning of targets for revised measures. This work is ongoing and includes the KPIs that are measured annually and reported in the Annual Report.

## Discussion

### Quarter one performance

#### KPI performance

13. Items of note in this quarter include:
- *Wellington Water:* On 1 July 2019 Wellington Water transitioned from City Care to a new alliance approach for maintenance work across the region. As with all transitions of this scale there have been some challenges, including a backlog of work left over from City Care. The new approach has also taken some time to get up to speed and the backlog of open jobs since 1 July now exceeds the backlog from City Care. This is reflected in the KPI performance in the quarterly report. More from pg 19 of the report.
    - A backlog of road repair reinstatements (temporary repairs requiring final/finishing are being reported by ratepayers as potholes or other frustrations and being misdirected to Council roading teams. The current gap (number of calls vs ability to respond) seems to have stabilised.
    - WWL have indicated approximately \$600k of additional Opex funding requirement to clear the backlog, we are in conversations about when we can expect to return to KPI levels of service.
  - *Consenting:* Ongoing challenges attracting and retaining skilled staff coupled with the newly established building consent authority under Kainga Ora (formerly Housing NZ) have led to the Building Compliance and Consents team consistently working additional hours to provide good customer service and process consents within the statutory timeframes. This quarter, the team has had a strong focus on retaining our BCA accreditation which was successfully renewed for two more years and improving our recruitment and retention strategy. Building consent fee increases will be required as part of the 2020/21 Annual Plan to respond to these pressures. Further information is on page 31-32 of the report.

- *Libraries:* Following the closure of the Central Library in March 2019, access to the Central Library collection has been limited. This has impacted the overall results against the KPIs for issues and visitors. Visits and issues at the branch libraries have increased by about 18 percent. Ebook issues, website visits, and other digital offerings (such as the new Kanopy and Beamafilm offerings) have all increased significantly as customers look for new ways to access services with the Central Library being closed.
14. The report includes a summary of the status of some of Council's significant projects, including:
- *Let's Get Wellington Moving:* This project is being closely monitored and is rated "yellow" because of the work occurring on finalising the programme and funding. However, the programme is moving ahead. A report on this programme is being considered separately by the committee at this December 11 meeting.
  - *Convention & Exhibition Centre:* This project is also being closely monitored because of the high profile and interest in the centre. It is currently tracking well, with resource consent granted in this quarter.
15. As at end of the quarter (30 September 2019) the Council has achieved (i.e. within 10% of target or exceeded 10% above target) 75% of the 97 non-financial KPIs with available data for the quarter. Any significant variances of greater than or less than 10% off target are explained in Section One: Activity area performance.
16. There were 14 KPIs that had no data available and 24 that were more than 10% below target or not met. The majority of the KPIs that were not met for the quarter were in Environment (three waters) and
17. The full list of KPIs and Q1 results are included in the appendices.

### **Financial performance**

18. Section 2 of the report details financial performance for the period 1 July 2019 to 30 September 2019.

### **Revenue**

19. Year-to-date total revenue is above budget by \$5.1m.
- Revenue from activities is \$3.5m above budget because of higher revenue from contaminated and special waste disposal and high volumes of consenting and compliance work.
  - Development Contributions are \$694k higher than budget due to delays in capital expenditure.

### **Expenses**

20. Year-to-date total expenses are over budget by \$1.8m:
- Personnel expenses are \$0.8m unfavourable due to:
    - PSR \$0.2m training and purchase of health and safety equipment
    - City Planning one-off costs of \$0.1m
    - Finance additional contract resources \$0.1m
    - Executive Leadership team additional role \$0.1m
    - Human Resources staff and Health & Safety expenses \$0.1m
  - General expenses are \$1.3m under budget due to:
    - Contracts, services and materials are \$2.2m favourable
    - Utility costs are \$0.6m favourable which is a timing anomaly

- Administration costs are \$0.5m favourable, largely due to promotion and advertising costs being under plan
- Depreciation and amortisation is \$2.0m under budget due to delays in capitalising assets.

### Net operating surplus forecast

21. The full-year forecast Net Operating Surplus for the year is currently \$2.6m favourable to budget. The main forecast variances are:

- Revenue is \$4m favourable from:
  - Operating Revenue \$2.6m favourable
  - Other revenue \$2.4m favourable
- Expenditure is \$1.4m unfavourable from:
  - Personnel expenses \$1.1m unfavourable
  - General \$2.1m unfavourable
  - Depreciation and amortisation \$1.8m favourable

### Capital expenditure

22. Capital expenditure for the first three months of the financial year is \$36.2m. Key underspends in capital expenditure relate to:

- Three waters projects: water supply \$1m, wastewater \$1m and stormwater \$0.9m
- Libraries programmes delays: \$2.6m
- St James and Town Hall earthquake strengthening: \$1.8m
- Weather delays to transport projects: \$1.9m
- Civic Property under spend, partially offset by overspend in the ICT Infrastructure project underspend: \$1.3m.

23. \$17.6m (net) of the 2018/19 capital expenditure budget underspend has been carried forward into the full year 2019/20 budget. A breakdown of the carry-forward is in Section 2 in the Q1 report.

24. There are also a few cases where a request to formalise a bring-forward of funding from out years will be made in the Quarter 2 report in February. These relate to:

- The Alex Moore Park programme is currently ahead of schedule and the Te Whaea artificial turf requires a re-certification upgrade. Approximate funding to be brought forward would be circa \$3m.
- Transport: To complete planned road sealing and retaining wall works earlier and to mitigate safety issues. Approximate funding to be brought forward would be circa \$4m.

### Compliance with Treasury Policy

- As at 30 September 2019 all of the core policy requirements were achieved.

### Options

N/A

### Next Actions

Monitoring of performance continues and the Quarter two report is due in February 2020.

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**Attachments**

Attachment 1. 2019-20 Quarter One Report [↓](#) 

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Authors	Amy Jackman, Advisor Planning and Reporting Bronwen Green, Senior Advisor, Planning and Reporting Martin Read, Manager Financial Strategy & Treasury
Authoriser	Baz Kaufman, Manager Strategy Stephen McArthur, Director, Strategy and Governance Andy Matthews, Chief Financial Officer

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**SUPPORTING INFORMATION****Engagement and Consultation**

This is a monitoring report and contributes to the transparency and accountability of the Council. It does not require engagement or consultation.

**Treaty of Waitangi considerations**

N/A

**Financial implications**

The report provides financial performance information for the quarter as at 30 September 2019.

**Policy and legislative implications**

N/A

**Risks / legal**

N/A

**Climate Change impact and considerations**

N/A

**Communications Plan**

N/A

**Health and Safety Impact considered**

N/A

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# Quarterly Performance Report

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Quarter One 2019/20 year

(1 July 2019 - 30 September 2019)

## Nau mai | Welcome

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This report provides a summary of Wellington City Council's (the Council) operating performance for the relevant quarter of the 2018/19 financial year.

Quarterly reports reflect the Council's current 10-year plan and annual plan. These documents are published on the Council's website ([www.wcc.govt.nz](http://www.wcc.govt.nz)). Our 10-year Plan has full details on our outcome indicators, performance measures and strategic priorities and supporting key projects

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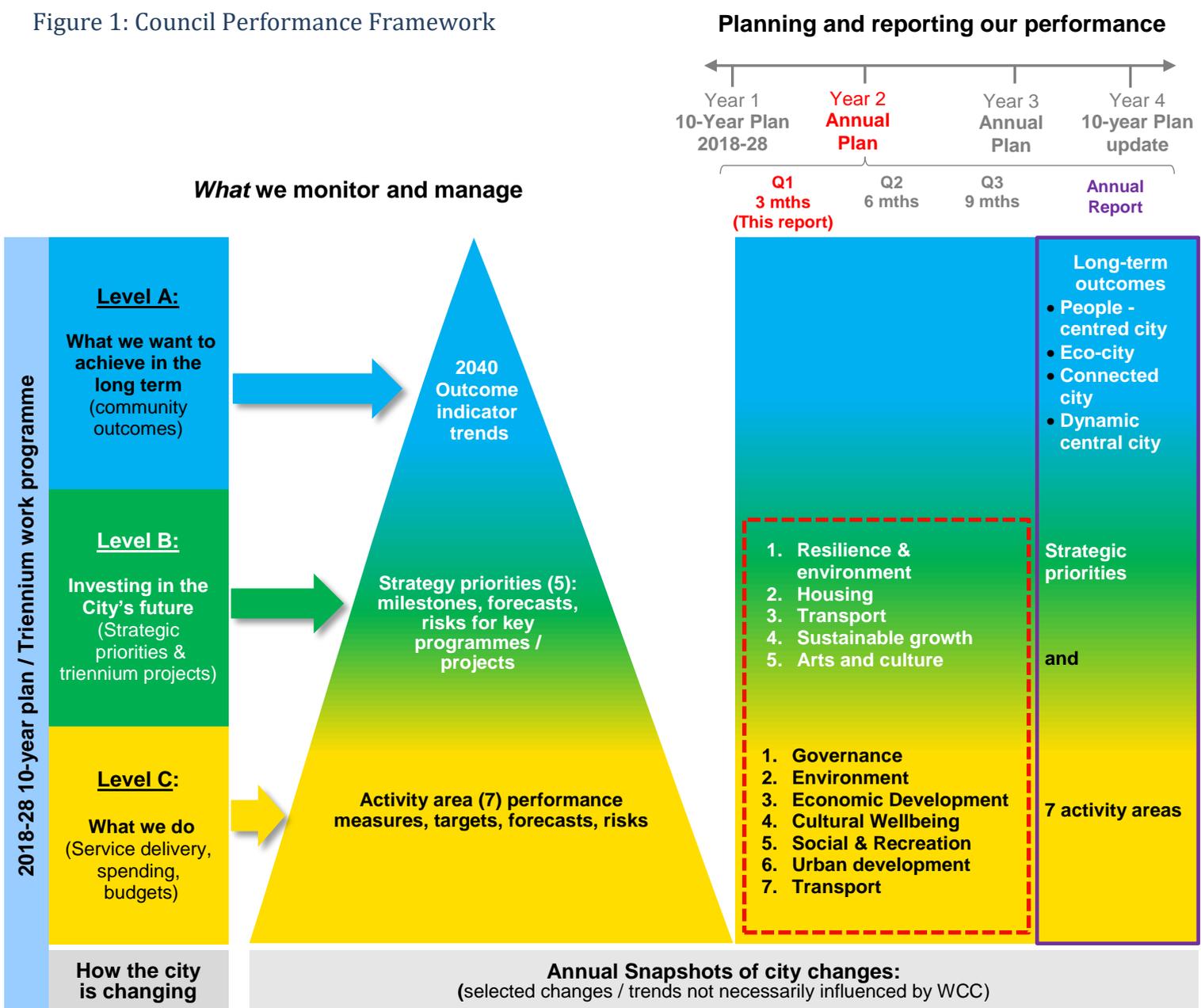
## INTRODUCTION: WHAT WE REPORT

Quarterly reports focus on operating performance, which is level B and C in our Performance Framework (Figure 1 below). The report includes commentary on what we did, status updates on key projects, material changes in performance measures (KPIs) and budgets, forecasts, and any risks that may influence future performance. Forecasts are the expected results for the next quarter. They are an informed view of conditions that may influence future performance or results.

### Exception reporting

Quarterly results are reported by exception and include KPI, achievements and budget performance. As the year progresses we include prior quarter(s) performance for comparison.

Figure 1: Council Performance Framework



## How to read this report

### ***What's being reported?***

This report explains:

- a) progress for the significant projects in Our 10-Year Plan 2018-28.
- b) performance KPI targets and budgets, key achievements, challenges /risks and where possible, next quarter forecasts in each of our seven activity areas
- c) consolidated financial performance
- d) from quarter one 2019/20 - trends on how Wellington is changing.

The aim is to inform three key questions:

- Are we tracking as expected?
- What are we expecting to achieve in the next quarter?
- Are our responses to challenges sufficient to mitigate any undesirable impacts?

### ***What information we include?***

In general the information in the report covers relevant financial and non-financial information relating to operating performance. Activity area KPIs cover quality, timeliness, affordability and utilisation.

### ***Structure of this report***

The summary and snapshots provide an overview of performance for the quarter - drawing on the information in the following sections and appendices

Section one contains details on financial and non-financial performance (by exception) for each of the Council's seven key strategy areas. Section 2 includes consolidated financial performance and performance for the Council as a whole. Appendices contain detailed information on KPI performance and budgets for the quarter.

### ***How we rate status***

To decide what is significant and therefore what to focus on in this report we use the status definitions that are defined in tables at the start of each section. The statuses use colours to clearly identify the projects, budget items or performance measures that need attention.

### ***Reporting by exception***

In general, items with a status of amber or red are reported first (or by exception) in sections 1 and 2. In general, our approach in this report is to focus on over and/or under performance (or by 'exception'). The amber highlight indicates over performance and the red highlight indicates under performance. Using a range for met of +/-10% allows for seasonal changes in performance.

### ***Performance data***

All information is current as at the end of the quarter. A number of KPI results are gathered annually e.g. from an annual residents monitoring survey. All performance measure data for the full financial year is published in the Council's Annual Report.

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# Performance Summary - Quarter 1

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c) Snapshot of financial performance	36

## Summary of key headlines

Below is a summary of significant projects, performance measures and financial information. Details of these areas are in the three snapshots of the year that follow this summary. More details on what we did, spent and how we performed in the quarter can be found in Section 1, Section 2 and the Appendices.

Activity area	a) Projects	b) Performance measures	c) Financial performance
<b>Governance</b>	a) No significant projects this quarter. However, preparations were made for the local body elections. b) All 5 performance measures with an available result were either on track or had exceeded target c) The operating expenditure budget was on track. There was with no capital spending during the quarter		
<b>Environment</b>	a) Work continued on several pipeline and reservoir projects, as well as an extension to the Southern Landfill. See status in snapshot. b) 25 out of the 34 performance measures with an available result were exceeded or met target at the end of the quarter c) The operating expenditure budget was on track and the capital budget was underspent by 30%		
<b>Economic development</b>	a) Work progressed on the Convention & Exhibition Centre project. See status in snapshot. b) 1 performance measure is on track to exceed annual target. c) The operating expenditure was underspent by 16% and capital expenditure budgets was underspent by 66% during the quarter.		
<b>Cultural wellbeing</b>	a) Work progressed on several venues that are being upgraded, including the Town Hall and St James Theatre. See status in snapshot. b) 6 out of the 7 performance measures with an available result were exceeded or met at the end of the quarter. c) The operating budget for the quarter was on track and the capital budget was overspent 8%.		
<b>Social and recreation</b>	a) Work continued on Waitohi, which is due to open in December. See status in snapshot. b) 24 out of the 30 performance measures with an available result were exceeded or met target at the end of the quarter. c) The overall operating budget was on track and the capital budget was underspent by 24%		
<b>Urban development</b>	a) Work continued on several urban development projects, including Planning for Growth, design work for the Convention Centre, and earthquake strengthening of priority buildings and venues. See status in snapshot. b) 5 out of the 7 performance measures with an available result were on track or for the quarter. c) The operating expenditure budget was underspent by 15% for the quarter and capital budget was underspent by 27%		
<b>Transport</b>	a) Work continued on Let's Get Wellington Moving and several cycleway projects. See status in snapshot. b) 5 out of the 6 performance measures were met. c) The operating and capital expenditure budgets were both underspent 19% for the quarter		

**a) Snapshot of significant projects**

This snapshot summarises the progress status of the significant projects supporting our strategic priorities that are *underway* in the quarter. Status indicators are:

Progress status for current phase	Status definition
 Green	Generally on track with no major risks identified
 Yellow	There is a level of uncertainty present that is being monitored by governance
 Amber	Moderate to major risks are being closely monitored by governance
 Red	Major risks are present that require intervention
	Current programme / project phase and progress status colour

The investment in Council programmes or projects is assessed, managed and governed in phases. This ensures that there is a sustained focus on delivering the planned benefits over the life of the project. Significant programmes and projects receive on-going management focus. Investments are classified as 'significant' based on criteria including effort, impact, risk, cost, stakeholder interest and urgency.

Note: A programme generally has multiple projects. The Forecast status is the expected progress status for the next period.

**Significant Projects/Programmes**

**Environment**

Programme, project or work stream (WS)	Project Phases; progress and budget status	Budget (Capital Expenditure: capex FY: Full year)
<b>Southern Landfill extension</b>		
<i>Previous progress status: amber</i>		YTD capex actual: \$100k FY capex budget: \$5.56m FY capex forecast: \$5.56m
	<b>Status Comment:</b> Key iwi, stakeholder and community engagement is underway. Key risks to progress being worked on include stream reclamation under the Proposed Natural Resources Plan, and that landfills are not identified as regionally significant infrastructure.	

**Economic development**

Programme, project or work stream (WS)	Project Phases; progress and budget status	Budget (Capital Expenditure: capex Operational expenditure: opex FY: Full year)
<b>Convention &amp; Exhibition Centre</b>		
<i>Previous progress status: green</i>		YTD capex actual: \$1.76m FY capex budget: \$16.91m FY capex forecast: \$16.91m YTD opex actual: \$397k YTD opex budget: \$296k
	<b>Status Comment:</b> Detailed design is completed and early works on the site has commenced. Tendering for the main construction contract is progressing to confirm pricing with this expected to be confirmed in early December. Crown funding support has, at this point, not been secured.	

**Resilience**

Programme, project or work stream (WS)	Project Phases; progress and budget status	Budget (Capital Expenditure: capex Operational expenditure: opex FY: Full year)
<b>St James Theatre</b>		
Previous progress status: <b>green</b>		YTD capex actual: \$2.82m FY capex budget: \$15.06m FY capex forecast: \$14.20m
<b>Status Comment:</b> The project budget is amber - will likely remain amber until completion of the structural works. Unforeseen risks that could potentially impact contingency are: possible additional seismic separation costs; the cost of contract Works Insurance as we are self-insuring; laneway works, in-ground services information is proving inaccurate; and cladding tests may uncover wall construction issues.		
<b>Town Hall seismic strengthening</b>		
Previous progress status: <b>amber</b>		YTD capex actual: \$2.21m FY capex budget: \$18.44m FY capex forecast: \$13.44m
<b>Status Comment:</b> Construction is underway with site establishment, management plans, heritage strip-out and temporary works designs being worked on. The traffic management plan was installed in Wakefield St and is operating successfully. The status is shown as amber due to MOB occupation and ongoing screw pile testing. Completion is now planned for mid-2023.		
<b>Mt Cook reservoirs and pipelines</b>		
<b>Wallace St pipeline</b> Previous progress status: <b>green</b>		YTD capex actual: \$3.32m FY capex budget: \$8.8m FY capex forecast: \$12.87m
<b>Status Comment:</b> Physical works currently on schedule to be complete in October 2020.		
<b>Omāroro Reservoir</b> Previous progress status: <b>amber</b>		YTD capex actual: \$210k FY capex budget: \$9.16m FY capex forecast: \$2.28m
<b>Status Comment:</b> Two tenderers were selected to progress onto the Second Stage where, through early contractor involvement, a Request For Tender (RFT) will be developed with the two contractors that will then be positioned to respond to the RFT. Tenders are expected in early 2020 and will then need to be evaluated prior to awarding the contract.		
<b>Earthquake Prone Buildings (EPBs)</b>		
Previous progress status: <b>green</b>		Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> Current focus is on identifying potential Priority EPBs and issuing new EPB notices. (legislation requires the EPBs are identified by 1 Jan 2020. More resources are in place to ensure the target is met		

**Transport**

Programme, project or work stream (WS)	Project Phases; progress and budget status	Budget (Capital Expenditure: capex Operational expenditure: opex FY: Full year)
<b>Bus Priority Plan</b>		
Previous progress status: <b>green</b>		Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> The project is on track.		

Programme, project or work stream (WS)	Project Phases; progress and budget status		Budget (Capital Expenditure: capex Operational expenditure: opex FY: Full year)
<b>Let's Get Wellington Moving Programme (3 projects)</b>			
<b>LGWM Programme Summary</b> <i>Previous progress status: green</i>			<b>YTD capex actual: \$0</b> <b>FY capex budget: \$255k</b> <b>FY capex forecast: \$255k</b>  <b>YTD opex actual: \$74k</b> <b>YTD opex budget: \$401k</b>
<b>Status Comment:</b> The next phases include the development of detailed businesses cases for the large components of the programme and development of the early works programme.			
1: Large initiatives development <i>Previous progress status: green</i>			See above for budget
<b>Status comment:</b> Developing large initiatives scopes is underway. Having scopes ready for a rapid transit tender before year end will be challenging.			
2: Movement and place framework <i>Previous progress status: green</i>			See above for budget
<b>Status comment:</b> Framework in is final stages of development.			
3: Early works investigations <i>Previous progress status: green</i>			See above for budget
<b>Status comment:</b> Design of a new MoU, cost sharing (including interim cost sharing) for the early delivery works programme is underway.			
<b>Cycleways programme (5 projects)</b>			
1: The Parade <i>Previous progress status: red</i>			N/A
<b>Status Comment:</b> NZTA will consider co-investing in The Parade once the Newtown and Berhampore cycle facilities are constructed.			
2: Cobham Drive <i>Previous progress status: amber</i>			<b>YTD capex actual: \$897k</b> <b>FY capex budget: \$4.29m</b> <b>FY capex forecast: \$4.29m</b>
<b>Status Comment:</b> An increasing need for coastal protection is becoming increasingly likely with the need to increase the cost scope for the project.			
3: Evans Bay Stage 1 <i>Previous progress status: amber</i>			<b>YTD capex actual: \$709k</b> <b>FY capex budget: \$3.49m</b> <b>FY capex forecast: \$3.49m</b>
<b>Status Comment:</b> It is increasingly likely that additional budget will need to be secured to deliver the next stages of this project.			
4: Evans Bay - Kilbirnie <i>Previous progress status: green</i>			<b>YTD capex actual: \$207k</b> <b>FY capex budget: \$2.00m</b> <b>FY capex forecast: \$2.00m</b>
<b>Status Comment:</b> The majority of this work has now been completed. The final section (Coutts St) is scheduled to begin later this year			
5: Newtown <i>Previous progress status: green</i>			<b>YTD capex actual: \$72k</b> <b>FY capex budget: \$500k</b> <b>FY capex forecast: \$500k</b>
<b>Status Comment:</b> A preferred route and treatment has been identified. Parking Policy work continues including mitigations for parking changes. Consultation is planned for May/June 2020. Construction funding from the NLTF will be sought in the 2020/21 NLTP period.			

## Urban planning and development

Programme, project or work stream (WS)	Project Phases; progress and budget status		Budget (Capital Expenditure: capex Operational expenditure: opex FY: Full year)
<b>Planning for growth (7 projects)</b>			
1. Transport Strategy <i>Previous progress status: green</i>			Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> To be included in draft Spatial Plan in Feb/March 2020.			
2. Upper Stebbings Spatial Plan <i>Previous progress status: amber</i>			Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> On-going land owner discussions continue. Current work is focusing on finalising the masterplan and further work on the remaining structure plan area.			
3. Spatial plan <i>Previous progress status: green</i>			Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> Suburban intensification and resilience investigations underway, including 3 waters capacity. Development of content of Spatial Plan continues.			
4. National Policy Statement - UDC <i>Previous progress status: green</i>			Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> Housing and Business Assessment report being produced for publication.			
5. Central City Spatial vision <i>Previous progress status: green</i>			Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> Consultants appointed to undertake the work, with completion in late 2019.			
6. Inner Residential Development <i>Previous progress status: green</i>			Budget and actual information unavailable at time of publication.
<b>Status Comment:</b> Detailed analysis of work underway, with options for pre-1930s areas.			
7. District Plan Review <i>Previous progress status: green</i>			<b>YTD capex actual:</b> \$30k <b>FY capex budget:</b> \$26k <b>FY capex forecast:</b> \$26k  <b>YTD opex actual:</b> \$103k <b>YTD opex budget:</b> \$84k
<b>Status Comment:</b> Monitoring and evaluation reports being completed for each topic area by September, Landscape engagement, structure and format work underway.			
<b>Johnsonville Community Hub (Waitohi)</b>			
<i>Previous progress status: amber</i>			<b>YTD capex actual:</b> \$1.64m <b>FY capex budget:</b> \$4.75m <b>FY capex forecast:</b> \$4.75m
<b>Status Comment:</b> On track for the Johnsonville Community Hub (Waitohi) to open as planned on 14 December.			

## b) Snapshot of performance measures

Performance Measures				
	Target <b>not met</b> by >10%	Target <b>met</b> - within +/-10% of target	Target <b>exceeded</b> by >10% target	Not measured* this quarter
<b>Total Q1 performance measures (KPIs)</b>	<b>19</b>	<b>51</b>	<b>20</b>	<b>5</b>
<b>1. Governance:</b> 5 KPIs reported Not met and exceeded commentary on pg 14	<b>0</b>	<b>4</b>	<b>1</b>	<b>0</b>
<i>Favourable variance for the quarter related to facilitating decision making (provision of meeting agendas)</i>				
<b>2. Environment:</b> 34 KPIs reported Not met and exceeded commentary on pg 16	<b>9</b>	<b>18</b>	<b>7</b>	<b>5</b>
<i>Most of the favourable and unfavourable variances related to Wellington Water however the data will be revised for new quarter due to concern about inaccuracies.</i>				
<b>3. Economic development:</b> 1 KPIs Not met and exceeded commentary on pg 22	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<i>These KPI results are indicative only as the targets are set annually.</i>				
<b>4. Cultural wellbeing:</b> 7 KPIs Not met and exceeded commentary on pg 24	<b>1</b>	<b>3</b>	<b>3</b>	<b>0</b>
<i>KPIs with favourable and unfavourable variances related to Wellington Museums Trust visitor numbers.</i>				
<b>5. Social and recreation:</b> 30 KPIs Not met and exceeded commentary on pg 26	<b>6</b>	<b>16</b>	<b>8</b>	<b>0</b>
<i>KPIs with favourable and unfavourable variances related to swimming pool, library and community centre utilisation.</i>				
<b>6. Urban development:</b> 7 KPIs reported Not met and exceeded commentary on pg 31	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>
<i>KPIs with unfavourable variances related to timeliness (issuing of building consents and resource consents)</i>				
<b>7. Transport:</b> 6 KPIs reported Not met and exceeded commentary on pg 33	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>
<i>KPIs with unfavourable variances related to utilisation (cable car trips).</i>				
* Note: Not Measured means the KPI data was unavailable at the time of publication. KPIs with available results for the quarter are shown in Appendix 1 (page <b>Error! Bookmark not defined.</b> )				

KPI indicator	Definition
Blue	Target <b>exceeded</b> by >10%
Green	Target met (i.e. actual result <b>is between</b> 10% under and 10% over target)
Red	Target not met: >10% <b>under</b> target
Tan	Not measured this quarter

**c)**

## Snapshot of financial performance

Overall Council Budget		
<b>Total revenue – \$000s</b>		
Q1 Actual: \$130,467	Q1 Budget: \$125,333	Q1 Variance: \$5,134 or 4%
		<b>Full year</b> Forecast: \$549,147 Budget: \$545,070
<b>Operating expenditure – \$000s</b>		
Q1 Actual: \$138,841	Q1 Budget: \$140,918	Q1 Variance: \$1,827 or 1%
		<b>Full year</b> Forecast: \$541,454 Budget: \$540,030
<b>Total surplus / (deficit) – \$000s</b>		
Q1 Actual: (\$8,369)	Q1 Budget: (\$15,627)	Q1 Variance: \$7,259 or 45%
		<b>Full year</b> Forecast: \$7,693 Budget: \$5,040
<i>Income is ahead by 5.1m and depreciation expense is \$2m favourable.</i>		
<b>Capital expenditure – \$000s</b>		
Q1 Actual: \$36,296	Q1 Budget: \$47,850	Q1 Variance: \$11,554 or 24%
		<b>Full year</b> Forecast: \$254,177 Budget: \$259,272
<b>Underspend:</b> <i>The capital expenditure underspend largely relates to three waters projects, reliance work and the libraries programme.</i>		

Financial indicator	Definition
Blue	<b>Favourable</b> variance – this means actual result has exceeded budget by greater than 10% and greater than \$500k (applies to Revenue and Total surplus only)
Green	Target met (i.e. actual result <b>is between</b> 10% under and 10% over target)
Amber	Target not met (i.e. actual result <b>is greater than</b> 10% under /over target <b>OR</b> variance is greater than \$500k off target)
Red	<b>Unfavourable</b> variance – this means target has not been not met by a significant amount (i.e. the actual result is <b>greater than</b> 10% under /over target <b>AND</b> greater than \$500k off target)
	Black line Indicates Q1 financial performance on the scale.

## Section One: Activity area performance

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Whanaketanga ōhanga   Economic development	21
Oranga ahurea   Cultural wellbeing	23
Kaupapa pāpori me ngā mahi a rēhia   Social and recreation	25
Tāone tupu ora   Urban development	29
Waka   Transport	32

This section provides the end of quarter results **by exception** for performance measure and financial budget in each of the Council's activity areas. The results are reported using the following definitions:

Measure indicator	Definition
<b>Blue</b>	Target exceeded (i.e. the actual result is <b>greater than</b> 10% over target)
<b>Green</b>	Target met (i.e. actual result <b>is between</b> 10% under and 10% over target)
<b>Red</b>	Target not met (i.e. the actual result is <b>greater than</b> 10% under target)
<b>Not measured</b>	Not measured this quarter (number of measures)
Financial indicator	Definition
<b>On target</b>	Target met (i.e. actual result <b>is between</b> 10% under and 10% over target) – Not shown in this section as only exceptions are reported.
<b>Underspend, Overspend</b>	Target mostly met (i.e. actual result <b>is greater than</b> 10% under /over target <b>OR</b> variance is greater than \$500k off target)
<b>Underspend, Overspend</b>	Target not met (i.e. the actual result is <b>greater than</b> 10% under /over target <b>AND</b> greater than \$500k off target)

## Pārongo ā-tāone | Governance

**Aim:** *Maintain confidence in decision-making and ensuring that the views of Māori and mana whenua are heard.*

**Key activity groups:** *Governance, information and engagement; Māori and mana whenua partnerships*

### Quarter 1 performance and budget overview

Of the five KPIs with an available result four had met the set targets and one had exceeded its target at the end of the quarter. The KPI that exceeded its target was availability of meeting agendas.

The Governance operating budget was on-track for the quarter. There was no capital expenditure this quarter.

KPIs - performance against target			
Target <b>not met</b> by >10%	Target <b>met</b> - within +/- 10% of target	Target <b>exceeded</b> by >10% target	<b>Not measured</b> this quarter
<b>0</b>	<b>4</b>	<b>1</b>	<b>0</b>
<b>Total measures: 17</b> 3 are required by statute, 9 measured annually			

Financial - Performance against budget			
Net operating expenditure \$000		Capital expenditure \$000	
Actual	Budget	Actual \$0	Budget \$0
\$4,663	\$4,739		
Variance \$76 or 2%	Forecast \$18,851	Variance \$0	YE Forecast \$145
The main underspend of budget relates to temporary.		There was no spending on the Capital budget during the quarter.	

What we did

#### Elections 2019

Preparations continued for the election on October 12, 2019. This included planning an induction and training programme for all elected members, and scheduling the inauguration ceremony, and powhiri at Pipitea marae.

#### Māori and mana whenua partnerships

The highlight of the quarter was Te Wiki o te Reo Māori: we co-hosted the street parade and Te Ngākau Civic Square concert with Te Taura Whiri i te reo Māori. Throughout the week we projected te reo phrases onto iconic buildings in the city - Railway Station, Te Papa and Embassy Theatre. On Friday 13 September iwi gifted the name Paekākā for the area that includes the Cable Car Museum, Space Place, Met Service, and Wellington Botanic Gardens. Two of our brochures and web maps were translated and published in Te Reo Maori. This included Birds of Wellington Gardens Nga Tohutohu Mataki Manu, and Wellington Walks Ara Rehia o Pōneke.

#### Reports

The Chief Executive's Pre-Election report was published ahead of the local body elections in October. The Council also adopted and published its Annual Report 2018/19.

#### Service Centre

The new Arapaki Service Centre was runner-up in this year's ALGIM Ultimate Customer Service Centre award.

#### Detailed quarter performance

The following budget item(s) and performance measure(s) are those with a result for the quarter that is greater than 10 percent of target or within 10 percent of budget. Variances greater than 10 percent can indicate, for example, underutilised resources, insufficient capacity etc. Full details on performance measures are in Appendix 1. Details on capital and operating expenditure are in Appendix 2.

## Financial performance by exception

There were no exceptions to report this quarter.

## Performance measures (KPIs) by exception

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>1.1 Governance, information and engagement</b>						
<i>Facilitating democratic decision making</i>						
Meeting and committee agendas (%) made available to the public at least 4 days prior to meetings	97%	70%	100%	70%	43%	Agendas for Council and committee meetings were made publicly available at least four days prior to the meeting 100% of the time (17 meetings). This reflects the way the Democracy Services team is working proactively with other business units to ensure reports for meetings are prepared on time and published in advance of the legislative deadline.

## Taiao | Environment

**Aim:** *Protect, restore and enhance Wellington's natural environment*

**key activity groups:** *Gardens, beaches and green open spaces; Waste reduction and energy conservation; Water supply; Wastewater; Stormwater; Conservation attractions*

## Quarter 1 performance and budget overview

Of the 34 KPIs with an available result 25 met or exceeded target at the end of the quarter, however a number of these measures (and unfavourable results) reported by Wellington Water are under review and will be updated next quarter.

The other unfavourable KPI variances related to education visitors at Wellington Zoo.

The overall operating budget result for the quarter was on track and the capital budget was underspent by 30%.

KPIs - performance against target			
Target not met by >10%	Target met - within +/- 10% of target	Target exceeded by >10% target	Not measured this quarter
9	18	7	5
<b>Total measures: 59</b> 26 are required by statute, 18 are measured annually.			

Financial - Performance against budget			
Net operating expenditure \$000		Capital expenditure \$000	
Actual \$39,987	Budget 41,233	Actual \$7,708	Budget \$11,030
Variance \$1,247 or 3%	YE Forecast \$159,861	Variance \$3,322 or 30%	YE Forecast \$59,754
		The main contributors are: Under budget through delays to Omāroro project work, now likely to be undertaken in 2020/21. The Wallace Street network project is however ahead of plan. Under budget as the Karori network and pump station renewals are currently behind plan.	

What we did

### **Outer Green Belt Management Plan**

The final Outer Green Belt Management Plan was approved by the City Strategy Committee on 22 August. This was the result of two years' work on the plan alongside our community and Councillors. The final Plan provides clear guidance for the management, development and use of the Outer Green Belt for the next ten years, and the role it will play as the city grows and changes.

### **Festivals and programmes**

Another successful Wellington Gardens Spring Festival, including Otari Open Day was held. The weather was fine for the weekend and both days were well attended. This year we included Whānau Day – Around the World in 8 plants, along with Tulip Sunday. We hosted “Bloom” a light and sound event, in association with Victoria University, in the Begonia House. Tickets were fully subscribed. We also successfully ran a Conservation Week programme, including two Pest Feasts, in collaboration with the Harbourside Market.

### **Botanic Garden 150**

We completed the formal part of the Botanic Garden 150<sup>th</sup> anniversary with a staff reunion. The Friends of the Wellington Botanic Garden launched their Botanic Garden Endowment Fund at the event. We also completed the first stage of replacing the Botanic Garden's wayfinding signage.

### **Makara Peak Mountain Bike Park**

We started ground works for the Makara Peak Mountain Bike Park main entrance and carpark renewal project. The project includes new toilets, more carparking and improving safety for existing carparking.

### **Newlands Park**

We have completed the first stage of engagement work for the Newlands Park Upgrade project. A discussion plan has gone out to the community for them to provide feedback on, with the aim to have a final plan completed by the end of the second quarter.

### **Planting**

We completed the 2019 restoration planting season, with more than 100,000 native trees planted by our Council staff, volunteer community groups and other members of the public. We gave out 5000 plants to the community for road reserve planting, and Rotary planted 15,000 plants as part of its “Trees in the heart of Wellington Project”. We are also trialling new biodegradable tree shelters, made from coir fibre to help reduce predation from rabbits and provide wind shelter. To date the taller ones have not been successful, but the shorter versions are working well.

### **Predator Free**

We have deployed all traps and bait stations for the Predator Free Wellington Miramar project, and have begun to install a buffer/barrier zone in Rongotai. In partnership with DOC and GWRC, we developed a pest trapping toolkit for volunteer trappers, and several new Predator Free groups have formed in Northland, Churton Park, and Rotary Port Nicholson.

### **Plastic Free July**

We delivered a successful Plastic Free July campaign for 2019, engaging with Wellingtonians primarily through social media. We had 22 Facebook posts, 2 co-hosted Facebook events, 2 Instagram posts, and 14 Instagram stories, resulting in a total reach of 211,000 on Facebook.

### **Potential Extension to the Southern Landfill**

On 30th August we announced the commencement of the “Potential Extension to the Southern Landfill Project”. The first phase of the project has included a comprehensive engagement process with various communities and the evaluation of alternatives to a landfill extension. At the current rate of filling it is

anticipated that the Southern Landfill will reach capacity in approximately four years. If resource consent is granted for an extension, it will provide an additional 2.5 million m<sup>3</sup> of landfill capacity, sufficient for the next 20 years if required.

### **Natural Environment Fund**

In the first funding round of 2019/20, the Grants subcommittee approved ten grants totalling \$39,300 through the Natural Environment Fund. Four of the grants will allow community groups to control large areas of entrenched weeds and enable restoration planting. One of the grants will enable Makara Peak Mountain Bike Park Supporters to plant a difficult site at a remote location within the park. Two of the grants will enable partner organisations to deliver environmental education programmes with local school children. Ghost Fishing has been granted funding to purchase catch-bags to assist with their clean ups of the local marine environment.

### **Energy conservation**

The council target is to reduce our consumption by 5 percent per annum. We have exceeded that this quarter partly because of the closure of Central Library, MOB, CAB, Town Hall, St James and Capital E. In addition to this, we have also undergone reasonable energy efficiency projects over the past six months which has meant reasonable energy reductions.

### **Water, Wastewater and Stormwater**

*Safe drinking water:* Improvements from the Water Safety Plan are being implemented. A positive E.coli sample was found at the Ngaio reservoir, this one incident will not impact compliance.

*Safety of Assets:* We have brought forward projects into the current LTP period to improve safety outcomes related to stormwater and wastewater.

*Firefighting:* Delivery of service improvements will be less than we committed to in this outcome area as projects are deferred to keep within budget. Hydrant performance is on track.

*Resource usage:* Water demand is within target, although high when compared to other authorities. We continue to work on addressing leakage.

*Waterway health:* We are still seeing pollution from the networks entering the environment. Public and private sources of pollution are being identified and addressed, but this an ongoing operation with a long duration. *Natural and built environment:* There is significant work underway with consenting activities under the Regional Council's Proposed Natural Resources Plan (PNRP).

*Flooding:* Remaining flooding models are being completed and will complement the climate change preparation work underway and the known flood risks in Tawa, Kilbirnie and the CBD. Tawa School flood protection project is complete.

*Growth:* The National Policy Statement Urban Development Capacity and increased building consent enquiries are putting pressure on delivery. We are investigating options to address this.

*Reliability:* We are facing issues with the reporting of response times for customers due to taking on new staff and implementing a new customer delivery model.

### **Wellington Zoo**

There were 44,934 visitors to the zoo in the quarter, 9 percent down on the target of 49,304 due to a wet August. A highlight was the zoo's Wildlife Health Services Manager assisting a Victoria University of Wellington Masters' student with an urban rat radio-tracking project, which involved anaesthetising live captured urban rats to fit radio collars. The project is aimed to assist Predator-Free Wellington and

Landcare Research inform their models of the likelihood of intercepting and detecting re-invaders to the Miramar Peninsula.

### Zealandia

There were 24,065 visitors to the eco-sanctuary in the quarter, up 7 percent on the same period last year and well ahead of first quarter target of 17,028. One highlight was that Zealandia was selected by TIME magazine as one of the World's 100 Greatest Places of 2019. Another is the tītīpounamu/rifleman that were translocated to Zealandia in March have started nest building.

## Detailed quarter performance by exception

The following budget item(s) and performance measure(s) are those with a result for the quarter that is greater than 10 percent of target or 10 percent of budget. Variances greater than 10 percent can indicate, for example, underutilised resources, insufficient capacity etc. Full details on performance measures are in Appendix 1. Details on capital and operating expenditure are in Appendix 2.

### Financial performance by exception

Operating expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
2.2 Waste reduction, energy conservation	(652)	421	1,074	(1,066)	1,361
<b>Underspend:</b> Under budget due to Landfill income being ahead of plan owing to substantial amount of contaminated and asbestos contaminated waste arising from large scale construction projects in and around Wellington, and in particular the Convention and Exhibition Centre.					

Capital expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
2.1 Gardens, beaches, open spaces	976	1,166	190	10,012	10,012
<b>Underspend:</b> Under budget due to delays in work on the Coastal Upgrades and Town Belt & Reserves programmes of work.					
2.2 Waste Reduction	100	364	264	5,558	5,558
<b>Underspend:</b> Under budget YTD on the Landfill stage 4 development and timing for Carbon Credit purchases.					
2.3 Water	5,274	6,313	1,039	26,117	26,916
<b>Underspend:</b> Under budget through delays to Omāroro project work, now likely to be undertaken in 2020/21. However, the Wallace Street network project is on track.					
2.4 Waste water	510	1,561	1,051	8,998	9,278
<b>Underspend:</b> Under budget as the Karori network and pump station renewals are currently behind plan.					
2.5 Storm water	687	1,538	851	7,111	7,333
<b>Underspend:</b> Under budget through the programme being behind plan, chiefly work on Kent Terrace.					
2.6 Conservation attractions	162	88	(73)	1,959	1,959
<b>Overspend:</b> Over budget due to the Zoo renewals programme being ahead of budget with the forecast over spend to be funded from additional funding from the Wellington Zoo Trust.					

### Performance measures (KPIs) by exception

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>2.1 Gardens, beaches and open spaces</b>						

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>Utilisation</b>						
Number of visitors to the Wellington Botanic Gardens and Otari-Wilton's Bush	1,246,162	1,280,000	0	320,341	N/A	Unable to get data for this quarter. The counters have a fault and we are unable to download data. We will need to report on this at the end of the second quarter for 6 months
<b>2.2 Waste reduction and energy conservation</b>						
<b>Energy conservation</b>						
Estimated energy savings (kWh)	3,890,568	2,541,201	1,165,459	635,300	83%	Our target is to reduce our consumption by 5% P.A. The reason this is has been exceeded this year is partly due to the closure of Central Library, MOB, CAB, Town Hall, St James and Capital E. In addition to this, we have also undergone energy efficiency projects over the last six months which has seen reasonable energy reductions.
<b>2.3 Water supply</b>						
<b>Meeting customer expectations</b>						
Number of complaints about the drinking water's clarity, taste, odour, pressure or flow, continuity of supply, and supplier responsiveness, expressed per 1000 connections*	12.01	<20	3.38	5	32%	As a result of Wellington Water Limited bringing their operations function back in house and developing new reporting systems, Q1 result is not a true reflection of performance; result will be updated for Q2.
<b>Continuity of supply and resolution of faults</b>						
Median response time for attendance for urgent call outs*	48 mins	60 mins	1381 mins	60 mins	-2202%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
Median response time for the resolution for urgent call outs*	4.38 hours	4 hours	67 hours	4 hours	-1575%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
Median response time for attendance for non-urgent call outs*	74.28 hours	36 hours	295.8 hours	36 hours	-722%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
Median response time for resolution for non-urgent call outs*	4.89 days	5 days	16.2days	5 days	-224%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
Water supply interruptions (measured as customer hours)	0.94 hours	0.94 hours	0	< previous	100%	No supply interruptions to report.
<b>2.4 Waste water</b>						
<b>Compliance and sustainability</b>						
Dry weather wastewater overflows, expressed per 1000 connections*	0.83/1000	0/1000	0.03/1000	0/1000	Not met	There were 2 dry weather overflows this quarter. All of these have been investigated and fixed. Note that following a recommendation by Audit NZ, this measure now includes non-notifiable contained overflows which were not previously reported. With LTP targets having been set well prior to this change, we don't expect to achieve this target in future periods
<b>Meeting customer expectations</b>						
Number of complaints about the wastewater odour, system faults, blockages, and supplier responsiveness, expressed per 1000 connections*	16.23/1000	<30/1000	4.39/1000	7/1000	37%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
<b>Continuity of service and resolution of faults</b>						
Median response time for wastewater overflows (resolution time)*	3.12 hours	≤6 hours	24 hours	6 hours	-300%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
<b>2.5 Stormwater</b>						
<b>Continuity of service and resolution of faults</b>						
Median response time to attend a flooding event*	48 mins	≤60 mins	≤60 mins	2794 mins	-4557%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
Monitored sites (%) that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	78%	90%	72%	90%	-20%	This measure indicates that there may be faults and limitations in the wastewater network that are affecting water quality. Several sites are currently above the 1000 e-coli rolling median level. Current records show results have declined to low, but the median value will remain high. Investigations are programmed in these catchments to identify public and private network issues and findings used to inform the future works programme. Improvement of water quality outcomes will depend in part on the implementation of such works.
<b>Meeting customer expectations</b>						

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
Number of complaints about stormwater system performance per 1000 connections*	8.51/1000	<20/1000	2.86/1000	5/1000	43%	Wellington Water Limited has established a new customer delivery model which is an alliance with Fulton Hogan. This transition has included implementing a new operating model and systems to capture workflows. Result for Q2 are targeted for improvement over Q1.
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)*	0.13	<0.8			N/A	Data not available, result will be updated for Q2
Number of blockages per km of pipeline	0.004	<0.5			N/A	Data not available, result will be updated for Q2
<b>2.6 Conservation attractions</b>						
<b>Wellington Zoo</b>						
Education visitors	12,023	10,500	2,171	2,625	-17%	Slightly behind desired progress towards annual target of 10,500.
<b>Zealandia</b>						
Total number of visitors	138,141	99,300	24,065	17,028	41%	7% increase on same period last year. Target has proved conservative.
Education visitors	11,727	8,800	3,540	1,882	81%	Very successful lower decile schools programme

\* Mandatory measures

## Whanaketanga ōhanga | Economic development

**Aim:** Support city promotions, events and attractions, to enhance Wellington's reputation as a great place to live and visit.

**key groups of activities:** City promotions and business support

### Quarter 1 performance and budget overview

Although WCC economic development KPIs have targets set annually, the one result reported is showing strong progress towards achievement of this annual goal.

Both operating and capital expenditure budgets were underspent during the quarter.

KPIs - performance against target				Financial - Performance against budget			
Target not met by >10%	Target met - within +/- 10% of target	Target exceeded by >10% target	Not measured this quarter	Net operating expenditure \$000		Capital expenditure \$000	
0	0	1	0	Actual: \$7,107	Budget: \$8,447	Actual: \$330	Budget: \$959
				Variance: \$1,340 or 16%	YE Forecast: \$22,984	Variance: \$628 or 66%	YE Forecast: \$2,387
<b>Total measures: 11</b> 3 are required by statute, 8 measured annually				Under budget due to depreciation and grant expenses being lower YTD than planned.		Under budget due to timing.	

### What we did

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**Business partnerships and support**

WellingtonNZ supported 166 regional businesses in Q1 through the RBP programme, 59 percent were located in Wellington City. We have delivered \$109,076 of Capability Voucher funding and \$459,431 of R&D funding to businesses in the region in Q1. This funding helps businesses access growth advice and invest in new technology development.

**Workforce Development:**

The Summer of Tech/Biz Meet & Greet Wellington event was attended by 82 employers and 650 students. This led to 1013 speed interviews. There are currently 277 internship placements for this summer, up from last years' 182. WellingtonNZ also connected 52 students to businesses for industry projects during Q1. These were mainly from two Work Integrated Learning projects with Victoria University.

**Education**

In Q1, WellingtonNZ ran two "Work Ready" courses for international students to help them transition to the local workplace. The courses were attended by 88 students. WellingtonNZ and EducationNZ also hosted two Indonesian education influencers. The influencers commented that Wellington "was the best city they visited" in New Zealand.

**Screen Wellington**

Demand for screen permits in the region is steady, with 131 permits approved in Q1 worth over \$5.5million, including several New Zealand productions and commercials. In September, WellingtonNZ successfully hosted a Taiwanese screen delegation, with several potential projects in development with a Wellington producer.

**Creative HQ**

There were 25 new ventures incubated or accelerated through CHQ's platform. Several accelerator programmes concluded including Tourism, FinTech and GovTech. CHQ also continues to undertake large scale enterprise and public sector innovation programmes both locally and offshore.

**Detailed quarter performance by exception**

The following budget item(s) and performance measure(s) below are those with a result for the quarter that is greater than 10% of target or within 10% of budget. Variances greater than 10% can indicate (for example) underutilised resources, insufficient capacity etc. Details on KPIs are in Appendix 1 with capital and operating (OPEX) expenditure details Appendix 2.

**Financial performance by exception**

Operating expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
3.1 City promotions and business support	7,107	8,447	1,340	22,984	23,154
<b>Underspend:</b> Under budget due to depreciation and grant expenses being lower YTD than planned.					
Capital expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
3.1 City promotions and business support	330	959	628	2,387	4,139
<b>Underspend:</b> Under budget due to timing. The general capex programme for Venues is scheduled to be undertaken in the December/January shutdown at the TSB and MFC. The forecast under spend is chiefly on the St James where earthquake strengthening will need to be completed before other renewal work can commence.					

### Performance measures (KPIs) by exception

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>3.1 City promotions and business support</b>						
<b>WREDA (WellingtonNZ)</b>						
Total event attendance	619,232	700,000	90,214	75,000	20%	Solid progress towards annual goal.

## Oranga ahurea | Cultural wellbeing

**Aim:** Support arts activity that adds vibrancy to the city; promote inclusive, tolerant and strong communities.

**key groups of activities:** Arts and cultural activities

### Quarter 1 performance and budget overview

3 of the 7 performance measures with an available result were met at the end of the quarter; 3 were exceeded, and one measures with an unfavourable result related to visits to Nairn St Cottage for Wellington Museum Trust.

Overall operating budget and capital expenditure for the quarter was largely on track.

KPIs - performance against target			
Target not met by >10%	Target met - within +/- 10% of target	Target exceeded by >10% target	Not measured this quarter
<b>1</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>Total measures: 16</b> 3 are required by statute, 8 measured annually			

Financial - Performance against budget			
Net operating expenditure \$000		Capital expenditure \$000	
Actual \$9,510	Budget \$9,246	Actual \$1,759	Budget \$1,634
Variance (\$264) or -3%	YE Forecast \$21,693	Variance (\$126) or -8%	YE Forecast \$40,823
On track		On track	

What we did

#### Public Art

Two Courtenay Place Park Lightbox projects were supported, Angela Kilford's work Te Māra Tautāne, was installed for Matariki, and Chloe Geoghegan curated an exhibition with writers Gregory Kan and Ana Iiti, and typographers Sarah Maxey and Ellyse Randrup. There were four exhibitions on the Mason's Screen in Mason's Lane; Clinton Watkins' Feedback; Ziggy Lever's Beam Splitting; and Layne Waerea's Maori Lane: Oct 2002. The Public Art Fund projects selected for support in August were Rates Cutz 2019 by Jason Muir; artist Chevron Hassett's One thirty; and Sarah Laing's mural for the Verb Wellington Festival in November 2019.

#### Council projects

*Waitohi:* Wellington artist Matthew McIntyre Wilson's He Raukura was installed, and formally blessed by Kura Moeahu.

*Swan and Garrett Laneway Upgrade:* This is about to enter Phase 2, with artist Andrew Beck working up developed designs of his work Shadow Windows, to be etched into the ground.

*New sculpture:* The Wellington Sculpture Trust and City Gallery Wellington installed Ronnie van Hout's sculpture Quasi on the gallery's roof, attracting unprecedented media attention. We finalised installation of the Nga Ara Taiao artwork on the Bond St Container.

### Arts Residencies

In partnership with ArtsACT in Canberra we reviewed the pilot Indigenous Artist Exchange programme that was initiated last year (2018) to strengthen our Sister City relationship. We have confirmed the programme for the next three to five years.

### Artsplash

The Artsplash Festival was held in the Michael Fowler Centre from 16 to 20 September. The music and wearable art concerts had 4000 participants from primary and intermediate schools across the Wellington Region. There were also 3000 participants in the dance shows. About 10,000 family and friends attended concerts during the week-long festival celebrating children's creativity. The Wellington Youth Sinfonietta and Scots College Orchestra and Jazz Band performed alongside the Artsplash band and other children's music groups performed in the foyer before shows.

### ReCut Kumutoto

The two-night ReCut Kumutoto event was a contemporary Maori fashion show and a creative arts performance, staged in the newly upgraded Kumutoto precinct. It included traditional taonga puoro, digital and video art, contemporary pop/rock, opera and ballet, hip hop, waiata and a moteatea reading.

### Arts and Culture Fund

In the first funding round of 2019/20, the Grants subcommittee approved 27 grants totalling \$101,900. They supported new initiatives including a beatbox championship, a theatre show being staged in a new pub venue and a 2 day circus creation laboratory. Regular annual projects (including International Dance Day, Ceramicus, the NZ International Comedy Festival and Kotahi) were also supported and will deliver a range of well-loved arts and cultural events in the city. Through the Professional Performing Arts Fund \$11,990 was allocated to Binge Culture who are developing an immersive theatre experience about the criminal justice system.

### Experience Wellington

Suffrage in Stitches at Wellington Museum was opened by Associate Minister of Arts, Culture and Heritage the Hon. Carmel Sepuloni on 1 August. More than 400 people attended the opening, many of whom made panels for the exhibition. In the first two weeks more than 5300 people visited the exhibition. The exhibition Lunar Module by Sheyne Tuffery at the Thomas King Observatory explored the moon landing in 1969 and Wellington's response to this event. In the July school holiday period more than 35,000 people visited Experience Wellington facilities: 15,198 or 43 percent were children aged 0 to 12 years; 6,481 were 5 years and under; 8,717 were aged 6 to 11 years.

## Detailed quarter performance by exception

The following budget item(s) and performance measure(s) below are those with a result for the quarter that is greater than 10% of target or within 10% of budget. Variances greater than 10% can indicate (for example) underutilised resources, insufficient capacity etc. Details on KPIs are in Appendix 1 with capital and operating expenditure details Appendix 2.

### Financial performance by exception

There are no exceptions to report.

### Performance measures (KPIs) by exception

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>4.1 Arts and cultural activities</b>						

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>Wellington Museums Trust - utilisation</b>						
Total Wellington Museum Trust visitors	770,320	753,500	165,855	136,438	22%	Refer to Capital E
• Cable Car Museum	288,889	237,000	41,952	36,300	16%	On par with the same period last year
• Nairn St Cottage	2,104	2,000	143	400	-64%	Fewer public programmes and school visits
• Capital E visitors	137,015	157,500	42,948	21,638	98%	More schools benefitted from our Story Studio LIVE through funding provided by Tuia-250 Encounters Programme, and higher numbers through PlayHQ.

## Kaupapa pāpori me ngā mahi a rēhia | Social and recreation

**Aim:** Provide a wide range of services throughout the city to encourage quality of life and healthy lifestyles.

**key groups of activities:** Recreation promotion and support; Community support; Public health and safety.

### Quarter 1 performance and budget overview

24 out of 30 performance measures with an available result exceeded or met target at the end of the quarter. The unfavourable performance measure variances related to swimming pool, community centre and library utilisation.

The overall operating budget was on track and the capital budget was underspent by 24%.

KPIs - performance against target			
Target not met by >10%	Target met - within +/- 10% of target	Target exceeded by >10% target	Not measured this quarter
6	16	8	0
<b>Total measures: 74</b> 3 are required by statute, 34 measured annually			

Financial - Performance against budget			
Net operating expenditure \$000		Capital expenditure \$000	
Actual \$22,835	Budget \$24,012	Actual \$7,030	Budget \$9,220
Variance \$1,177 or 5%	YE Forecast \$86,211	Variance \$2,190 or 24%	YE Forecast \$40,823
On track		Under budget primarily due to delays in the Libraries programme of works.	

What we did

#### Swimming Pools

Wellington Regional Aquatic Centre hosted the Junior Pacific Diving Championships which had participants from Australia, Malaysia and NZ, the NZ Underwater Hockey Secondary School Championships NZ and Water Polo and NZ Canoe Polo training camps. The redevelopment of the Keith Spry Pool reception continues, with the new spa and sauna on track for opening on December. Our new bookings and membership system Envibe went live in our pools in the last week of September. Our Recreation Centres, Sportsfields and the Botanic Gardens will start using the system from October. Envibe replaces our old system (Class) which we had been using for nearly 20 years.

**Recreation Centres and Sports Hubs**

We hosted major events at the ASB Sports Centre including NZ Futsal National Junior Championships (3 days) and the NZ Handball Club Championships (3 days). Alex Moore Sport and Community Hub Project moved into detailed design phase with the project due to apply for building consent shortly, and go to tender later this year, with construction beginning in early 2020. The Alex Moore Park Sport and Community Incorporated board continues to fundraise for its 50 percent contribution with ongoing discussions between North Wellington Football and Johnsonville Softball around the sale of their Phillip Street Clubrooms. Council also supported the establishment of a Community Sport Bank at the Toitu Pōneke Hub by the Wellington City Mission. The sport bank will collect sports gear for re-distribution to families in need.

**Basin Reserve**

Wet weather in August and September resulted in a slightly slower than expected start to activities at the Basin Reserve. Meanwhile, work on the seismic strengthening and refurbishment of the Museum Stand progressed well during the quarter.

**LeisureCard**

Roll-out of the LeisureCard Scheme continues following approval of the review recommendations by the City Strategy Committee in June 2019. This includes putting in place agreements with partner agencies including Red Cross, Change Makers and Sport Wellington.

**Libraries and community spaces**

*We are One* sessions were held at the Churton Park Community Centre. We held the largest Beyond the Page festival in the July school holidays, involving an incredible 148 events over 16 days, at 31 venues, involving 5 library systems in the Wellington region. This resulted in 5409 attendees - a 15 percent increase from the 2018 festival.

Whānau Manaaki kindergarten was the first group to be relocated to their new home on the upper level of the new Waitohi community hub. The library fit-out and staffing processes are in the final stages.

**Central city library network**

Leases were secured for two more sites in the central city library network, and alterations for He Matapihi Molesworth Library within the National Library of New Zealand commenced.

**Linden Social Centre**

We are working with the Linden community to develop local programmes. The local volunteers prepare and deliver wholesome, free lunch at the Linden Kai Kitchen for up to 80 locals every Friday at the Linden Social Centre. As part of the same healthy living programme there is local food rescue project with Kaibosh, KCA and Pak n Save Porirua contributing left-over food to the community. This is distributed to schools, kindergartens and disadvantaged families. Sport Wellington is conducting a series of free eight-week healthy cooking classes at the Centre, where locals cook their meals and then share them at the end of each session, enabling both social connection and healthy meal upskilling.

**Safety and our CCTV network**

Our CCTV network continues to grow, this quarter we have been focused on getting our camera on Bay Road in Kilbirnie up and running. We are expecting that camera to go live by the end of October. We are holding a thank you event for our CCTV volunteers later this month and they will be spending a day at the police dog training centre followed by an afternoon tea.

**Graffiti**

Our 2019 graffiti audit resulted in a total in-scope score of 96 out of 100. The report highlighted that graffiti on utility assets makes up a significant proportion of the out-of-scope graffiti, so we have now

tasked our contractors to clean these assets too. We are continuing to collaborate internally with the Arts and Events team and externally with Phantom Billstickers around murals and posters as tools for graffiti prevention.

### **Community Safety Kilbirnie**

We are working with the Police on education and enforcement around the new alcohol ban in Kilbirnie; and signage is to follow shortly. We have funded activities such as art therapy at the Kilbirnie Lyall Bay Community Centre and we are close to reaching agreement with the community centre board on plans for upgrading the centre. We supported the Kilbirnie mosque earlier this year with a personalised risk assessment report and training to ensure that our community feel prepared to respond in an emergency situation. We have also extended this offer to the Newlands mosque and that is currently in process.

### **Sustainable Food**

For the third consecutive year, we partnered with the Sustainable Business Network to bring The Good Food Boost to Wellington. This is an eight-week mentorship programme and competition for food businesses that bring an environmental and/or social benefit to Wellington. This year more than 20 businesses applied and four outstanding businesses were selected as winners and the mentorship is currently underway. We have also established a Sustainable Food Systems Community Working Group comprised of leaders from across Wellington's food system. The group is helping to shape and deliver a year-long series of Sustainable Food Forums and we have contracted Sustainable Business Network to deliver these quarterly forums. Our first forum was held in August (in collaboration with Wellington on a Plate) at City Gallery and featured speakers from across New Zealand discussing "The Future of Food" to a sold-out audience.

### **Kia whai take i Pōneke | Wellington Conversations**

We partnered with Reframe Aotearoa to deliver a series of volunteer-facilitated conversations that encourage Wellingtonians to discuss how they can contribute to more resilient and better connected neighbourhoods. The project is guided by an Advisory Group from mana whenua, our Youth Council, central city residents, and subject-matter specialists, to ensure we are considering a diverse range of strengths and needs across the city. Reframe Aotearoa worked with experienced facilitators to train 65 volunteers to lead the conversations in neighbourhoods across the city.

### **Social and Recreation Fund**

In the first funding round of 2019/20, the Grants subcommittee approved 21 grants totalling \$185,690, this included support for Age Concern for their activity programme for seniors, a soccer club for Muslim youth, MCLaSS for delivery of English language classes, seven local residents associations with annual operating grants, and operational support for Pablos, Samaritans, Wellington Homeless Women's Trust and Wellington Women's House. We supported a new partnership project with Mt Cook Mobilised working with residents and community groups from a base at Te Mara, Taranaki Street, the approach is based on the strong partnerships we have with Housing New Zealand at Centennial Flats in Berhampore and will see a range of community projects in Mount Cook.

Through the Sportsville Partnership Fund we supported Squash NZ with \$21,399 to undertake a condition assessment, detailed seismic assessment and preparation of an Asset Maintenance and Management Plan for Club Kelburn.

### **Alcohol licensing**

We held our largest ever alcohol licence hearing with over 500 people objecting to a proposed bottle store in Khandallah. The application was subsequently declined.

## Detailed quarter performance by exception

The following budget item(s) and performance measure(s) below are those with a result for the quarter that is greater than 10% of target or within 10% of budget. Variances greater than 10% can indicate (for example) underutilised resources, insufficient capacity etc. Details on KPIs are in Appendix 1 with capital and operating (OPEX) expenditure details Appendix 2.

### Financial performance by exception

Operating expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
5.2 Community Support	11,392	13,228	1,836	42,077	42,679
<b>Underspend:</b> Favourable due to Te Mara rent being ahead of budget and lower than budgeted personnel, contracts, materials and services, general and depreciation costs (partially due to the timing of the opening of the Central Libraries Services Network locations).					

Capital expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
5.1 Recreation Promotion & Support	3,645	2,873	(772)	15,238	14,138
<b>Overspend:</b> Over budget due to increased costs relating the Basin Reserve Museum Stand. The full year forecast has been updated for this.					
5.2 Community Support	2,878	5,469	2,591	22,050	22,050
<b>Underspend:</b> Under budget primarily due to delays in the Libraries programme of works. This Central Libraries Services Network work will be completed in the second half of this financial year.					
5.3 Public Health and Safety	507	878	371	3,535	3,535
<b>Underspend:</b> Under budget predominantly due to delays in work in regards to Public Conveniences & Pavilions					

### Performance measures (KPIs) by exception

Performance measure	2018/19 result	2019/20 target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>5.1 Recreation Promotion &amp; Support</b>						
<b>Utilisation</b>						
Swimming pool visits (by facility) - Tawa	86,600	86,600	24,139	20,407	18%	Increased numbers of adult swimmers and schools. Improved counting of spectators and accompanying adults.
Swimming pool visits (by facility) – Keith Spry	189,500	189,500	27,220	46,800	-42%	Building of Waitohi continues to impact visitation at the pool. Attendance is likely to remain low until Waitohi opens in 2020
Swimming pool visits (by facility) - Karori	183,074	183,074	34,150	50,897	-33%	Reviewing data and methods for counting at this pool to understand why the significant drop. Reviewing counting of spectators and non-swimmers. Also how hotspot/spa have been counted.
Recreation centre visits (including ASB Sports Centre)	1,288,196	1,165,000	383,919	315,140	22%	Overall increase in people visiting our centres and attending programmes

• Nairnville Rec Centre	158,949	N/A	56,703	38,300	48%	New men's basketball league and basketball clinic, increase in the numbers of teams registered in our miniball and basketball leagues and birthday party bookings increasing. Also increased use of Nairnville Park, is seeing more people coming into the facility
• Tawa Rec Centre	26,888	N/A	11,603	7,425	56%	Tawa Rec Centre had a new Gym Jam programme, big increase in birthday parties, new court bookings and a couple of tournaments. All contributed to a big increase in use and attendance of the facility.
• ASB Sports Centre	917,169	N/A	260,673	215,465	21%	Continue to increase in bookings and utilisation of courts. Numbers have increased by about 6% over the same period last year
<b>Basin Reserve Trust</b>						
Practice facility usage days	122	100	9	15	-40%	Weather dictates usage and can cause cancellations
<b>5.2 Community Support</b>						
<b>Libraries utilisation</b>						
Library items issued (physical)	2,244,761	2,244,761	492,631	561,190	-12%	Lower items issued because of limited access to the Central Library collection for borrowing.
Library items issued (e-library)	475,745	320,000	147,311	80,000	84%	Increase related to more reliance on eBook collections.
Library physical visits	2,021,003	2,400,000	332,515	600,000	-45%	Decrease in visits related to no access to the Central Library collection for visiting.
Library website visits	4,840,980	3,300,000	957,742	825,000	16%	Increase related to increased reliance on online services.
<b>Community centres utilisation</b>						
Occupancy (%) of Council community centres and halls	41.99%	45%	40%	45%	-11%	Wadestown Community Centre no longer has the Kindy using the premise. This gap will take time to fill. Occupancy is up across other Community Centres.
<b>5.3 Public health and safety</b>						
<b>Timeliness</b>						
Graffiti removal – response time frames (%) met	91%	80%	89%	80%	11%	Continuation of strong performance based on process effectiveness improvements from 2018/19.

## Tāone tupu ora | Urban development

**Aim:** Embrace Wellington as a compact, vibrant, attractive and safe city that is built on a human scale and is easy to navigate

**key groups of activities:** Urban planning, heritage and public spaces development; Building and development control

## Quarter 1 performance and budget overview

At the end of the quarter, 5 of the 7 performance measures with an available result met target. The unfavourable performance measure variances related to timeliness of building consents and resource consents.

The overall operating budget and the capital budget were underspent.

KPIs - performance against target			
Target not met by >10%	Target met - within +/- 10% of target	Target exceeded by >10% target	Not measured this quarter
<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Total measures: 17</b> 3 are required by statute, 10 measured annually			

Financial - Performance against budget			
Net operating expenditure \$000		Capital expenditure \$000	
Actual \$4,246	Budget \$5,015	Actual \$6,150	Budget \$8,462
Variance \$769 or 15%	YE Forecast \$21,312	Variance \$2,312 or 27%	YE Forecast \$40,322
Under budget due to consenting income greater than plan.		Under spend due to timing delays.	

What we did

### Public spaces development

Construction of the Grey Street pocket square is nearing completion with new trees, seating, surfaces and lighting installed ahead of reopening of the space in October. The Wall Park upgrade project - a joint initiative between WCC, the Tawa Technology Education Trust and students of Tawa Intermediate and Linden Schools - is progressing with three workshops and field trips undertaken between July and September. Members of the Urban Design and Parks, Sport and Recreation teams worked alongside students to gather ideas and themes to be utilised for development of a playground/park concept and preparation of a masterplan. A further event is planned for Q2 to celebrate the students input.

### St John's Church, Karori

Stage 1 of the Request for Proposal (RFP) process for development of the St John's church site in Karori was completed in this quarter. A shortlist of proposals has now been confirmed and officers from Build Wellington and Urban Design are working with potential developers to refine their plans as part of Stage 2.

### Built Heritage Incentive and Building Resilience Funds

Council approved changes to the criteria for the Built Heritage Incentive Fund and for the new Building Resilience Fund, which aims to direct funding towards buildings where successful heritage and resilience outcomes would be unlikely without Council assistance. Our new eligibility criteria is structured to direct funding to less well-resourced building owners. Both funds will be open for applications in late 2019.

### Building Compliance & Consents

With the increase in building and construction work and the establishment of the new national building consent authority (BCA) under Kāinga Ora (formerly Housing NZ), the building team faces an ongoing challenge with attracting and retaining skilled staff to carry out our BCA/consenting authority functions within the statutory timeframes and continuing to provide good customer service. A shortage of technical experts and a competitive market means the team continually carries a number of vacancies.

Despite the current challenges, for the most part we are meeting our 20 working day statutory timeframe but with the current workload and staffing challenges this is becoming increasingly difficult. As discussed with Mayor Foster, to mitigate these concerns from 22 November 2019 the Council has moved to a

market premium scheme in order to retain and attract new staff to the Building Compliance & Consents team. This necessary step will result in an overspend during the 2019/20 financial year before we look to increase service fees from 1 July 2020.

These adjustments will be consulted on through the 2020/21 Annual Plan where we will outline the exact changes proposed to ensure we can continue to deliver a great service for Wellington.

### Resource consents

Projects consented for this quarter include the redevelopment of Shelly Bay, 152 terraced houses ('Paddington') on the Capital Ford/Mazda site, the Convention & Exhibition Centre and several multi-unit development, which received a lot of neighbour interest, including the redevelopment of a Housing New Zealand/ Kāinga Ora site at Rolleston Street to accommodate 80 new units.

In an attempt to meet timeframes, a heavy reliance has been placed on external consultants however this is not sustainable in terms of cost to the business and reliability. A business case for two additional FTEs is currently being prepared. Other areas of the business that the team relies on for technical advice are also resourcing up as this has also been an issue in terms of the timely provision of advice on applications.

## Detailed quarter performance by exception

The following budget item(s) and performance measure(s) below are those with a result for the quarter that is greater than 10% of target or within 10% of budget. Variances greater than 10% can indicate (for example) underutilised resources, insufficient capacity etc. Details on KPIs are in Appendix 1 with capital and operating (OPEX) expenditure details Appendix 2.

### Financial performance by exception

Operating expenditure by exception (> 10% of budget) \$000s					
Activity / budget result	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
6.2 Building & Development Control	1,857	2,443	586	9,290	8,790
<b>Underspend:</b> Under budget due to consenting income being greater than plan. The forecast over spend is subject to additional short term resources being engaged on resource consent processing and dependant on volumes of Auckland building consent processing. This forecast is subject to change.					

Capital expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
6.1 Urban Planning and Policy	912	1,411	499	11,043	13,339
<b>Underspend:</b> Under budget due to delays on Frank Kitts Park (tenders received are over budget) and North Lambton Quay project where this will be aligned with the LGWM Golden Mile work stream. Forecast under spends are due to delays in the programme e.g. Swann/Garret will be delivered next year and Stout Street is dependent upon LGWM decisions.					
6.2 Building & Development Control	5,238	7,051	1,813	29,279	35,141
<b>Underspend:</b> Under spending due to the earthquake strengthening programmes for the St James theatre and the Town Hall being behind. They are forecast to be under spent at year end by \$0.9m and \$5m respectively.					

### Performance measures (KPIs) by exception

Performance measure	2018/19 FY result	2019/20 FY target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>6.2 Building and development</b>						

Performance measure	2018/19 FY result	2019/20 FY target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>Timeliness</b>						
Building consents (%) issued within 20 workings days	89%	100%	89%	100%	-11%	The team has been impacted by staff turnover in this quarter. Officers have been working additional hours to process applications as quickly as possible.
Resource consents (non-notified) (%) issued within statutory time frames	95.5%	100%	87.3%	100%	-13%	An increased number of complex applications and hearings and less reliance on extensions of statutory timeframes means available consents team and advisor resourcing is unable to keep up with demand.

## Waka | Transport

**Aim:** Manage the transport network so it's sustainable, safe and efficient

**key groups of activities:** Transport, Parking

### Quarter 1 performance and budget overview

5 of the 6 performance measures with an available result met target at the end of the quarter. The unfavourable KPI result related to Cable Car passenger trips.

The operating and capital budgets were both underspent by 19% at the end of the quarter

KPIs - performance against target			
Target not met by >10%	Target met within +/- 10% of target	Target exceeded by >10% target	Not measured this quarter
1	5	0	0
<b>Total measures: 33</b> 3 are required by statute, 27 measured annually			

Financial - Performance against budget			
Net operating expenditure \$000		Capital expenditure \$000	
Actual \$9,939	Budget \$12,338	Actual \$8,202	Budget \$10,126
Variance \$2,399 or 19%	YE Forecast \$43,854	Variance \$1,924 or 19%	YE Forecast \$63,416
Under budget in depreciation and cost delays.		Underspend due to delays.	

What we did

#### Let's Get Wellington Moving

We received endorsement for the programme's next steps from the NZ Transport Agency Board, released tender documents for the Golden Mile business case, which will focus on developing a long-term plan for the Golden Mile to provide for better public transport and make it a more attractive and safer place for people to walk and visit. We also started developing a new partnership and funding agreement between the three partners, and began scoping business cases for the larger programme elements including mass rapid transit, the Basin Reserve improvements, and an extra Mt Victoria Tunnel.

#### Resilience/Structures

*Seatoun Tunnel Earthquake Strengthening:* Construction in progress. Completion is planned for mid-2020. Seatoun tunnel is the last of the Council's four road tunnels to be earthquake strengthened.

*Happy Valley Bridge Deck & Walkway Replacement:* Construction in progress, with about 40 percent completed. Construction completion is planned for early February 2020.

*Ngaio Gorge Slopes Stabilisation:* We continued with slope stability monitoring work for the two slips sites. The geotechnical investigation works, which involved five Boreholes drilling, topographical survey, and initial scaling work have been completed. Preliminary designs continued. We submitted resource consent applications to Greater Wellington Regional Council and Wellington City Council for remedial slope and road improvement works.

#### Network Operations

We carried out a wide range of transport network operational tasks. These included:

- 807 Traffic Management Plans were approved by our Traffic Management Coordinator and auditors, which are required for contractors to carry out work on our roads.
- 1318 Corridor Access Requests to work on our roads. 197 were signed into warranty by the compliance officers.

**Network Maintenance/Renewal**

- *Roads:* We completed planning for 70 km of roads for resurfacing in this financial year. Work is scheduled to start in October.
- *Footpaths:* We renewed 5km of footpaths and 2.3 km of kerb and channel.
- *Barriers:* Major works were completed in Tinakori Rd, Dufferin St, Douglas St, Queens Drive, Brooklyn Road and Clark St.
- *Street Furniture:* We renewed/installed 20 seats, 10 Bins, 25 bollards and 5 cycle racks. Some major works were completed in Johnsonville Road, Dundas Road and Adelaide Road.

**Reactive maintenance**

Significant additional reactive maintenance work was carried out from July to September as part of the emergency response resulting from natural hazard events as well as business as usual response. There were 1545 cleaning operations completed, including road channel cleaning, graffiti cleaning, street furniture repairs and barrier repairs.

**Network Improvements**

Various pedestrian and traffic safety improvements were installed or are at the planning stage. These included new or extended footpaths, road widening plans, new pedestrian crossings and layby parking.

**Public Transport**

We continue to work with GWRC to complete the bus hubs at Johnsonville and Karori which are an integral part of the extensive bus route network changes introduced in July 2018. These are the last two of the 7 bus passenger interchange transfer locations. We have been working collaboratively with staff from GWRC to develop a programme of works to improve the reliability of and reduce the journey times of buses on our key bus routes.

**Kiwi Point Quarry**

We are planning to purchase 4000m<sup>2</sup> of land from NZTA at the south west corner of the quarry for its expansion. This will extend the life of the quarry by 3 to 4 years. The land was classified contaminated land in GWRC records. We carried out preliminary and detailed investigations and found that a small area was contaminated with marginally high heavy metals and hydrocarbons. We are in the process of preparing a resource consent application and Contaminated Site Management Plan to remove the contaminated soil.

**Cycleways**

Several projects are under construction including work at Pt Jerningham and Cobham Drive, together these make up part of the eastern connection work estimated to be in excess of \$40m when complete. Planning is advanced on our Newtown connections work.

**Road Safety**

We organised, funded and ran the 2019 Orange Day Parade which celebrated our school road patrollers and all the great work they do at our school gates.

**Parking**

Work has been underway during the first quarter to implement several of the agreed parking related initiatives contained in the 2019/20 Annual Plan. Progress as at 30 September included:

- The meter fee increase and the Resident and Coupon fee increases were implemented on 1 July.

- Upper Cuba St conversion to paid P120 metered parking was implemented in mid-July. Turnover in this area has increased as expected.
- Work is currently underway to implement changes to parking arrangements at the Fryberg Pool carpark as outlined in the Annual Plan.

## Detailed quarter performance by exception

The following budget item(s) and performance measure(s) below are those with a result for the quarter that is greater than 10% of target or within 10% of budget. Variances greater than 10% can indicate (for example) underutilised resources, insufficient capacity etc. Details on KPIs are in Appendix 1 with capital and operating (OPEX) expenditure details Appendix 2.

### Financial performance by exception

Operating expenditure by exception (> 10% of budget) \$000s					
Activity / budget result	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
7.1 Transport network	13,829	15,897	2,068	59,443	62,083
<i>Underspend: Under budget in depreciation, delays on contract costs tied with LGWM and a delay in expensing costs for the Ngauranga to Petone cycleway. The latter (full year \$2.4m) is currently forecast to be a permanent saving as the ownership model of that asset is being worked through.</i>					

Capital expenditure by exception (> 10% of budget) \$000s					
Activity	Year to date			Full year	
	Actual	Budget	Variance	Forecast	Budget
7.1 Transport network	8,181	10,078	1,897	63,112	58,097
<i>Underspend: Under budget due to delays on the Seatoun tunnel, seawalls and general shape and camber work which will pick up with the better weather over coming months. Mitigations have been sought for the forecast over spend through bringing forward future budget funding.</i>					
7.2 Parking	21	48	27	304	304
<i>Underspend: Under budget 55% however dollar value variance not material.</i>					

### Performance measures (KPIs) by exception

Performance measure	2018/19 FY result	2019/20 FY target	Q1 Actual	Q1 Target	Q1 Variance	Variance explanation (where target is not met by >10%)
<b>7.1 Transport network</b>						
<b>Wellington Cable Car</b>						
Total passenger trips	1,170,932	1,135,246	179,669	216,763	-17%	The service was interrupted for 6 and a half days with an unplanned outage for reactive maintenance from 19 June (just prior to beginning of the quarter in review). This resulted in additional maintenance work and costs in Q1, over and above the planned maintenance which was undertaken in September.

## Section Two: Financial performance

### Consolidated financial performance 1 July - 30 September 2019

This section details the Councils consolidated financial performance for the quarter. Numbers in brackets indicated an unfavourable variance from budget.

Net Operating Expenditure by Expenditure Type	YTD			Full Year	
	Actual - \$000s	Budget - \$000s	Variance - \$000s	Forecast - \$000s	Budget - \$000s
Rates revenue	81,389	81,464	(75)	325,856	325,856
Revenue from activities	35,590	32,004	3,586	149,023	146,386
Investments revenue	3,124	2,916	208	25,951	25,861
Finance revenue	662	3	659	13	13
Other revenue	8,508	8,445	63	46,304	44,954
Development Contributions	1,194	500	694	2,000	2,000
<b>Total Revenue</b>	<b>130,467</b>	<b>125,333</b>	<b>5,134</b>	<b>549,147</b>	<b>545,070</b>
Personnel expenses	31,080	30,323	(757)	122,905	121,765
General expenses	71,611	72,915	1,304	270,871	268,791
Finance expense	6,780	6,225	(555)	24,902	24,902
Depreciation and amortisation	29,371	31,455	2,084	122,777	124,573
<b>Total expense</b>	<b>138,841</b>	<b>140,918</b>	<b>(2,077)</b>	<b>541,454</b>	<b>540,030</b>
Allocations	(6)	42	(48)		
<b>Net operating surplus / (deficit)</b>	<b>(8,369)</b>	<b>(15,627)</b>	<b>7,259</b>	<b>7,693</b>	<b>5,040</b>

#### Year to date

- Revenue from Operating Activities \$3.6m favourable – Waste Operations income \$1.6m additional revenue for contaminated/special waste from city and regional projects. Higher volumes were recorded for BCC inspections (\$0.2m), building consent applications and resource consent applications (\$0.2m).
- Contracts, Services & Materials are \$2.2m favourable – CCOs and City Growth projects (\$0.7m) grant funding timing differences; Resilience and Sustainability (\$0.8m) timing of management fees; City Design & Place Planning (\$1.3m) delays of contract costs and grant payments for the Ngauranga to Petone cycleway; Transport (-\$0.6m) unfavourable contract costs.
- Depreciation is \$2.1m favourable. Transport \$1.0m due to delays in capital expenditure and capitalisation; Property \$0.6m (Civic Precinct), 3 Waters have \$0.3m of delays in spend and capitalisation

#### Full year forecast

- Revenue from Operating Activities is \$2.6m (2%) favourable – Landfill fees and user charges for contaminated/special waste from city and regional projects is \$2.4m.
- Other Revenue is \$1.4m (3%) favourable – Recovered Expenditure Revenue increased \$1.1m in regards to the Basin Reserve Museum Stand expenditure (Basin Reserve Trust \$1.0m, Cricket Museum Trust \$0.1m).

- Personnel \$1.1m (-1%) unfavourable. Chief City Planner \$0.2m one off payments, City Design & Place Planning \$0.4m additional resources for District Plan work and ELT \$0.1m additional roles.
- Contracts \$1.3m (-1%) unfavourable. Smart Council \$3.2m unfavourable due to increased service tower costs partially offset by City Design & Place Planning \$2.5m favourable (delay in Ngauranga to Petone cycleway).
- Professional costs \$1.2m (-11%) unfavourable. Legal services \$0.4m extrapolation based on historical trends predicting future HR related and other litigation cases; Place Planning and Resource Consent \$1.1m unfavourable – assumed additional expense in delivering District Plan work.
- Depreciation \$1.8m (1%) favourable. Civic Precinct \$1.7m favourable due to construction delays. Waterfront \$1.0m unfavourable due to asset revaluation, Waitohi \$0.6m favourable due to later opening than budgeted; Wellington Venues \$0.5m favourable due to a delay in capitalisation

Expenditure and borrowing

**Net operating expenditure**

Net Operating Expenditure by Strategy Area	YTD			Full Year	
	Actual - \$000s	Budget - 000s	Variance -\$000s	Forecast - \$000s	Budget - \$000s
Governance	4,663	4,739	76	18,851	19,007
Environment	39,987	41,233	1,247	159,861	161,534
Economic Development	7,107	8,447	1,340	22,984	23,154
Cultural Wellbeing	9,510	9,246	(264)	21,693	21,565
Social and Recreation	22,835	24,012	1,177	86,211	86,624
Urban Development	4,246	5,015	769	21,312	19,862
Transport	9,939	12,338	2,399	43,854	46,494
<b>Total strategy area</b>	<b>98,287</b>	<b>105,031</b>	<b>6,744</b>	<b>374,767</b>	<b>378,239</b>
Organisational Projects	(89,919)	(89,404)	515	(382,460)	(383,279)
<b>Total</b>	<b>8,369</b>	<b>15,627</b>	<b>7,259</b>	<b>(7,693)</b>	<b>(5,040)</b>

**Capital Expenditure**

Capital Expenditure by Strategy Area	YTD			Full Year	
	Actual - \$000s	Budget -\$000s	Variance - \$000s	Forecast - \$000s	Budget - \$000s
Governance	0	0	0	145	145
Environment	7,708	11,030	3,322	59,754	61,054
Economic Development	330	959	628	2,387	4,139
Cultural Wellbeing	1,759	1,634	(126)	17,178	17,178
Social and Recreation	7,030	9,220	2,190	40,823	39,723
Urban Development	6,150	8,462	2,312	40,322	48,480
Transport	8,202	10,126	1,924	63,416	58,401
<b>Total strategy area</b>	<b>31,179</b>	<b>41,430</b>	<b>10,251</b>	<b>224,025</b>	<b>229,120</b>
Organisational projects	5,117	6,420	1,303	30,152	30,152
<b>Total</b>	<b>36,296</b>	<b>47,850</b>	<b>11,554</b>	<b>254,177</b>	<b>259,272</b>

In the year to date, the Council spent \$36.0m on capex which is \$11.6m (24%) less than budget of \$47.9m. Historically there has been slippage/underspend of between 15% and 35% at the year-end (2018/19: 32.1%; 2017/18 17.3%).

At the end of September, the actual YTD underspend was \$11.6m. During the month the Capex carry forward budgets were finalised and are part of the budget numbers. These will inform the forecast exercise that will be completed for October month end.

#### Areas of significant under spending are:

- City Planning \$6.1m under spent – spend on 3 Waters projects is \$3.2m less than budget; Earthquake mitigation is \$1.8m under spent; Transport is \$1.9m under spent.
- Finance and Business \$4.7m under budget (Town Hall EQS \$0.6m, St James \$1.3m, Civic Precinct \$0.9m and other miscellaneous YTD under spending \$1.4m)
- Customer and Community \$2.3m under spent – Park Sports & Recreation under spent by \$2.0m (Town Belt & Reserves \$0.4m, Synthetic Turfs & Renewals \$0.3m, Playgrounds Renewals & Upgrades \$0.3m, Waterfront Renewals \$0.4m); CBD Library Services Network Fit out \$1.3m favourable.
- Economic and Commercial \$1.4m over spent – Basin Reserve \$1.1m over budget, Wellington Convention Centre \$0.1m

#### Capital expenditure budget adjustments

The latest full year forecast capital expenditure position includes the following reprogramming of capital expenditure in 2019/20.

Strategy Area	2018/19 underspends to carry forward to 2019/20	2018/19 overspends brought back from 2019/20 (\$000s)	Final carry forwards from 2018/19 (\$000s)	Proposed carry forwards to 2020/21 (\$000s)
Governance	22	-	22	-
Environment	9,441	(6,415)	3,026	4,505
Economic Development	1,050	-	1,050	-
Cultural Wellbeing	237	-	237	(133)
Social and Recreation	3,885	(376)	3,509	156
Urban Development	4,004	(345)	3,659	455
Transport	2,740	(2,443)	297	(552)
Council	5,824	-	5,824	71
<b>Totals</b>	<b>27,203</b>	<b>(9,579)</b>	<b>17,624</b>	<b>4,502</b>

#### Capital expenditure forecast

- Environment is \$1.3m (2%) favourable – 3 Waters projects are \$1.3m less than budget (partly due to re-phasing in the Omāroro project).
- Economic Development is \$1.8m (42%) favourable – Wellington Venues is \$1.8m less than budgeted (mainly due to delays at the St James theatre. Earthquake strengthening needs to be completed before progressing on to the renewals work).
- Social & Recreation is \$1.1m (-3%) unfavourable – Basin Reserve \$1.1m over budget (offset by recovered expenditure funding – per above).
- Urban Development is \$8.2m (17%) favourable – Earthquake Risk Mitigation is \$5.9m (St James \$0.9m and Town Hall \$5.0m) and Central City Framework is \$2.0m less than budgeted (North Lambton Quay dependant on decisions regarding LGWM).

- Transport is currently forecasting \$5.0m (-9%) unfavourable however with a plan to defer several projects, NZTA subsidies for the LED Street lights and decisions requested to bring out years funding forward this may reduce by approximately \$3-4m, however this looks like an over spend.

## Treasury Report

### Summary

- Policy compliance: all positions compliant.
- Funding headroom of \$203m.
- Net interest expense is now \$223.5k under budget in the year to date.
- Capex programme was underspent by \$20.5m (33.4%) year to date.

### Borrowings

- Total committed borrowing facilities as at the end of September were \$757m providing headroom of \$203m.
- Our liquidity ratio is at 137% - a significant increase due to larger deposits of \$141m.
- Total net borrowings at the end of September were \$554m.
- Gross borrowings were \$695m.

### Treasury Policy Compliance

At 30 September 2019 all of the core policy compliance requirements were achieved as shown in the below tables:

#### *Borrowing limits*

Ratio	Limit	Actual	Compliant
Net borrowings as a percentage of income	175%		Yes
Net interest as a percentage of income	15%		Yes
Net interest as a percentage of annual rates income	20%		Yes
Liquidity (term borrowing plus committed loan facilities to existing external net debt)	115%	137%	Yes

#### *Liquidity*

Policy	Current	Compliant
115%	175%	Yes

Item	Compliant
Borrowing per bank counterparty	Yes

#### *Debt funding maturity profile*

Period	Minimum %	Maximum %	Actual	Compliant
0-3 years	15%	60%	37%	Yes
3-5 years	15%	60%	28%	Yes

5+ years	15%	60%	35%	Yes
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*Fixed rate maturity profile*

Debt Period Ending	Debt Forecast	Minimum %	Maximum %	Actual	Compliant
Current	695.0	N/A	N/A	73%	N/A
Year 1	771.3	50%	80%	62%	Yes
Year 2	894.5	45%	80%	53%	Yes
Year 3	979.6	40%	80%	47%	Yes
Year 4	1,032.3	35%	75%	46%	Yes
Year 5	1,066.5	30%	70%	45%	Yes
Year 6	1,125.9	20%	65%	36%	Yes
Year 7	1,188.6	10%	60%	34%	Yes
Year 8	1,179.4	0%	55%	31%	Yes
Year 9	1,161.8	0%	50%	27%	Yes
Year 10	1,161.8	0%	45%	24%	Yes
Year 11	1,161.8	0%	40%	21%	Yes
Year 12	1,161.8	0%	35%	12%	Yes
Year 13	1,161.8	0%	30%	7%	Yes
Year 14	1,161.8	0%	30%	2%	Yes
Year 15	1,161.8	0%	30%	0%	Yes
Year 16	1,161.8	0%	30%	0%	Yes

*Carbon*

Policy amount required (units)	Current holdings (units)	Compliant
204,905	402,857	Yes

## Appendices

	<b>Error!</b>
<b>Appendix One:</b> Detailed performance against targets	<b>Bookmark</b>
- KPIs reported quarterly	<b>not</b>
	<b>defined.</b>
<b>Appendix Two:</b> Detailed financial performance information	<b>71</b>
a) Operational expenditure	
b) Capital expenditure	

## APPENDIX ONE: DETAILED PERFORMANCE AGAINST TARGET (ALL MEASURES)

Appendix one contains detailed quarterly results against target for each activity area. The quarter result includes an end of quarter status indicator that reflects the definitions below. For more information on measures that have a status of Amber or Red see the relevant activity area in Section Two.

Status	Definition
Blue	Target exceeded (i.e. the actual result is <b>greater than</b> 10% over target)
Green	Target met (i.e. actual result <b>is between</b> 10% under and 10% over target)
Red	Target not met (i.e. the actual result is <b>greater than</b> 10% under target)
*	The measure is mandatory

Performance measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>1. Mana Whakahaere   Governance</b>					
<b>1.1 Mana Whakahaere, Pārongo me ngā mahi whai wāhi   Governance, information and engagement</b>					
<b>Facilitating democratic decision-making</b>					
Meeting and committee agendas (%) made available to the public within statutory timeframes (2 working days prior to meetings)	100%	100%	100%	0%	Green
Meeting and committee agendas (%) made available to the public at least 4 days prior to meetings	97%	70%	100%	43%	Blue
<b>Providing information and a point of contact</b>					
Contact Centre - contacts responded to within target timeframes (calls within 30 seconds)	80%	85%	84%	-1%	Green
Contact Centre - Contacts responded to (emails)			8,417		Green
Contact Centre - contacts responded to within target timeframes (emails within 24 hours)	99%	100%	99.98%	0%	Green
<b>1.2 Rangapū Māori/Mana Whenua   Māori and mana whenua partnerships</b>					
<b>No quarterly measures</b>					

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>2. Taiao   Environment</b>					
<b>2.1 Ngā māra, tātahi   Parks, beaches and open spaces</b>					
<b>Utilisation</b>					
Number estimated number of visitors to the Wellington Botanic Gardens and Otari-Wilton's Bush	1,246,162	1,280,000	NA	NA	Grey
<b>2.2 Whakaheke para, Tiaki pūngao   Waste reduction and energy conservation</b>					
<b>Waste minimisation activities</b>					
Volume of waste diverted from landfill (tonnes)	19,526 tonnes	20,000 tonnes	4,464 tonnes	2%	Green
<b>Energy conservation</b>					
Energy cost (\$)	\$6,328,978	\$6,328,978	\$1,777,179	-1%	Green
Amount of energy used (kWh)	50,824,029 kWh	50,824,029 kWh	13,425,253 kWh	8%	Green
Estimated energy savings (kWh)	3,890,568	2,541,201	1,165,459	83%	Blue
<b>2.3 Waimāori   Water supply</b>					

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>Clean and safe</b>					
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 4 bacterial compliance criteria)*	Compliant	Compliant	On track	0	
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 5 protozoal compliance criteria)*	Compliant	Compliant	On track	0	
<b>Meeting customer expectations</b>					
Number of complaints about the drinking water's clarity, taste, odour, pressure or flow, continuity of supply, and supplier responsiveness, expressed per 1000 connections*	12.01 per 1000	<20 per 1000	3.38 per 1000	32%	
<b>Continuity of supply and resolution of faults</b>					
Median response time for attendance for urgent call outs*(minutes)	48 minutes	60 minutes	1381 minutes	-2202%	
Median response time for resolution for urgent call outs* (hours)	4.38 hours	4 hours	67 hours	-1575%	
Median response time for attendance for non-urgent call outs* (hours)	74.3 hours	36 hours	295.8 hours	-722%	
Median response time for resolution for non-urgent call outs* (days)	4.89 days	5 days	16.2 days	-224%	
Water supply interruptions (customer hours)	0.94 hours	0.94 hours	0	100%	
<b>Efficiency and sustainability</b>					
Average drinking water consumption resident/day* litres	361 litres	365 litres	359 litres	2%	
<b>2.4 Waipara   Wastewater</b>					
<b>Compliance and sustainability</b>					
Dry weather wastewater overflows, expressed per 1000 connections*	0.83 per 1000	0	0.03	not met	
Compliance with the resource consents for discharge from the sewerage system, measured by the number of:	0	0	0	0%	
Abatement notices,	0	0	0	0%	
Infringement notices,	0	0	0	0%	
Enforcement orders,	0	0	0	0%	
Convictions*	0	0	0	0%	
<b>Meeting customer expectations</b>					
Number of complaints about the wastewater odour, system faults, blockages, and supplier responsiveness, expressed per 1000 connections*	16.2 per 1000	<30 per 1000	4.39	37%	
<b>Continuity of service and resolution of faults</b>					
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	0.52 per km	≤0.8 per km	NA	NA	
Median response time for wastewater overflows* (attendance time in hours)	0.72 hours	≤1 hour	0.983	2%	
Median response time for wastewater overflows* (resolution time in hours)	3.12 hours	≤6 hours	24	-300%	
<b>2.5 Waiāwhā   Stormwater</b>					
<b>Continuity of service and resolution of faults</b>					
Number of flooding events*	5	5	NA	NA	
Number of pipeline blockages per km of pipeline	0.02 /km	≤0.5	NA	NA	
Number of habitable floors per 1000 connected homes per flooding event*	0.14 per 1000	0.144	NA	NA	
Median response time to attend a flooding event*	48 minutes	≤60	2794	-4557%	

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
(minutes)		minutes			
Monitored sites (%) that have a rolling 12-month median value for (dry weather samples) that do not exceed 1000 cfu/100ml	78%	90%	72%	-20%	
Compliance with the resource consents for discharge from the stormwater system, measured by the number of:					
of:	0	0	0	0%	
Abatement notices,	0	0	0	0%	
Infringement notices,	0	0	0	0%	
Enforcement orders,	0	0	0	0%	
Convictions*	0	0	0	0%	
<b>Meeting customer expectations</b>					
Number of complaints about stormwater system performance per 1000 connections*	<20 per 1000	7.65	2.86	43%	
<b>2.6 Ngā painga kukume Papa Atawha   Conservation attractions</b>					
<b>Wellington Zoo</b>					
Total number of visitors	252,973	244,420	44,934	-9%	
Education visitors	12,023	10,500	2,171	-17%	
<b>Zealandia</b>					
Number of Visitors	138,141	99,300	24,065	41%	
Number of Education visits	11,727	8,800	3,540	88%	

\* = Mandatory measures

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>3. Whanaketanga ōhanga   Economic Development</b>					
<b>3.1 City promotions and business support</b>					
<b>WREDA (WellingtonNZ)</b>					
Total event attendance	619,232	700,000	90,214	20%	

Performance measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>4. Oranga ahurea   Cultural wellbeing</b>					
<b>4.1 Arts and cultural activities</b>					
<b>Wellington Museums Trust – utilisation</b>					
Total visitors Museums Trust:	770,320	753,500	165,855	22%	
City Gallery Wellington	153,676	170,000	41,271	3%	
Wellington Museum	132,953	132,000	26,373	4%	
Cable Car Museum	288,889	237,000	41,952	16%	
Nairn Street Cottage	2,104	2,000	143	-64%	
Capital E	137,015	157,500	42,948	98%	
Space Place	55,683	55,000	13,168	3%	

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>5. Kaupapa Pāpori me ngā Mahi a Rēhia   Social and recreation</b>					

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>5.1 Recreation promotion and support</b>					
Swimming pool visits (total)	1,318,555	1,236,169	284,735	-9%	
WRAC	618,286	554,182	138,972	1%	
Tawa	80,534	86,040	24,139	18%	
Freyberg	191,464	203,903	60,254	3%	
Keith Spry	209,754	201,835	27,220	-42%	
Karori	178,352	128,036	34,150	-33%	
Marinas occupancy (%)	98%	98%	98%	2%	
Recreation centre visits total, including ASB Sports Centre	1,223,588	1,206,688	383,919	22%	
Karori Rec Centre	111,836	97,857	32,881	4%	
Kilbirnie Rec Centre	92,966	78,069	22,059	-1%	
Nairnville Rec Centre	162,189	141,898	56,703	48%	
Tawa Rec Centre	26,475	22,315	11,603	56%	
ASB Sports Centre	830,122	866,549	260,673	21%	
Number of uses of LeisureCard	141,763	150,166	38,615	10%	
<b>Basin Reserve Trust</b>					
Basin Reserve - Total event days (excluding practice days)	97	89	26	8%	
Practice facility usage days	122	100	9	-40%	
<b>5.2 Community Support</b>					
<b>Libraries utilisation</b>					
Library items issued (physical)	2,244,761	2,244,761	492,631	-12%	
Library items issued (e-library)	320,000	475,745	147,311	84%	
Estimates of attendees of library programmes	74,000	71,717	19,483	5%	
Library physical visits	2,400,000	2,021,003	332,515	-45%	
Library website visits	3,300,000	4,840,980	957,742	16%	
<b>Community Centres utilisation</b>					
Occupancy (%) of Council community centres and halls	42%	45%	40%	-11%	
<b>Housing quality and usage</b>					
Occupancy rate of available housing facilities	96%	90%	95%	6%	
All tenants (existing and new) housed within policy	99%	98%	99%	1%	
<b>5.3 Public health and safety</b>					
<b>Timeliness</b>					
Graffiti removal – response timeframes (%) met	91%	80%	89%	11%	
Dog control - urgent requests (%) responded to within 1 hour	95%	100%	100%	0%	
Dog control - non-urgent requests (%) responded to within 24 hours	97%	99%	100%	1%	
Public toilets - urgent requests (%) responded to within 4 hours	94%	100%	93%	-7%	
Public toilets - non-urgent requests (%) responded to within 3 days	90%	95%	94%	-1%	

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>Hygiene standard</b>					
Toilets (%) that meet required cleanliness and maintenance performance standards	94%	95%	95%	0%	

Performance measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>6. Tāone tupu ora   Urban development</b>					
<b>6.1 Urban planning, heritage and public spaces development</b>					
<b>No quarterly measures</b>					
<b>6.2 Building and development</b>					
<b>Timeliness</b>					
Building consents (%) issued within 20 workings days	89%	100%	89%	-11%	
Code of compliance certificates (%) issued within 20 working days	88%	100%	95%	-5%	
Land Information Memorandums (LIMs) (%) issued within 10 working days	58%	100%	94%	-6%	
Resource consents (non-notified) (%) issued within statutory timeframes	95.5%	100%	87.33%	-13%	
Resource consents (%) that are monitored within 3 months of project commencement	96.25%	100%	96.33%	-4%	
Subdivision certificates – section 223 certificates (%) issued within statutory timeframes	98.50%	100%	96%	-4%	
Noise control (excessive noise) complaints (%) investigated within 1 hour	95.98%	90%	97.33%	8%	

Performance Measure	2018/19 Result	2019/20 Target	2019/20 Q1 Actual	Q1 % Var.	Q1 Status
<b>7. Waka   Transport</b>					
<b>7.1 Transport network</b>					
<b>Network condition and maintenance</b>					
Requests for service (%) response rate - urgent within 2 hours*	95.80%	98%	95.9%	-2%	
Requests for service (%) response rate - non-urgent within 15 days*	96%	98%	97.8%	0%	
<b>Wellington Cable Car Limited*</b>					
Total passenger trips	1,170,932	1,135,246	179,669	-17%	
Cable Car reliability (%)	89.53%	99%	90.4%	-9%	
<b>7.2 Parking</b>					
<b>Availability</b>					
City parking occupancy during weekdays (08:00-18:00)	57%	50-70%	55%	-10%	
City parking occupancy during weekends (08:00-18:00)	57%	50-70%	53%	-6%	

## Appendix Two: Detailed financial performance information

### Detailed operating and capital expenditure for the quarter one July Sept 2019

#### a) Operating expenditure

##### Governance

Group	Activity	Activity Description	YTD			Full year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
1.1	1000	Annual Planning	290	343	52	1,351
1.1	1001	Policy	393	320	(73)	1,354
1.1	1002	Committee & Council Process	1,902	2,019	117	7,972
1.1	1003	Strategic Planning	121	189	68	802
1.1	1004	Tawa Community Board - Discretionary	2	3	1	12
1.1	1007	WCC City Service Centre	860	723	(137)	2,921
1.1	1008	Call Centre SLA	(1)	36	37	143
1.1	1009	Valuation Services Contract	158	137	(21)	551
1.1	1010	Lands Information	322	343	21	1,380
1.1	1011	Archives	542	548	5	2,205
1.2	1012	Funding agreements – Maori	28	52	24	208
1.2	1013	Maori Engagement	45	27	(18)	108
<b>Activity area total</b>			<b>4,663</b>	<b>4,739</b>	<b>76</b>	<b>19,007</b>

##### Environment

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
2.1	1014	Parks and Reserves Planning	197	231	34	933
2.1	1015	Reserves Unplanned Maintenance	20	38	18	197
2.1	1016	Turf Management	397	373	(24)	1,475
2.1	1017	Park Furniture and Infrastructure Maintenance	433	435	2	1,816
2.1	1018	Parks and Buildings Maintenance	256	258	3	1,026
2.1	1019	Horticultural Operations	518	530	12	2,125
2.1	1020	Arboricultural Operations	492	268	(224)	1,469
2.1	1021	Botanic Gardens Services	1,389	1,289	(99)	4,968
2.1	1022	Coastal Operations	293	324	31	1,469

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
2.1	1024	Road Corridor Growth Control	290	285	(5)	1,151
2.1	1025	Street Cleaning	1,867	1,995	128	8,026
2.1	1026	Hazardous Trees Removal	28	106	78	472
2.1	1027	Town Belts Planting	317	291	(25)	976
2.1	1028	Townbelt-Reserves Management	921	980	59	4,323
2.1	1030	Community greening initiatives	117	137	21	662
2.1	1031	Environmental Grants Pool	71	35	(36)	104
2.1	1032	Walkway Maintenance	280	209	(71)	838
2.1	1033	Weeds & Hazardous Trees Monit	257	206	(51)	820
2.1	1034	Animal Pest Management	309	208	(101)	1,440
2.1	1035	Waterfront Public Space Management	1,590	1,570	(19)	6,261
2.2	1036	Landfill Operations & Maint	(1,506)	(283)	1,222	(1,132)
2.2	1037	Suburban Refuse Collection	(74)	(8)	66	(312)
2.2	1038	Domestic Recycling	406	307	(99)	1,045
2.2	1039	Waste Minimisation Info	185	223	38	1,033
2.2	1040	Litter Enforcement	16	2	(13)	9
2.2	1041	Closed Landfill Gas Migr Monit	173	124	(49)	498
2.2	1042	Smart Energy	147	55	(92)	220
2.3	1043	Water - Meter Reading	35	41	5	165
2.3	1044	Water - Network Maintenance	1,552	1,225	(327)	4,927
2.3	1045	Water - Water Connections	(27)	(9)	17	(38)
2.3	1046	Water - Pump Stations Maintenance-Ops	353	266	(86)	1,069
2.3	1047	Water - Asset Stewardship	5,149	5,239	90	20,833
2.3	1048	Water - Reservoir-Dam Maintenance	9	29	20	116
2.3	1049	Water - Monitoring & Investigation	207	194	(13)	782
2.3	1050	Water - Asset Management	75	154	79	624
2.3	1051	Water - Bulk Water Purchase	4,496	4,637	141	18,549
2.4	1052	Wastewater - Asset Stewardship	4,457	4,552	96	18,122
2.4	1053	Wastewater - Trade Waste Monitoring & Investigation	10	69	59	279
2.4	1055	Wastewater - Network Maintenance	383	671	288	2,707
2.4	1057	Wastewater - Asset Management	123	325	203	1,308
2.4	1058	Wastewater - Monitoring & Investigation	597	503	(94)	2,028
2.4	1059	Wastewater - Pump Station Maintenance-Ops	290	345	55	1,386
2.4	1060	Wastewater - Treatment Plants	5,270	4,752	(518)	19,051
2.4	1062	Sewerage Disposal	316	342	26	1,366
2.5	1063	Stormwater - Asset Stewardship	3,567	3,623	55	14,427
2.5	1064	Stormwater - Network Maintenance	460	506	46	2,044
2.5	1065	Stormwater - Monitoring & Investigation	192	222	30	896
2.5	1066	Stormwater - Asset Management	160	263	104	1,064

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
2.5	1067	Drainage Maintenance	264	231	(32)	930
2.5	1068	Stormwater - Pump Station Maintenance-Ops	(60)	15	75	59
2.6	1069	Karori Sanctuary	531	642	111	1,537
2.6	1070	Wellington Zoo Trust	2,190	2,204	14	5,391
<b>Activity area total</b>			<b>39,987</b>	<b>41,233</b>	<b>1,247</b>	<b>161,534</b>

### ***Economic Development***

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
3.1	1073	Positively Wellington Tourism	2,875	2,875	0	5,749
3.1	1074	Events Fund	2,287	2,457	170	4,874
3.1	1075	Wellington Venues	864	1,150	286	4,809
3.1	1076	Destination Wellington	38	453	415	1,813
3.1	1077	City Innovation	81	271	190	1,093
3.1	1078	Wellington Convention & Exhibition Centre (WCEC)	398	296	(102)	1,183
3.1	1080	Economic Development Grant Pool	(2)	0	2	0
3.1	1081	Economic Growth Strategy	121	147	26	592
3.1	1082	City Growth Fund	226	476	251	1,787
3.1	1084	Indoor Arena	0	2	2	9
3.1	1087	International Relations	148	237	89	908
3.1	1089	Business Improvement Districts	71	84	13	335
<b>Activity area total</b>			<b>7,107</b>	<b>8,447</b>	<b>1,340</b>	<b>23,154</b>

### ***Cultural Wellbeing***

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
4.1	1090	Wellington Museums Trust	4,222	4,131	(91)	9,363
4.1	1092	Te Papa Funding	610	563	(48)	2,250
4.1	1093	Carter Observatory	399	270	(129)	700
4.1	1095	City Events Programme	470	375	(96)	2,745
4.1	1096	WW1 Commemorations	0	0	0	0
4.1	1097	Citizen's Day - Mayoral Day	23	0	(22)	23
4.1	1098	Cultural Grants Pool	1,322	1,134	(188)	1,282
4.1	1099	Wgtn Conv Cntr Comm Subsidy	0	115	115	200
4.1	1100	City Arts Programme	70	75	4	420

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
4.1	1101	NZSO Subsidy	36	52	16	216
4.1	1102	Toi Poneke Arts Centre	277	251	(26)	1,008
4.1	1103	Public Art Fund	69	118	49	504
4.1	1104	New Zealand Ballet	222	204	(17)	313
4.1	1105	Orchestra Wellington	0	306	306	306
4.1	1106	Regional Amenities Fund	619	614	(4)	630
4.1	1207	Capital of Culture	1,170	1,038	(132)	1,603
Activity area total			9,510	9,246	(264)	21,565

### Social and Recreation

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
5.1	1107	Swimming Pools Operations	4,168	4,006	(163)	16,469
5.1	1108	Sportsfields Operations	847	905	58	3,406
5.1	1109	Synthetic Turf Sport Operations	281	255	(26)	1,150
5.1	1110	Recreation Centres	604	496	(107)	2,272
5.1	1111	ASB Sports Centre	1,240	1,106	(134)	4,714
5.1	1112	Basin Reserve Trust	515	511	(5)	1,359
5.1	1113	Recreational NZ Academy Sport	0	0	0	47
5.1	1114	PlayGnd & Skate Facility Mtnc	245	264	19	1,044
5.1	1115	Marina Operations	21	(19)	(40)	53
5.1	1116	Municipal Golf Course	39	48	9	188
5.1	1117	Recreation Programmes	233	139	(94)	559
5.2	1118	Library Network - Wide Operation	3,389	3,685	297	14,777
5.2	1119	Branch Libraries	1,881	1,974	93	7,910
5.2	1120	Passport to Leisure Programme	28	29	1	119
5.2	1121	Community Advice & Information	469	409	(59)	1,585
5.2	1122	Community Grants	73	62	(10)	250
5.2	1123	Support for Wgtn Homeless	0	223	223	223
5.2	1124	Social & Recreational Grant Pool	3,344	3,398	54	4,073
5.2	1125	Housing Operations and Mtce	993	2,244	1,251	8,920
5.2	1126	Housing Upgrade Project	130	33	(96)	125
5.2	1127	Cmty Props Programmed Maint	132	190	58	763
5.2	1128	Community Halls Ops and Maint.	163	135	(28)	547
5.2	1129	Community Prop & Facility Ops	472	453	(18)	1,827
5.2	1130	Accommodation Assistance Fund	196	58	(138)	232
5.2	1208	CBD Library Services Network	123	333	209	1,330
5.3	1131	Burial & Cremation Operations	260	272	12	1,079
5.3	1132	Contracts - Public Conveniences	1,051	923	(128)	3,711

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
5.3	1133	Public Health	708	496	(212)	2,279
5.3	1134	Noise Monitoring	143	227	83	911
5.3	1135	Anti-Graffiti Flying Squad	173	236	62	946
5.3	1136	Safe City Project Operations	510	507	(3)	2,034
5.3	1137	Civil Defence	395	401	6	1,679
5.3	1138	Rural Fire	8	11	3	45
5.3	1997	Business Recovery	0	0	0	1
<b>Activity area total</b>			<b>22,835</b>	<b>24,012</b>	<b>1,177</b>	<b>86,624</b>

### Urban Development

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
6.1	1139	District Plan	826	595	(231)	2,730
6.1	1141	Build Wellington Developments	445	577	132	2,323
6.1	1142	Public Art and Sculpture Maintenance	81	92	12	390
6.1	1143	Public Space-Centre Devl. Plan	625	700	75	2,814
6.1	1145	City Heritage Development	169	414	245	1,661
6.1	1206	Housing Investment Programme	243	193	(50)	1,154
6.2	1146	Building Control-Facilitation	496	1,257	761	4,034
6.2	1147	Weathertight Homes	2	8	6	33
6.2	1148	Development Cntrl Facilitation	1,007	946	(61)	3,816
6.2	1149	Earthquake Assessment Study	25	26	1	104
6.2	1151	Earthquake Risk Building Proj.	327	205	(121)	804
<b>Activity area total</b>			<b>4,246</b>	<b>5,015</b>	<b>769</b>	<b>19,862</b>

### Transport

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000's	\$000's	\$000's	\$000's
7.1	1152	Ngauranga to Airport Corridor	123	562	439	2,265
7.1	1153	Transport Planning and Policy	191	352	161	1,431
7.1	1154	Road Maintenance and Storm Clean Up	477	258	(218)	1,318
7.1	1155	Tawa Shared Driveways Maintenance	2	8	6	48
7.1	1156	Wall, Bridge and Tunnel Maintenance	65	101	36	406
7.1	1157	Drains & Walls Asset Stewardship	1,509	1,601	92	6,454
7.1	1158	Kerb & Channel Maintenance	139	87	(52)	537
7.1	1159	Vehicle Network Asset Stewardship	5,933	6,291	358	24,527
7.1	1160	Port and Ferry Access	0	18	18	71

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000's	\$000's	\$000's	\$000's
7.1	1161	Cycleways Maintenance	7	23	16	92
7.1	1162	Cycleway Asset Stewardship	21	603	581	2,410
7.1	1163	Cycleways Planning	(4)	687	691	2,749
7.1	1164	Passenger Transport Facilities	123	125	1	418
7.1	1165	Bus Shelter Contract Income	(14)	0	15	(1,199)
7.1	1166	Passenger Transport Asset Stewardship	200	254	54	1,012
7.1	1167	Bus Priority Plan	86	16	(70)	62
7.1	1168	Cable Car	3	3	(0)	12
7.1	1170	Street Furniture Maintenance	70	101	31	406
7.1	1171	Footpaths Asset Stewardship	1,509	1,619	110	6,599
7.1	1172	Pedestrian Network Maintenance	152	235	83	941
7.1	1173	Pedestrian Network Structures Maintenance	13	27	14	108
7.1	1174	Traffic Signals Maintenance	280	254	(26)	1,051
7.1	1175	Traffic Control Asset Stewardship	812	775	(37)	2,838
7.1	1176	Road Marking Maintenance	332	212	(120)	856
7.1	1177	Traffic Signs Maintenance	76	76	(1)	307
7.1	1178	Network Activity Management	260	252	(9)	1,041
7.1	1179	Street Lighting Maintenance	492	453	(40)	1,817
7.1	1180	Transport Education & Promotion	37	106	69	317
7.1	1181	Fences & Guardrails Maintenance	86	61	(25)	247
7.1	1182	Safety Asset Stewardship	850	740	(110)	2,942
7.2	1184	Parking Services & Enforcement	(3,732)	(3,447)	286	(15,142)
7.2	1185	Waterfront Parking Services	(157)	(112)	45	(447)
<b>Activity area total</b>			<b>9,939</b>	<b>12,338</b>	<b>2,399</b>	<b>46,494</b>

### Council

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
10.1	1186	Waterfront Commercial Property Services	410	275	(134)	1,109
10.1	1187	Commercial Property Man & Serv	792	1,093	301	4,361
10.1	1188	Civic Centre Facilities Managt	0	(4)	(4)	0
10.1	1189	Mail Service SLA	0	0	0	0
10.1	1190	Information Services SLA	0	7	7	(0)
10.1	1191	NZTA Income on Capex Work	(5,765)	(6,126)	(361)	(24,506)
10.1	1192	Quarry operations	(51)	39	90	160
10.1	1193	Self Insurance Reserve	124	68	(55)	282
10.1	1194	Information Management	0	1	1	(0)

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
10.1	1196	External Capital Funding	(207)	(125)	82	(975)
10.1	1197	Plimmer Bequest Project Expend	0	0	0	(700)
10.1	1198	Waterfront Utilities Management	88	40	(48)	159
10.1	1200	ORG	(0)	321	321	0
10.1	1201	ORGNA	(83,460)	(82,781)	678	(354,321)
10.1	1202	PPORGFloor	0	(0)	(0)	0
10.1	1203	PPORGGroundLease	(2,219)	(2,292)	(73)	(9,167)
10.1	1204	Sustainable Parking Infrastructure	37	39	2	156
10.1	1205	Shared Services Procurement	319	42	(277)	161
10.1	1999	Earthquake	14	0	(14)	0
<b>Activity area total</b>			<b>(89,919)</b>	<b>(89,404)</b>	<b>515</b>	<b>(383,279)</b>
<b>Operating expenditure grand total</b>			<b>8,369</b>	<b>15,627</b>	<b>7,259</b>	<b>(5,040)</b>

## b) Capital Expenditure

### Governance

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
1.1	2000	Committee & Council Processes	0	0	0	145
<b>Activity area total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>145</b>

### Environment

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
2.1	2003	Parks Infrastructure	259	87	(172)	1,058
2.1	2004	Parks Buildings	76	12	(64)	513
2.1	2005	Plimmer Bequest Project	10	50	40	808
2.1	2006	Botanic Garden	150	162	13	962
2.1	2007	Coastal - upgrades	36	423	387	1,584
2.1	2008	Coastal	156	5	(150)	2,251
2.1	2009	Town Belt & Reserves	145	273	128	2,196
2.1	2010	Walkways renewals	144	153	9	641
2.2	2011	Southern Landfill Improvement	100	364	264	5,558
2.3	2013	Water - Network renewals	2,273	1,537	(736)	7,618
2.3	2014	Water - Pump Station renewals	42	0	(42)	0
2.3	2015	Water - Water Meter upgrades	0	9	9	46

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
2.3	2016	Water - Network upgrades	2,457	2,035	(422)	10,087
2.3	2018	Water - Network renewals	196	259	62	1,282
2.3	2019	Water - Reservoir renewals	4	76	73	378
2.3	2020	Water - Reservoir upgrades	302	2,397	2,095	7,505
2.4	2023	Wastewater - Network renewals	441	1,065	624	6,327
2.4	2024	Wastewater - Network upgrades	62	106	44	627
2.4	2026	Wastewater - Pump Station renewals	8	391	383	2,324
2.5	2028	Stormwater - Network upgrades	53	298	245	1,422
2.5	2029	Stormwater - Network renewals	633	1,239	606	5,911
2.6	2033	Zoo renewals	162	88	(73)	882
2.6	2034	Zoo upgrades	0	0	0	308
2.6	2135	Zealandia	0	0	0	769
<b>Activity area total</b>			<b>7,708</b>	<b>11,030</b>	<b>3,322</b>	<b>61,054</b>

### ***Economic Development***

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
3.1	2035	Wellington Venues renewals	330	959	628	4,139
<b>Activity area total</b>			<b>330</b>	<b>959</b>	<b>628</b>	<b>4,139</b>

### ***Cultural Wellbeing***

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
4.1	2040	Cable Car Precinct	0	0	0	43
4.1	2041	Te ara o nga tupuna - Maori heritage trails	0	0	0	133
4.1	2042	Arts Installation	0	23	23	92
4.1	2129	Wellington Convention & Exhibition Centre (WCEC)	1,759	1,611	(149)	16,911
<b>Activity area total</b>			<b>1,759</b>	<b>1,634</b>	<b>(126)</b>	<b>17,178</b>

## Social and Recreation

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
5.1	2043	Aquatic Facility upgrades	15	0	(15)	255
5.1	2044	Aquatic Facility renewals	414	715	301	1,827
5.1	2045	Sportsfields upgrades	141	121	(20)	440
5.1	2046	Synthetic Turf Sportsfields renewals	12	139	126	1,335
5.1	2047	Synthetic Turf Sportsfields upgrades	0	0	0	35
5.1	2048	Recreation Centre Renewal	6	0	(6)	334
5.1	2049	ASB Sports Centre	3	7	4	134
5.1	2050	Basin Reserve	2,888	1,752	(1,136)	7,441
5.1	2051	Playgrounds renewals & upgrades	149	125	(23)	2,193
5.1	2052	Evans Bay Marina - Renewals	6	2	(5)	65
5.1	2053	Clyde Quay Marina - Upgrade	10	13	2	77
5.2	2054	Upgrade Library Materials	662	650	(12)	2,514
5.2	2055	Upgrade Computer Replacement	33	25	(8)	100
5.2	2056	Central Library upgrades	33	1,331	1,298	5,262
5.2	2057	Branch Library upgrades	1,644	2,376	732	4,752
5.2	2058	Branch Libraries renewals	2	143	141	357
5.2	2059	Housing upgrades	108	0	(108)	1,813
5.2	2060	Housing renewals	384	679	294	3,451
5.2	2061	Community Halls - upgrades & renewals	11	265	254	3,803
5.3	2062	Burial & Cremations	43	46	3	449
5.3	2063	Public Convenience and pavilions	466	752	285	2,774
5.3	2064	Safety Initiatives	(2)	27	29	101
5.3	2065	Emergency Management renewals	0	53	53	210
<b>Activity area total</b>			<b>7,030</b>	<b>9,220</b>	<b>2,190</b>	<b>39,723</b>

## Urban Development

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
6.1	2067	Wgtn Waterfront Development	25	390	365	2,183
6.1	2068	Waterfront Renewals	175	134	(41)	2,302
6.1	2070	Central City Framework	528	702	174	4,469
6.1	2073	Suburban Centres upgrades	(44)	27	71	901
6.1	2074	Minor CBD Enhancements	2	47	45	188
6.1	2136	Housing Investment Programme	226	110	(116)	3,295
6.2	2076	Earthquake Risk Mitigation	5,238	7,051	1,813	35,141
<b>Activity area total</b>			<b>6,150</b>	<b>8,462</b>	<b>2,312</b>	<b>48,480</b>

### Transport

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
7.1	2075	Urban Regeneration Projects	0	64	64	255
7.1	2077	Wall, Bridge & Tunnel Renewals	551	915	364	4,235
7.1	2078	Road Surface Renewals	41	59	18	1,363
7.1	2079	Reseals	128	115	(13)	2,301
7.1	2080	Preseal Preparations	553	709	156	3,381
7.1	2081	Shape & Camber Correction	195	489	294	3,866
7.1	2082	Sumps Flood Mitigation	17	18	2	176
7.1	2083	Road Corridor New Walls	276	280	4	2,043
7.1	2084	Service Lane Improvements	6	14	7	54
7.1	2085	Tunnel & Bridge Improvements	202	870	668	4,085
7.1	2086	Kerb & Channel Renewals	627	488	(140)	2,277
7.1	2087	Vehicle Network New Roads	24	0	(24)	60
7.1	2088	Road Risk Mitigation	298	213	(85)	5,696
7.1	2089	Roading Capacity Projects	0	16	16	783
7.1	2090	Area Wide Road Maintenance	25	46	21	919
7.1	2094	Cycling Improvements	2,457	2,508	50	13,401
7.1	2095	Bus Priority Planning	22	223	201	941
7.1	2096	Pedestrian Network Structures	165	69	(96)	121
7.1	2097	Pedestrian Network Renewals	984	849	(135)	3,863
7.1	2098	Walking Improvements	22	122	100	454
7.1	2099	Street Furniture	46	41	(5)	165
7.1	2100	Pedestrian Network Accessways	83	52	(32)	259
7.1	2101	Traffic & Street Signs	294	310	16	1,240
7.1	2102	Traffic Signals	303	357	54	1,109
7.1	2103	Street Lights	251	315	64	1,371
7.1	2104	Rural Road Improvements	9	27	18	177
7.1	2105	Minor Works Projects	361	295	(66)	1,242
7.1	2106	Fences & Guardrails	175	169	(6)	677
7.1	2107	Safer Roads Projects	65	346	282	1,385
7.1	2134	Lambton Quay Bus Interchange	0	100	100	200
7.2	2108	Parking Asset renewals	1	12	11	171
7.2	2109	Roadside Parking Improvements	20	36	16	133
<b>Activity area total</b>			<b>8,202</b>	<b>10,126</b>	<b>1,924</b>	<b>58,401</b>

### Council

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
10.1	2111	Capital Replacement Fund	1,178	1,323	145	5,293
10.1	2112	Information Management	101	237	136	948

Group	Activity	Activity Description	YTD			Full Year
			Actual	Budget	Variance	Budget
			\$000s	\$000s	\$000s	\$000s
10.1	2114	ICT Infrastructure	1,932	355	(1,577)	1,418
10.1	2116	Strategic Initiatives	0	129	129	515
10.1	2117	Unscheduled infrastructure renewals	0	761	761	3,042
10.1	2118	Health & Safety - Legislation Compliance	37	157	120	628
10.1	2119	Civic Property renewals	53	973	919	3,891
10.1	2120	Commercial Properties renewals	(110)	160	269	980
10.1	2121	Community & Childcare Facility renewals	45	235	190	938
10.1	2125	IT Response to Legislative Changes	0	0	0	0
10.1	2126	Business Unit Support	92	204	112	815
10.1	2127	Workplace	447	280	(167)	1,119
10.1	2128	Civic Campus Resilience and Improvements	401	540	139	6,032
10.1	2131	Smart Council	681	690	9	2,760
10.1	2132	Digital - Internet Intranet	(0)	90	90	360
10.1	2133	Quarry Renewals and Upgrades	0	0	0	259
10.1	2138	Permanent Forest Sink Fund Initiative - Carbon Credits	250	288	39	1,153
10.1	2999	Earthquake - Capex	11	0	(11)	0
<b>Activity area total</b>			<b>5,117</b>	<b>6,420</b>	<b>1,303</b>	<b>30,152</b>
<b>Capital expenditure grand total</b>			<b>36,296</b>	<b>47,850</b>	<b>11,554</b>	<b>259,272</b>



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## **4. Operational**

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# **FUNDING AND PARTNERING FOR THE NEXT PHASE OF LET'S GET WELLINGTON MOVING**

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### **Purpose**

1. The purpose of this report is to provide an update on the work being undertaken to advance the Let's Get Wellington Moving (LGWM) programme of work, as endorsed by Council in June 2019, and the next steps for this work.
2. This report also seeks agreement from Council on the proposed partnering and funding approach for the next phase of LGWM.

### **Recommendations**

That the Strategy and Policy Committee:

- 1 Receive the report and attachment.
- 2 Note progress to date on the LGWM programme.
- 3 Note that the existing LGWM work programme includes further business case investigations that, when complete, will allow LGWM to review and recommend to the LGWM partners the optimal staging and options for the future LGWM components.
- 4 Agree that the LGWM City Streets work package will deliver the joint WCC/GWRC bus priority action plan (as per Item 4.2: Joint programme to improve the reliability of travel times for buses) to expedite improvements and maximise funding opportunities, noting that this approach has been endorsed by the LGWM Board.
- 5 Note the interim funding splits agreed by Council in June 2019.
- 6 Approve the Relationship and Funding Agreement outlined in Attachment 1 to this report, which provides the basis of the next phase of the programme (business cases and quick-win capital works).
- 7 Agree to the additional funding for the LGWM programme in 2019/20 and 2020/21 as outlined below, with the 2020/21 additional funding being included as part of the 2020/21 Annual Plan process:

Partner	Expenditure type	2019/20	2020/21
NZTA	Opex	\$10.6m	\$21.4m
	Capex	\$0.6m	\$19.2m
	<b>Total</b>	<b>\$11.2m</b>	<b>\$40.6m</b>
GWRC	Opex	\$3.5m	\$7.1m
	<b>Total</b>	<b>\$3.5m</b>	<b>\$7.1m</b>
WCC	Opex	\$3.5m	\$7.1m
	Capex	\$0.6m	\$6.9m
	<b>Total</b>	<b>\$4.1m</b>	<b>\$14.1m</b>

- 8 Agree that for the purposes of the 2020/21 Annual Plan, the funding of Wellington City Council's contribution to the LGWM programme (as summarised in recommendation 7 above) will be spread over a 10-year period or shorter, noting that officers will report back as part of the Annual Plan process.
- 9 Agree that Mayor Foster and Deputy Mayor Free will be the Council's representatives on the LGWM Governance Reference Group for this triennium.
- 10 Note that the final Terms of Reference for the LGWM Governance Reference Group will be provided to Council in early 2020.
- 11 Note that key decisions in relation to the packages of work within the LGWM programme will come back to Council for approval, and that regular (generally monthly) briefing/workshop sessions will be established in the new year to provide updates and insight to the progress of the programme. These could include joint workshops with the partners if necessary or desired.
- 12 Delegate to the Mayor and Chief Executive the authority to approve any minor amendments and sign the Relationship and Funding Agreement in Attachment 1, on behalf of the Council.

## Why we need to keep Wellington moving

3. Wellington is a great place to live, work and visit. However, our transport system is starting to impact on Wellington's liveability, and its economic growth and productivity. We are experiencing growing traffic congestion and unreliable journey times, poor and declining levels of service, safety issues, especially for cycling and walking, and vulnerability to disruption from unplanned events. This affects people living in Wellington City as well as those travelling to the city and regional facilities from around the Wellington region.
4. LGWM is a once-in-a-lifetime opportunity to reshape the city and the region's future, and how people get around. It will help ensure the prosperity, liveability, and sustainability of our city and region and provide for the 50,000 to 80,000 extra people expected to make Wellington their home in coming decades.
5. More reliable journeys, more travel choices, and safe and liveable streets will benefit people who live in the city and those who travel to the city from the wider region for work, education, leisure, and to access regional facilities like the airport or hospital.

6. The funding announced by the government (\$3.8 billion for LGWM alongside a \$4.4 billion allocation for the wider region over 30 years) is a record investment in Wellington and signals confidence in the city and region's future.
7. Securing this commitment has involved the city and regional council working hard with the NZ Transport Agency over the last four years. In response, the government has agreed an innovative approach to deliver our vision for Wellington – a great harbour city, accessible to all, with attractive places, shared streets, and efficient local and regional journeys.
8. It is critical that we keep progressing LGWM to ensure we respond to community and stakeholders calls to start seeing improvements as soon as possible. We need to start work now on projects that move more people with fewer vehicles. These include mass rapid transit from the central city to Newtown and the airport, a walkable city, connected cycleways, better public transport, Basin Reserve improvements and an extra Mt Victoria tunnel – all closely aligned to the broader LGWM vision, including land use planning changes to create a more vibrant and attractive city.
9. Council agreement to provide the required funding contribution for the next few years is critical to ensure the programme partners can progress the LGWM programme and make early progress on delivering improvements that people can see and feel.

#### **Accelerating LGWM's work**

10. In recent months the relatively small LGWM team has worked to get the early delivery programme underway (the Golden Mile, Thorndon Quay/Hutt Road and Safer Speeds in the Central City), scope and let tenders for engineering and planning work on the large programme elements (mass rapid transit, the Basin Reserve and the extra Mt Victoria tunnel), and develop a new relationship and funding agreement for the partners to consider.
11. Council support is required to continue this momentum to complete business cases on the larger programme elements, and commit to capital spending over the next two years, especially on trials and quick wins in the early delivery programme.
12. The early delivery projects address some critical choke points in the transport networks that are important corridors for public transport and cycling. By providing priority for these modes we enable more people to travel faster and more reliably into and out of the regional CBD.

#### **Completing the business case work to unlock future funding**

13. The upcoming business case investigations will ensure the best options are selected and provide confidence about costs and how projects will be implemented. The business cases will help all three partners make the most of our investment and deliver value for money for taxpayers, ratepayers and transport users.
14. LGWM is an integrated programme. It includes many interdependent projects and it is important that the business case work on these projects is done together early to allow effective integration and good outcomes.
15. The business case work will be extensive. It will include investigation, design, public engagement/consultation, and the start of consenting for the many projects involved. All this needs to be coordinated and integrated by the LGWM team. The costs for this business case development phase of LGWM is within the expected range for projects of this scale, where the core costs equate to around 3 – 5 percent of the forecast capital costs. These core business case costs exclude staff, overheads and wider programme support costs, which have been included in the funding ask in this report.

16. Agreeing the funding set out in this report will enable LGWM to award tenders for business case work early in the new year and ensure councils get the information they need for the 2021 – 31 Long-term Plan.

### **Moving beyond ‘business as usual’**

17. LGWM is a partnership and will continue to call on significant resources from each of the three partners.
18. When the previous Council considered LGWM funding in June this year, it was assumed the programme would involve a small core of dedicated staff with most resources provided by the partners on a ‘business as usual’ approach.
19. However, a new approach is needed in order to accelerate delivery. LGWM requires a dedicated team and the LGWM Board has decided that the full costs for this team, allowances for review of all deliverables, and costs to cover partner staff in the City Streets workstream should be accounted for. This will allow partners to backfill any staff seconded to the programme and ensure each partners’ contribution is clear. Estimates for this full cost approach are included in the funding ask of Council set out in this report.
20. Council’s agreement to the required funding will move LGWM beyond a ‘business as usual’ approach towards a fully resourced, delivery focused partnership.

### **Background**

21. LGWM is a joint initiative between the Government, Wellington City Council (WCC), Greater Wellington Regional Council (GWRC) and Waka Kotahi New Zealand Transport Agency (NZTA) which commenced in late 2015 following a final court decision to decline the Basin Bridge proposal.
22. This collaborative process started with a conversation about how the community wants the city to look, feel and function and described a transport system to enable this; and to support the growth of the city and region, while making it safer and easier to get around.
23. The focus of the LGWM programme is the area from Ngauranga Gorge to the Wellington International Airport, encompassing the Wellington Urban Motorway and connections to Wellington Regional Hospital and eastern and southern suburbs. This area has an important role for both local and regional journeys.
24. Extensive engagement, analysis and investigation has been completed over several years. Key engagement phases included:
- a. In 2016, a conversation with the community about the city’s transport challenges, attracting over 10,000 responses.
  - b. Ongoing comprehensive stakeholder and community engagement in 2016 and 2017 through meetings, workshops and focus groups.
  - c. November and December 2017, LGWM ran an extensive public engagement programme to seek feedback from the community and stakeholder groups on four transport scenarios for Wellington’s future, plus an independent public opinion survey.
  - d. Regular ongoing meetings with a range of stakeholder groups to communicate and engage on the programme.

25. Feedback from engagement was used to inform the development of [12 guiding transport and urban design principles](#), to help identify the [key problems](#) on the network and to shape the programme objectives.
26. The LGWM programme objectives are to develop a transport system that:
  - Enhances the liveability of the central city;
  - Provides more efficient and reliable access for users;
  - Reduces reliance on private vehicle travel;
  - Improves safety for all users; and
  - Is adaptable to disruptions and future uncertainty.
27. Community and stakeholder engagement, along with significant technical work and investigations led to the completion of a programme business case and development of a LGWM [Vision](#) and [Recommended Programme of Investment](#).
28. Engagement with central government on funding and financing options was then undertaken and on 16 May 2019 the Let's Get Wellington Moving announcement made by the Minister of Transport and supported by the WCC Mayor and GWRC Chair included an Indicative Package with central government funding. This provided a way forward to deliver a step-change in transport to support the city and region's growth, and realises much of the LGWM vision while being affordable within long-term transport funding priorities.
29. The announcement signalled a 60:40 central/local funding split for the programme as a whole, with only preliminary plans for how the local share could be met. There was a clear need to do more work to cover the split of the local share between GWRC and WCC and to investigate potential funding sources such as increased parking charges.
30. The key elements of the Indicative Package are:
  - A walkable city;
  - Connected cycleways;
  - Public transport to and through the city;
  - Smarter transport network;
  - Mass rapid transit;
  - Unblocking the Basin Reserve;
  - Extra Mount Victoria Tunnel.

Further detail of the Indicative Package released by Government is provided on the Ministry of Transport's [website](#).

31. In June 2019, Council and its LGWM partners agreed to move to the next stage of the programme involving detailed investigation and delivery. The NZTA Board subsequently endorsed the programme business case and the programmes next steps.
32. Since the June 2019 meeting the investigation work programme has been developed and detailed budgets have been set based on this programme.

### Early Delivery programme

33. LGWM includes an Early Delivery programme to make a start on implementing the strategic approach to “move more people with fewer vehicles”, while the larger and more complex components of the programme are being developed.
34. Key elements of the Early Delivery programme are:
  - a. Golden Mile – bus priority, walking and cycling improvements
  - b. Thorndon Quay and Hutt Road – bus priority, cycling and walking improvements
  - c. Safer speeds – central city and state highway east of Mt Victoria
  - d. Cobham Drive pedestrian/cycle crossing
  - e. Central city walking – signals optimisation for pedestrians
  - f. Minor signal upgrades – bus detection and signal optimisation.
35. Procurement processes are well underway for the LGWM Early Delivery programme. As part of this, the contract to deliver the Golden Mile business case has been awarded and early work has commenced. Identification of trials and quick wins are an important part of this contract and other contracts and we expect to see these being rolled out over the next year.

### City Streets Programme

36. In order to maximise access to funding and to expedite bus network improvements, the Bus Priority Action Plan, along with pedestrian and central city cycling improvements, will form the basis of the LGWM City Streets programme.
37. The Bus Priority Action Plan is being considered on today’s agenda where additional information and context is provided.

### Business cases for major programme elements

38. A significant component of the next phase of LGWM is progressing major programme elements through the business case process and undertaking more detailed investigation of each individual element of the programme.
39. Substantial work has been completed on scoping the business cases for the larger programme elements including the mass rapid transit (MRT) and state highway package (Basin Reserve improvements and an extra Mt Victoria Tunnel).
40. In the next year, a key priority is the completion of a business case for MRT (draft by late 2020), as this will be an important decision point to guide the design, staging and sequencing of other interventions. In addition, the indicative business case will allow the partner organisations to include the necessary investments in their long-term plans and the next Regional Land Transport Plan (RLTP) and unlock funding for the subsequent phases such as consenting, design development and construction.
41. The core deliverable for the MRT project is an [indicative business case](#) which:
  - a. Confirms a recommended MRT route;
  - b. Recommends a mode or modes where this does not materially impact the confirmation of route or viability of MRT;
  - c. Demonstrates the viability of MRT with respect to outcomes, cost, value for money, consentability and implementability;

- d. Provides early input into the State Highway Access IBC with recommended options at the interfaces between the projects;
  - e. Presents a detailed scope and management case for the next steps in the investigation and delivery of MRT including identifying opportunities for, and benefits of, acceleration or staging of subsequent project phases;
  - f. Provides Project Partners with enough information for the inclusion of relevant activities in to future LTP, RLTP and NLTP processes; and
  - g. Is highly integrated with the other workstreams that form the LGWM programme and tell a compelling and aligned investment story.
42. The core deliverable for the State highway access project is an indicative business case which:
- a. Provides early input into the MRT study with a recommended option at the interface between the projects to inform MRT corridor and mode selection;
  - b. Will primarily focus on the Mount Victoria Tunnel and Basin Reserve, and will Investigate operational optimisation needs for the wider SH1 corridor between Ngauranga Gorge and the airport to support the wider goals of LGWM and which are necessary to enable the delivery of other projects within the LGWM programme;
  - c. Identifies a recommended option(s) to progress to detailed analysis;
  - d. Identifies where trade-offs are required between different programme objectives and develops a transparent way to document these;
  - e. Identifies an appropriate staging plan, clearly articulating the interdependencies between the various project elements within the package and projects outside the package and triggers for implementation of interventions;
  - f. Presents a detailed scope and management case for the next steps in the investigation and delivery of state highway corridor improvements;
  - g. Is highly integrated with the other workstreams that form the LGWM programme and tell a compelling and aligned investment story; and
  - h. Provides Project Partners with enough information for the inclusion of relevant activities in to future LTP, RLTP and NLTP processes.

## **Analysis**

### **Partnership agreement**

- 43. A partnership agreement is needed to provide for how the three partner organisations will work together, govern the programme of work, share costs and manage stakeholder relationships for the next phase of work. The proposed LGWM Relationship and Funding Agreement is provided as Attachment 1 to this report.
- 44. This agreement will also be considered by Greater Wellington Regional Council on 12 December 2019, in parallel with going through the Transport Agency's approval processes.
- 45. The agreement strengthens the partnership relationship and will supersede the current memorandum of understanding. It has been prepared in partnership between the respective legal teams of NZTA, GWRC and Council based on common approaches and accepted practice in partnership arrangements of this kind, and includes the following key elements:

- a. Relationship expectations – the agreement sets out the expectations for parties around having regard to the LGWM Principles, a commitment to collaborative working, and a ‘programme first’ approach to decision making, while recognising that each party has particular statutory powers, function and/or regulatory roles that it is bound by.
  - b. Governance – ultimately all major decisions will be considered by the respective partner organisations. This includes the outcomes from the various business cases e.g. MRT, State Highway Access, Early Delivery, City Streets etc. The agreement provides for a LGWM Governance Reference Group (see more detail below), the membership of which is intended to have representatives from the governance level of the partners, and the LGWM Board, along with key management roles including the Programme Director and Owner Interface Managers. A commitment for regular updates and reporting is provided to ensure Councillors are well-informed and able to make evidence-based decisions.
  - c. Governance – the agreement provides for a LGWM Governance Reference Group (see more detail below), the membership of which is intended to be representatives from governance level within the agencies, and the LGWM Board, along with key management roles including the Programme Director and Owner Interface Managers.
  - d. Procurement – the agreement provides for a process to have procurement plans approved by each party before any work begins, which sets out the role each party will play in the procurement process, and for good project management practices, such as reporting, monitoring and management of the resulting contracts.
  - e. Resourcing – the agreement provides for how parties will procure, share and allocate resources between them and between programme workstreams.
  - f. Reporting – the agreement provides significant reporting responsibilities between the LGWM Programme Director and the Owner Interface Managers, and the LGWM Board.
  - g. Communications with stakeholders – the agreement acknowledges that regular, consistent communications with stakeholders is vital to the success of the project and requires the parties to work together on communications plans that emphasise the importance of co-ordinated communication with relevant stakeholders.
  - h. Funding and cost sharing (discussed in more detail below).
46. The agreement also acknowledges the statutory role of each agency and the importance of recognising this while working together as a programme.

### **LGWM Governance oversight**

47. As part of the new Relationship and Funding Agreement shown in Attachment 1, governance oversight will be explicitly provided for by the proposed Governance Reference Group, and Board.
48. The Governance Reference Group is intended to provide an interface on council political preferences, interaction with the WCC’s and GWRC’s councils and the Transport Agency Board, and in relation to community interaction. This group is designed to inform and assist the Councils and the Transport Agency Board to guide and implement the programme.

49. It is proposed that the LGWM Governance Reference Group will meet no less than quarterly and will be guided by the LGWM Governance Reference Group Terms of Reference which will set out the roles, responsibilities and duties of the group. The Terms of Reference will be provided to Council in the New Year.
50. It is expected that Council's Governance Reference Group representatives (with the support of the Council Owner Interface Manager, Programme Steering Group and Board members) will regularly report back to Council to ensure Council's direction and oversight is provided to the LGWM programme. Plans to keep Council engaged with the programme, including regular workshops, will form a consideration of the Governance Reference Group to assist in Council's decision making and overarching governance responsibilities.
51. The LGWM programme recognises the role of the Council and commits to working closely with the city's decision makers. It is proposed that regular workshops / briefings are scheduled, commencing in the new year, to enable Council to receive regular updates and to inform and guide the direction of the LGWM programme outcomes. A minimum of 10 sessions per calendar year will be scheduled, that recognises Council's non-meeting months of January and July. Additional sessions will be scheduled as required.
52. Council will be responsible for agreeing to all traffic resolutions and business case approval milestones that in turn will help shape and enable Council to make informed, evidence-based decisions on the Long-term Plan.

### **Funding and cost sharing**

53. To develop and agree a full funding proposal for the implementation of the full LGWM programme, including the appropriate partner allocations, considerable additional information will be needed that will only be available at the conclusion of the further investigations and business case processes. This includes information on:
  - Capital cost and sequencing of the programme elements;
  - Operational costs associated with the operation and maintenance of infrastructure; and
  - Procurement approach to major programme elements; and ownership of new assets.
54. There are a number of relevant considerations for determining local funding sources and how the 40% local share will be split between the two local government partners, including:
  - The appropriate balance between rates, user charges, and individuals or business who stand to benefit from the investment;
  - Where the benefits fall between region and city;
  - Asset ownership and operational responsibility;
  - Affordability; and
  - Funding and financing tools.
55. The necessary information to understand and analyse these will be provided by the next stage of investigations. It was therefore agreed by partners in June 2019 that for

the 2019/20 and 2020/21 period, a simple formula be applied as an interim funding split.

### **Interim funding split**

56. The interim funding arrangements, approved by Council in June 2019, covers the period up to June 2021 of the LGWM programme and includes:
  - a. Early Delivery programme;
  - b. Further investigations, business cases and design;
  - c. Any lost revenue from the removal of on street car parks; and
  - d. Any advance property purchases (as required).
57. The interim funding split between central and local government was also agreed as follows:
  - a. Business case development and LGWM management costs – 60:40 (central and local government respectively);
  - b. Early delivery programme – asset owner (generally Wellington City Council);
  - c. Lost revenue from on street parking – asset owner (Wellington City Council); and,
  - d. Advance property purchase costs – case by case basis with the expectation that costs would fall in the interim to the appropriate asset owner by agreement.
58. During the 2019/20 and 2020/21 period the interim funding split (of the above 40%) between the two local government partners was agreed as follows:
  - a. Investigations, business cases and LGWM management costs – 50:50;
  - b. Early Delivery Programme – asset owner (for local government owned assets) with financial assistance rates applying; and
  - c. Advance property purchase costs – case by case basis with the expectation that costs would fall in the interim to the asset owner.
59. If partner organisations incur other costs that fall outside of the interim funding agreement over the next two years, these will be taken into account as part of reviewing the funding agreement after the interim two year period and ‘wash up’ payments made if necessary.

### **Current allocation in the Long-term Plan and Annual Plan**

60. When the 2018-28 Long-term Plans were developed, both Greater Wellington Regional Council and Wellington City Council included an indicative allocation for their share of the LGWM programme based on the information available at that time. It was made clear in the consultation documents of both Councils that once better information was available, changes would be required.
61. The GWRC Long-term Plan 2018-28 provided for a total contribution of \$67 million and the WCC Long-term Plan 2018-28 provided for a total contribution of \$126 million towards LGWM over the ten year period. This comprised a mix of operational funding for investigations and business cases and capital costs for construction. The funding allocations from 2021/22 onwards will be updated and considered as part of the 2021-31 LTP process.
62. The allocation included in the existing Long-term Plans for the 2019/20 and 2020/21 years was \$1.2 million and \$1.2 million for GWRC and \$1.7 million and \$1.7 million for WCC respectively.

**Required allocation for 2019/20 and 2020/21**

63. A work programme for the investigation phase has now been developed which has allowed us to prepare a detailed budget. This has involved detailed review of all elements of the budget for each workstream, and consideration from an overall programme perspective of the likely timing of key programme elements, to ensure realistic and achievable timeframes.
64. The total funding requirement for the programme over this year and next year, broken down by activities, is as follows:

		2019/20	2020/21
Early Delivery	Investigations	\$4.6m	\$1.9m
	Delivery	\$1.1m	\$11.0m
City Streets	Investigations	\$3.7m	\$8.7m
	Delivery	\$0.0m	\$3.1m
Remaining Investigations (Covering mass rapid transit, state highway access, travel demand management, and project office costs)		\$9.4m	\$37.0m
<b>Total</b>		<b>\$18.8m</b>	<b>\$61.7m</b>

65. The table below shows the amount required from each partner in 2019/20 and 2020/21:

Partner	Expenditure type	2019/20	2020/21
<b>NZTA</b>	Opex	\$10.6m	\$21.4m
	Capex	\$0.6m	\$19.2m
	<b>Total</b>	<b>\$11.2m</b>	<b>\$40.6m</b>
<b>GWRC</b>	Opex	\$3.5m	\$7.1m
	<b>Total</b>	<b>\$3.5m</b>	<b>\$7.1m</b>
<b>WCC</b>	Opex	\$3.5m	\$7.1m
	Capex	\$0.6m	\$6.9m
	<b>Total</b>	<b>\$4.1m</b>	<b>\$14.1m</b>

66. The current allocations for 2019/20 and 2020/21 are \$1.7 million for WCC and \$1.2 million for GWRC. The funding gap for the 2019/20 and 2020/21 years is \$2.3 million and \$5.9 million for GWRC and \$2.4 million and \$12.4 million for WCC respectively.

**Impact of increased budget allocation in 2019/20 and 2020/21 for WCC**

67. Most of the cost at this stage of the programme is operating cost from an accounting perspective. Operating costs are normally directly funded through rates. However this cost relates to the investment, and not ongoing operations, so it is prudent to debt fund the costs up front and repay them over time. This is in line with the principle of inter-generational equity.
68. As the programme is still in the investigation phase, the proposal is to debt fund the costs with repayments over 10 years. This is in line with the approach taken by GWRC.

This approach will be reviewed as part of the 2021-31 LTP when there will be more information about the costs and funding sources for the programme.

69. The impact on rates funding in 2019/20 is an additional interest cost of around \$50,000 which can be managed within existing budgets.
70. For 2020/21 the cost of the debt repayment and interest is \$2.8 million which represents approximately 0.9% of total rates.

### **Implications for the Annual Plan and Long-term Plan**

71. The programme of work for LGWM was introduced into the Long-term Plan 2018-28. The change recommended in this report is to the amount of funding required this year and next, pending further consultation and decisions through the 2021-31 Long-term Plan.
72. Given WCC will be funding a combination of Opex and Capex projects as part of the Early Delivery Programme and business case development projects, it is appropriate to spread the costs over a number of years. Equally given this signals the start of investment on a broader service level change, it is appropriate that we transparently identify this funding separately. This will be consulted through the 2020/21 Annual Plan and revised as part of the 2021-31 Long-term Plan.
73. Some contract commitments are likely to extend beyond 2020/21 and will require a continuing funding commitment.
74. Changes to the funding allocation for LGWM beyond 2020/21 will need to be considered as part of the Long-term Plan for 2021-31. The total funding required for LGWM will increase significantly beyond what is currently budgeted by the Council. Public consultation on the overall funding of the LGWM programme will form an important part of this future decision-making process.
75. In conjunction with the 2021-31 Long-term Plan we will consider a range of funding options for how the contribution to LGWM will be funded. For example, one option is to create a targeted rate, while another option may include a form of parking levy. The business cases to explore these options will be progressed over the next 12 months and will provide considerable further information to inform these choices and ultimately decisions.

### **Importance of making the required funding available**

76. LGWM is a transformational project that will shape the development of the region over the coming decades. It does not come without cost and both Councils need to be aware of the significant commitment required from ratepayers alongside the significant funding commitment from the NLTF.
77. Increasing the budget allocation for the next 18 months is essential to ensure the investigation work as part of the next phase of the LGWM programme can be progressed so that important milestones are met, and the Early Delivery Programme can be undertaken.
78. Not agreeing to the additional funding for the next few years would have a significant impact on the overall programme funding and timing, even to the point of stopping the programme, with the associated costs and risks for Council and its LGWM partners including:
  - a. Risk to all LGWM funding as NLTF funding is conditional on the funding being agreed to by the council partners in the revised Relationship and Funding Agreement;

- b. Reputational risk for both councils and their NZTA partner as a result of the LGWM programme effectively coming to a standstill;
- c. Costs associated with halting the tender processes that are already underway to commission work on the next phase of investigations;
- d. Consequential delay to key business case deliverables, which will mean necessary information (i.e. MRT mode/route, sequencing of major elements, local share split, and local share funding sources) is not available for the 2021 LTP and RLTP processes. This could mean that funding for future planning and implementation of the LGWM programme will not be identified and consulted on through the 2021-31 LTP and RLTP; and
- e. Delays could also negatively impact on supplier confidence and availability for the LGWM programme at a time where the sector is competing for technical resources.

### **Financial implications**

79. A full discussion of the financial implications associated with the decisions sought is provided in the Analysis section of this report.

### **Decision-making process**

80. The matters requiring decision in this report have been considered by officers against the requirements of Part 6 of the Local Government Act 2002 (the Act).

### **Significance**

81. Officers have assessed the significance (as defined by Part 6 of the Local Government Act 2002) of the matters, taking into account Council's Significance and Engagement Policy and Decision-making Guidelines. Officers assess that the matters are of medium significance.
82. The LGWM programme and matters referenced in this report have a high degree of importance and interest to the regional community. While the decisions sought through this report are an interim step as part of a longer process, the impact of not agreeing to the proposed funding contribution and Relationship and Funding Agreement at this stage would significantly impact on progress to investigate, fund and deliver the LGWM programme, as set out in paragraph 78 of this report.
83. The views and preferences of the community have been well canvassed through extensive engagement on the LGWM programme to date, and a strong message through engagement has been the desire to see the LGWM programme progressed and delivered as soon as possible.
84. The LGWM programme is consistent with Council policy and strategy set out in documents.
85. The matters for decision in this report will not impact on Council's capability or capacity. While a substantial increase in the allocated budget for LGWM in the 2019/20 and 2020/21 years is requested, it will not have a material impact on overall funding, debt or rates. The implications for the Annual Plan and Long-term Plan are discussed in paragraphs 71 to 75 of this report.

## Engagement

86. Comprehensive, multi-stage engagement with stakeholders, interested parties and the regional community has been carried out as part of the LGWM programme over the past 3-4 years. Details of the engagement carried out to date are set out in the Background section of this report.
87. Adjustments will need to be made to the 2020/21 Annual Plan and consultation will be undertaken as part of the normal annual plan process.
88. Consideration of how to meet the local funding requirements of LGWM beyond this will be considered as part of the next Long-term Plan for 2021-31. Public consultation on the overall funding of the LGWM programme would form an important part of these decision making process.

## Next steps

89. The key next steps are:
  - a. Progressing the Early Delivery Programme;
  - b. Completing the procurement process for the major component business case packages; and
  - c. Building capacity within the LGWM core team and across partner organisations to resource the upcoming investigation work.
90. A significant programme of ongoing engagement, linked to key milestones, is planned to support the next stages of the LGWM programme. There will be both continuous communication and engagement around the overall LGWM programme progress and engagement on the detailed issues and options associated with the various packages of work.
91. The partner councils will be updated regularly with progress on the LGWM programme. Key decisions in relation to the packages of work will come back to Council for approval. It will be important to balance the trade-off between councils being involved in detailed decision making and speed of delivery.

## Attachments

Attachment 1. LGWM Relationship and Funding Agreement [↓](#) 

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## **SUPPORTING INFORMATION**

### **Engagement and consultation**

Officers have been working collaboratively with LGWM partner officers and officials to develop this report. A similar report will be going to GWRC on 12 December 2019. Proactive communications and engagement will continue to support the LGWM programme.

### **Treaty of Waitangi considerations**

There are no treaty considerations.

### **Financial implications**

The financial implications are set out in the body of this report. The Council's finance directorate are part of the team that have been working on the LGWM programme and have provided the financial information contained in the report.

### **Policy and legislative implications**

Making progress on the LGWM programme is in accordance with the Council's transport policy direction contained in the Urban Growth Plan, Te Atakura - First to Zero plan, and the financial provisions in the Long-term Plan and Annual Plan. In addition, the LGWM programme is identified as the region's top priority in the Wellington RLTP 2015 (and Wellington RLTP mid-term Review, 2018).

### **Risks / legal**

As per any large work programme, there will be risks associated with the delivery of LGWM. It is Council's expectation that these risks are actively managed by the LGWM management team and governance, and appropriately reported back through correct Council committees in a timely manner.

WCC's legal team has been involved in the development of the LGWM Relationship and Funding Agreement to ensure any legal risks are minimised.

### **Climate Change impact and considerations**

The LGWM programme is aligned with the sustainable transport hierarchy, Urban Growth Plan, and Te Atakura - First to Zero plan. The programme as a whole has been assessed to provide a high level, estimated performance against a number of key performance indicators. These include transport generated carbon emissions, resilience, and mode shift to public transport, walking and cycling. The programme has been assessed as having a positive impact on all of these indicators, and is set in the context of a growing city and regional population, and economy.

The upcoming business case investigations for the various LGWM programme elements will involve more detailed assessment of emissions and climate change to understand the costs and benefits of different investment options. In addition, a key factor influencing climate change outcomes associated with the LGWM programme will be ensuring land use policies and settings support more intensive development along any future mass rapid transit route, so more people use public transport and more destinations can be reached by walking and cycling.

### **Communications plan**

Proactive communications and engagement will continue to support the LGWM programme.

### **Health and safety impact considered**

There are no health and safety considerations.

Draft – 02 December 2019

# Let's Get Wellington Moving - Relationship and Funding Agreement

New Zealand Transport Agency

Wellington City Council

Wellington Regional Council



Draft – 02 December 2019

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Draft – 02 December 2019

DATED 2019

## PARTIES

1. **New Zealand Transport Agency** (Waka Kotahi NZ Transport Agency), a Crown entity established under section 93 of the Land Transport Management Act 2003 (**Transport Agency**).
2. **Wellington City** a territorial authority constituted by clause 100 of the Local Government (Wellington Region) Reorganisation Order 1989 as Wellington City Council and listed in Part 2 of Schedule 2 of the Local Government Act 2002 as Wellington City Council (**WCC**).
3. **Wellington Regional Council** a regional council constituted by clause 9 of the Local Government (Wellington Region) Reorganisation Order 1989 and listed in Part 1 of Schedule 2 of the Local Government Act 2002 (**GWRC**).

## BACKGROUND

- A. LGWM is an exciting and unique city shaping opportunity through which the parties will work collaboratively to deliver improved liveability, accessibility, safety, and resilience, and reduced car reliance using an integrated transport package as the enabler of transformational change.
- B. In 2014, the parties entered into a Memorandum of Understanding (**MoU**) in respect of *“the processes and behaviours the parties will exhibit as they jointly seek to deliver integrated transport outcomes for users of the transport network in Wellington city”*. The parties have made significant progress in their thinking about LGWM and have determined that, while the MoU has served well to date the parties wish to provide for a more detailed commitment in relation to the implementation and operation of the Detailed Investigation and Development Stage, and as such, significant review of the Memorandum is required. This agreement replaces that MoU.
- C. This agreement confirms the parties' commitment to work together to successfully deliver LGWM (subject to ongoing approval of business cases and funding for aspects of the programme as it continues to develop), and establishes the structures within which the parties will deliver to their joint objectives for the LGWM.
- D. The parties each acknowledge that their immediate priority is to progress the early improvements programme, which make up the Detailed Investigation and Development Stage, and consider the most appropriate structure to deliver the ongoing LGWM programme.

## 1. PURPOSE, PRINCIPLES AND OBJECTIVES

- 1.1 **Purpose:** The purpose of this agreement is to record:
  - (a) the parties' agreed objectives and commitment to the Detailed Investigation and Development Stage;
  - (b) the roles and responsibilities of the parties in relation to the Detailed Investigation and Development Stage;

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- (c) the governance arrangements for management and oversight of the Detailed Investigation and Development Stage;
  - (d) the indicative budget and how cost allocation will be agreed and paid by each of the parties for the Detailed Investigation and Development Stage; and
  - (e) the reporting obligations that the parties will have in relation to the Detailed Investigation and Development Stage.
- 1.2 **LGWM Principles and LGWM Objectives:** In performing their activities and exercising their rights under this agreement the parties agree to have regard to the LGWM Principles and aim to deliver and achieve the LGWM Objectives.
- 1.3 **Commitment to collaborative working:** In relation to this agreement and the actions anticipated under it, the parties:
- (a) will work collaboratively and co-operatively with each other in good faith and with trust and mutual respect:
    - (i) to facilitate the delivery of the Detailed Investigation and Development Stage in a manner that has regard to fulfilling the LGWM Principles and is consistent with achieving the LGWM Objectives;
    - (ii) in planning, designing, authorising, undertaking, establishing, managing, operating or otherwise performing the Detailed Investigation and Development Stage;
    - (iii) to ensure each party is aware of, and kept up-to-date with, the planning, development and delivery of each part of the Detailed Investigation and Development Stage;
    - (iv) to provide clarity and transparency when dealing with third parties by providing a single point of contact; and
    - (v) to consider, investigate and endeavour to resolve any conflicts under or in connection with this agreement (and the Detailed Investigation and Development Stage) as they arise in a manner that maintains the integrity, professionalism and statutory accountabilities of each party.
  - (b) commit to operating:
    - (i) an integrated collaborative team environment to encourage open, honest and efficient sharing of information;
    - (ii) a culture of no blame and no dispute to avoid all disputes or litigation between the parties;
    - (iii) in an open and transparent manner in relation to the Detailed Investigation and Development Stage (including actual expenditure and progress against Activity Budgets); and

- (iv) in a cost efficient and effective manner and on a “best for programme” approach to decision making, putting the interests of the programme ahead of the party’s individual interest, acknowledging that delivery of LGWM is in the interests of all agencies;
  - (c) will perform, manage and account to each other for performance of their respective roles and responsibilities set out in this agreement;
  - (d) where this agreement does not specify the roles and responsibilities that each of the parties will have in relation to any particular works or tasks related to the Detailed Investigation and Development Stage of LGWM, the roles and responsibilities will be as set out in the LGWM Management Plan or otherwise agreed by the LGWM Board; and
  - (e) ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this agreement.
- 1.4 **No surprises:** The parties agree that a ‘no surprises’ approach will apply in the performance and delivery of their functions in relation to LGWM and the Detailed Investigation and Development Stage. In particular, this approach will include:
- (a) keeping the other Partner Organisations informed, as soon as reasonably practicable, on becoming aware of any significant developments that are inconsistent with the LGWM Principles or likely to have an effect on the achievement of the LGWM Objectives, the progress of the Detailed Investigation and Development Stage or another party’s interests in relation to the Detailed Investigation and Development Stage or LGWM generally; and
  - (b) not knowingly taking any action or exercising any rights or entitlements that a party may have at Law or under this agreement that are likely to have a significant adverse effect on the fulfilling the LGWM Principles or the achievement of the LGWM Objectives, the Detailed Investigation and Development Stage, LGWM generally, or an another parties’ interests in relation to the Detailed Investigation and Development Stage or LGWM generally, without first informing the affected party, and giving that party a reasonable opportunity to comment or take advice or action on the possible effect of that action on the other party’s or its objectives.
- 1.5 **Statutory responsibilities acknowledged:** The parties recognise that each party has particular statutory powers, function and/or regulatory roles, and is bound by particular statutory responsibilities (**Statutory Functions**). This agreement does not seek to derogate from a party’s Statutory Functions and, accordingly:
- (a) nothing in this agreement in any way influences or restricts the exercise of Statutory Functions, binds a party to make a particular decision in respect of any Statutory Function exercised by that party, or prevents a party from taking any action that if not taken, in whole or part, would or could cause that party to be in breach of its Statutory Functions; and
  - (b) if there is a conflict between an obligation under this agreement, and a party’s Statutory Function, the applicable Statutory Function prevails to the extent of the conflict.

1.6 **Status of this agreement:** The parties agree that:

- (a) this agreement provides the relationship framework for the parties to deliver the Detailed Investigation and Development Stage in an efficient and effective manner; and
- (b) that all disputes, differences or question between the parties arising out of, or in connection with this agreement will be dealt with in accordance with clause 13 and that, other than in relation to the an obligation for a party to contribute its Funding Share or pay an amount in accordance with this agreement:
  - (i) there will be no arbitration or litigation between the parties on any such dispute, difference or question; and
  - (ii) each party waives all rights of action whether in contract, tort (including negligence), equity or otherwise, arising out of any act or omission by a party in connection with this agreement (other than acts or omissions relating to funding contribution and payment obligations as described above).

## 2. COMMENCEMENT AND OVERVIEW

2.1 **Term:** This agreement commences on the date on which it is signed by each party (**Commencement Date**) and, subject to clause 14, continues until the date on which the parties:

- (a) agree to terminate this agreement; or
- (b) enter into a new agreement that expressly replaces this agreement.

2.2 **Replacement of Agreement:** It the intention of the parties that this agreement end, be replaced, and/or be substantively reviewed and updated:

- (a) at the end of the Detailed Investigation and Development Stage; or
- (b) following the establishment of a new delivery vehicle for LGWM if that option is chosen by the parties.

2.3 **Limits on activities and contributions:** Notwithstanding clause 2.1, under this agreement, no party will be required to:

- (a) perform any activities or be required to contribute payment, funding or resources towards any activities that are not related to the Detailed Investigation and Development Stage or its obligations under this agreement; or
- (b) make any payment in excess of its Funding Share:
  - (i) of the then current total Detailed Investigation and Development Stage Budget; or
  - (ii) in relation to any particular activities, projects or elements of the Detailed Investigation Development Stage, a Workstream Funding Approval for that aspect, phase, project or element.

2.4 **Review of agreement and Operational Documents:** The parties agree:

- (a) that at the early stages of the complex LGWM programme there are a number of unknowns and risks that need to be identified and managed, both in relation to the Detailed Investigation and Development Stage and LGWM more broadly;
- (b) that this uncertainty means that the operation of the Project Office and the Detailed Investigation and Development Stage needs to be able to be reviewed and adapt as the Detailed Investigation and Development Stage and LGWM matures;
- (c) to review this agreement and the Operational Documents:
  - (i) on a regular basis (at least annually); and
  - (ii) as reasonably requested by a party, where that party, acting reasonably, considers that a review of this agreement and or the Operational Documents is necessary,

to ensure that this agreement and Operational Documents are in the best form to deliver the Detailed Investigation and Development Stage and the LGWM programmes more generally when the parties are looking to transition from the Detailed Investigation and Development Stage to later life cycle stages of the programme development.

3. **GOVERNANCE AND OPERATION**

3.1 **LGWM Governance Reference Group:**

- (a) The parties will establish and maintain, throughout the term of this agreement, an LGWM governance reference group (**LGWM Governance Reference Group**), consisting of two senior representatives of each party (**LGWM Governance Reference Group Members**) to:
  - (i) provide an interface between the two Councils and the Transport Agency Board on the political or senior internal governance level preferences of each of the parties and in relation to community interaction; and
  - (ii) keep the respective Councils and the Transport Agency Board (as relevant) informed of the progress, and the LGWM Board's decisions in relation to, the Detailed Investigation and Development Stage and LGWM generally.
- (b) As at the date of this Agreement, the parties' representative(s) on the LGWM Governance Reference Group are identified in Schedule 1. Each party will be entitled to replace its LGWM Governance Reference Group Member, or nominate alternate or proxy LGWM Governance Reference Group Members, in accordance the LGWM Governance Reference Group Terms of Reference.
- (c) The LGWM Governance Reference Group will meet no less than quarterly and will:
  - (i) operate and be conducted in accordance with; and
  - (ii) be responsible for conducting the roles and responsibilities, and will have the duties, set out in,

the LGWM Governance Reference Group Terms of Reference.

- (d) Unless otherwise agreed by the parties, the parties will procure that the LGWM Programme Director (or their delegate) will be responsible for scheduling the meetings, producing the agenda and recording the minutes of any meeting of the LGWM Governance Reference Group.

3.2 **LGWM Board:**

- (a) The parties will establish and maintain, throughout the term of this agreement, an LGWM programme board (**LGWM Board**), consisting of voting members of one senior representative of each party (**LGWM Board Members**) to provide overall strategic direction and decision making for the Detailed Investigation and Development Stage and LGWM generally. Each party may invite such other senior representatives or subject matter experts to attend LGWM Board meetings as the party considers appropriate in the circumstances or as otherwise permitted by the LGWM Board Terms of Reference.
- (b) As at the date of this Agreement, the parties' representative on the LGWM Board are identified in Schedule 1. Each party will be entitled to replace its LGWM Board Member, or nominate alternate or proxy LGWM Board Members, in accordance the LGWM Board Terms of Reference.
- (c) The LGWM Board will meet no less than 10 times in any 12 month period and will:
  - (i) operate and be conducted in accordance with; and
  - (ii) be responsible for conducting the roles and responsibilities, and will have the duties, set out in,  
  
the LGWM Board Terms of Reference.
- (d) Unless otherwise agreed by the parties, the parties will procure that the LGWM Programme Director (or their delegate) will be responsible for scheduling the meetings, producing the agenda and recording the minutes of any meeting of the LGWM Governance Reference Group.
- (e) The LGWM Board Terms of Reference will record that, all decisions made by the LGWM Board must be unanimous (that is, supported by all LGWM Board Members or their nominated alternate or proxy, as the case may be); and
- (f) If a decision from the LGWM Board requires a LGWM Board Member to follow an internal decision making process or obtain internal approval (whether from another member of that LGWM Board Member's organisation or its Board or Council) the relevant LGWM Board Member will follow the required processes to seek the internal determination or decision and report that decision back to the LGWM Board.
- (g) In addition to the meetings of the LGWM Board, the alternate LGWM Board Members appointed in accordance with this Agreement will meet with the LGWM Programme Director on a weekly basis (or such other basis as agreed by the parties) to provide a steering group for activities relating to the Detailed Investigation and Development Stage and LGWM

generally with a view to enabling the efficient and effective operation of LGWM and interface between each of the parties' respective governance bodies.

**3.3 LGWM Programme Director:**

- (a) The LGWM Programme Director is the person nominated in Schedule 1. The LGWM Board may remove or replace the LGWM Programme Director from that role under this agreement at any time and/or may appoint a person to act as the LGWM Programme Director on an interim basis during any period in which the LGWM Programme Director is unavailable.
- (b) The LGWM Programme Director (or any interim appointee) will report to the LGWM Board and attend LGWM Board meetings as required by the LGWM Board, but will have no voting rights.
- (c) The parties agree to ensure that the LGWM Programme Director:
  - (i) will be responsible to the LGWM Board and carry out the duties set out in the LGWM Management Plan as directed by, and in accordance with the instructions of, the LGWM Board;
  - (ii) must act in accordance with the prescribed financial and other limits and instructions advised by LGWM Board or set out in the LGWM Management Plan (items or decisions outside those limits must be referred to the LGWM Board for a decision).

**3.4 Owner Interface Managers (OIMs):**

- (a) Each party will appoint and maintain, throughout the term of this Agreement, at least one owner interface manager (**OIM**) to support to the LGWM Programme Director and the success of the Detailed Investigation and Development Stage and LGWM generally by:
  - (i) liaising and coordinating the provision of resources by their respective appointing party;
  - (ii) providing an ongoing line of reporting and communication to relevant governance bodies within their respective appointing party (including, in the case of WCC and GWRC, their Councils and in the case of the Transport Agency, the Board) to assist in the efficient operation of internal governance bodies in respect of decisions related to LGWM; and
  - (iii) performing the other roles and responsibilities specified in the LGWM Management Plan.
- (b) As at the date of this Agreement, the parties' OIMs are identified in Schedule 1. A party may replace its OIM, with a suitably experienced and qualified replacement, by notice in writing to the other parties.
- (c) The OIMs will meet on at least a weekly basis to progress the Detailed Investigation and Development Stage, discuss resource provision from the parties, upcoming activities and recommendations to the LGWM Programme Director and/or the LGWM Board in relation to the operation of the Detailed Investigation and Development Stage.

3.5 **Development of operational documents:**

- (a) Within 60 Business Days of the Commencement Date (or such longer period agreed by the LGWM Board), following LGWM Board endorsement, the parties will seek to agree, in accordance with each parties' internal decision making requirements, the:
  - (i) LGWM Governance Reference Group Terms of Reference;
  - (ii) LGWM Board Terms of Reference;
  - (iii) LGWM Management Plan;
  - (iv) Procurement Strategy; and(each an **Operational Document**).
- (b) Once agreed by the parties, an Operational Document may be amended from time to time by approval of the LGWM Board in consultation with the LGWM Governance Reference Group.
- (c) Pending agreement of the Operational Documents, the parties will continue to support, operate and provide resources to the Detailed Investigation and Development Stage in the same manner as they have prior to the Commencement Date.

3.6 **Resourcing:**

- (a) Each party will provide the Resources in accordance with the Procurement Strategy (subject to any delays or issues in providing a Resource outside of the relevant party's control, including where no suitable or appropriate candidates apply for a position required in the Procurement Strategy). The Resources specified in the Procurement Strategy will comprise the "**Project Office**".
- (b) Each party will ensure that the personnel provided by it as part of the Project Office perform the relevant roles and responsibilities set out in, and comply with, the LGWM Management Plan.

3.7 **Probity Advisors:**

- (a) The parties will appoint such independent professional probity advisors as the parties agree may be required to assist with the ongoing work associated Detailed Investigation and Development Stage including, without limitation, the development of the Probity Framework.
- (b) The costs associated with engaging the probity advisor (and the provision of the probity advisor's services) will be at a "cross programme cost" and allocated between the parties in accordance with Funding Principles to be taken into account in payment of each party's Funding Share under this agreement.

#### 4. ACTIVITIES AND SERVICE PROCUREMENT PROCESS

4.1 Unless otherwise agreed by the LGWM Board:

- (a) WCC will be the procuring party and the Principal in relation to any goods or services from a third party supplier, the employment or allocation of Resources in accordance with the Procurement Strategy, and the general operation of activities relating to the City Streets Project; and
- (b) the Transport Agency will be the procuring party and the Principal in relation to any goods or services from a third party supplier, the employment or allocation of Resources in accordance with the Procurement Strategy, and the general operation of activities for all aspects of the Detailed Investigation and Development Stage other than the City Streets Project.

4.2 A Principal (whether separately, through its appropriately authorised representatives in the Project Office, or with other assistance from the Project Office) will:

- (a) procure third party goods or services, goods and services from each party, and allocate Resources or Project Office effort in relation to the Activities for which it is a Principal in accordance with the relevant Workstream Funding Approval, Procurement Strategy and Activity Budget; and
- (b) where required by the LGWM Management Plan or the Procurement Strategy, notify the LGWM Board of the proposed Activity, including where:
  - (i) the value of the relevant Activity (including both the cost of goods and services and value of any effort allocations) or any individual procurement or allocation is over the relevant thresholds specified in the Procurement Strategy; or
  - (ii) any proposed Activity is not contemplated by the Procurement Strategy; or
  - (iii) no Activity Budget has been agreed for the proposed Activity and the total value of the procurements and allocations for the Activity is over the relevant threshold specified in the Procurement Strategy,

and provide any further details and information reasonably required for the LGWM Board to be able to make the decisions described in clause 4.3 below.

4.3 After receiving a notice under clause 4.2(b), the LGWM Board will determine:

- (a) whether a procurement approval memorandum is required to be completed by the proposed Principal and provided to all parties to this agreement in relation to a proposed procurement;
- (b) the appropriate Activity Budget (if no budget is included in the Project Strategy) for the proposed procurement or allocation or any adjustments to the Activity Budget (the parties acknowledge that each party may also be required to follow its own relevant internal budgetary approvals prior to the LGWM Board approving the Activity Budget and any amendment to, or new, Activity Budget that would result in a change to the relevant

Workstream Funding Approval which the proposed procurement or allocation forms part, will be addressed in accordance with the Budget Management Process);

- (c) whether there are any specific contractual clauses that will need to be included in the relevant Project Contract (e.g. in relation to the ownership of assets or deliverables, a clause relating to privity, and/or a clause that will allow the Project Contract to be assigned, transferred or novated in the event that the Principal terminates its participation in this Agreement); and
- (d) the appropriate party to own any assets resulting from the Activity (and any terms relating to the vesting of those assets).

4.4 If the LGWM Board determines that a procurement approval memorandum is required in accordance with 4.3 above, then

- (a) the Principal must complete the procurement approval memorandum and distribute a copy of the procurement approval memorandum to all other parties to this agreement;
- (b) each of other parties will review the procurement approval memorandum and promptly notify the Principal whether it approves the scope of the procurement as detailed in the memorandum or not; and
- (c) the Principal must not progress the proposed procurement unless and until it has received the approval from each of the other parties under clause 4.4(b) above.

Any party may seek to resolve any issue or rejection of a procurement approval memorandum in accordance with clause 13.

4.5 Subject to the restriction on proceeding with a proposed procurement set out in clause 4.3, a Principal must:

- (a) follow the procurement procedures as set out in the Procurement Strategy in carrying out the procurement, negotiating and entering into any Project Contract;
- (b) comply with any other requirements set out in the LGWM Management Plan for procurement, including requirements relating to confidentiality, conflicts of interest, scope, evaluation process and approvals;
- (c) not enter into a Project Contract or acquire goods or services from a party or allocate Project Office effort to an Activity where the a total cost (or total estimated cost) of the goods, services and allocation is greater than the value allocated to the services, goods or effort allocation in the latest Activity Budget approved by the LGWM Board (which may be set out in the Procurement Strategy);
- (d) unless otherwise agreed by the LGWM Board, not enter into a Project Contract with any commitment that extends beyond the funding period committed to by the parties in the latest Activity Budget approved by the LGWM Board or in the relevant Workstream Funding Approval;

- (e) take into account and use its best endeavours to comply with any direction by the LGWM Board under clause 4.3(c) to include specific contractual clauses in the Project Contract; and
- (f) if a Project Contract relates to the development or management of assets of deliverables that the LGWM Board agrees will be owned by another party, provide that other party with progress updates, and asset condition and development information as reasonably requested by the owning party from time to time.

## 5. CONTRACT MANAGEMENT

- 5.1 **Discretion of Principal:** Subject to clauses 5.2 and 11, each Principal may exercise any rights and obligations it may have under a Project Contract without consulting any other party or the LGWM Board.
- 5.2 **Exceptions:** Notwithstanding clause 5.1, unless otherwise permitted under the LGWM Management Plan, a Principal may not exercise any rights or obligations under a Project Contract in relation to the following matters without the prior approval of the LGWM Board:
  - (a) any variation to, or extension of, the Project Contract;
  - (b) termination of the Project Contract;
  - (c) any change in the scope or nature of the services or deliverables being provided under the Project Contract;
  - (d) settlement or litigation of any disputes under the Project Contract;
  - (e) any waiver of a material right or claim under the Project Contract;
  - (f) the exercise of a right to require certain personnel to serve as Key Personnel, or to remove any Key Personnel or subcontractors under the Project Contract; and
  - (g) the exercise of a right to approve or require the removal of specific subcontractors under the Project Contract.

## 6. REPORTING

- 6.1 **Project Office reports:** The parties will ensure that the LGWM Programme Director (or their delegate, including delegates in the Project Office) will provide the LGWM Board the following reports at a summary level, and each of the OIMs with the following reports at a detailed level:
  - (a) a monthly progress report setting out:
    - (i) in relation to the Detailed Investigation and Development Stage as a whole, all expenditure incurred in implementing the Detailed Investigation and Development Stage, including the expenditure incurred in the prior month, the total expenditure incurred on the Detailed Investigation and Development Stage to date, and the actual expenditure in comparison to the Detailed Investigation and Development Stage Budget;

- (ii) in relation to each Workstream Funding Approval or each set of related Workstream Funding Approvals (as identified in the relevant Workstream Funding Approvals), all expenditure incurred in implementing activities, projects or elements forming part of the Workstream Funding Approval(s), including the expenditure incurred in the prior month, the total expenditure incurred in relation to the Workstream Funding Approval(s), and the actual expenditure in comparison to the relevant forecasts for expenditure of the Workstream Funding Approval(s);
  - (iii) confirmation from the LGWM Programme Director (or his or her delegate) that all expenditure incurred in the prior month relates to the Detailed Investigation and Development Stage and has been incurred generally in accordance with the Detailed Investigation and Development Stage Budget (and any evidence reasonably requested by the LGWM Board to support that confirmation);
  - (iv) any key risks to the Detailed Investigation and Development Stage or LGWM;
  - (v) progress against key milestones and deliverables agreed by the parties; and
  - (vi) any other details required to be included by the LGWM Management Plan or by the LGWM Board; and
- (b) any additional reports the LGWM Board or parties reasonably request.
- 6.2 **Information provision:** Each party will make information reasonably requested by the LGWM Programme Director available to them to enable the LGWM Programme Director to comply with the reporting obligations under this clause 6.1 (including information relating to Activity Forecasts and actual expenditure against projects or workstreams for which a party is the Principal).
- 6.3 **Other reports:** Each party will be responsible for undertaking its own:
- (a) internal reporting; and
  - (b) financial and statutory planning, including ensuring appropriate provision for the requisite funding is made in the relevant Long Term and Annual Plans, Regional Land Transport Plans and National Land Transport Programme(s).
7. **FUNDING SHARES**
- 7.1 **Funding Shares:** Unless otherwise agreed in writing by the parties, each of the parties will contribute and account for their respective shares of the Detailed Investigation and Development Stage Budget (in each case "**Funding Shares**") in accordance with the Funding Principles, Schedule 5, clause 7.2 and clause 8.
- 7.2 Unless otherwise agreed by the parties, in the event of any unexpected cost, loss or liability, including for example a legal challenge, cost overrun or other externally initiated event relating to the Detailed Investigation and Development Stage, the cost, loss or liability will be shared between the parties at the proportion of the Funding Share and otherwise in accordance with the Funding Principles.

## 8. BUDGET MANAGEMENT AND INVOICING

### 8.1 Budget Management:

- (a) Any new Workstream Funding Approvals, or any change to an existing Workstream Funding Approval or the Detailed Investigation and Development Stage Budget will be addressed by the parties in accordance with Budget Management Process.
- (b) No party will be required to contribute any money under this agreement above its Funding Share of each approved Workstream Funding Approval that forms part of the then current Detailed Investigation and Development Stage Budget.

### 8.2 Forecasting: The Principal for a project or work stream will:

- (a) throughout the lifecycle of each Activity, maintain an up-to-date forecast of expenditure and effort for each Activity (including third party costs and expenses, cost allocation for Project Office resources to be used, and the cost of any additional or special services to be acquired from a party for that Activity) to a level of detail that would be reasonably expected based on the nature and scope of the relevant Activity and that otherwise complies with the requirements of the LGWM Management Plan (**Activity Forecast**); and
- (b) make each Activity Forecast available to each other party on request (or in such other manner as agreed by the parties from time to time).

### 8.3 Payment of Detailed Investigation and Development Stage expenditure: The relevant Principal will, subject to any relevant procedures set out in the LGWM Management Plan, pay all undisputed third party costs incurred and invoiced under any Project Contract in accordance with the terms of the relevant Project Contract, on receipt of fully itemised invoices from the relevant service provider in accordance with the terms of the relevant Project Contract.

### 8.4 Invoicing of Funding Shares: Unless otherwise agreed in relation to a project or workstream, the relevant Principal will invoice the other parties for each of its projects or workstreams quarterly in advance for the monies the other parties are liable for in relation to that project or workstream based on the current Activity Forecast for the upcoming quarter for that project or workstream:

- (a) in accordance with the applicable Funding Shares of each respective party; and
- (b) taking into account:
  - (i) each party's contribution of Project Office resources, additional services provided by non-Project Office from the party, third party service provider costs, and other relevant costs or factors (including any apportionment methodology agreed by the parties), in each case, related or connected to the project to the relevant project or workstream; and
  - (ii) any wash-up necessary to account for any difference between the actual expenditure for a project or workstream in the immediately preceding quarter against the funding paid by each party in the invoice relating to that quarter.

The first such invoice and contribution will be payable within 30 Business Days of the Commencement Date unless otherwise agreed by the parties.

- 8.5 **Payment of Funding Shares:** Subject to clause 8.4 in relation to the first invoice and contribution under this agreement, upon receipt of an itemised invoice from a Principal, each party will pay its share of the invoiced amount (determined in accordance with the Funding Shares and clause 8.4) by the 20<sup>th</sup> day of the month following the month of receipt of the invoice.

## 9. CONFIDENTIALITY

- 9.1 **Non-disclosure:** Except as permitted by this clause 9, each party will keep each other parties' Confidential Information confidential and will not disclose such Confidential Information to any person or use such Confidential Information for any purpose other than the purpose of this agreement.
- 9.2 **Exceptions:** Notwithstanding clause 9.1, a party may disclose any Confidential Information:
- (a) to its professional advisers, auditors or bankers on a need to know basis;
  - (b) if and to the extent disclosure is required by Law, provided that party gives the other party notice of the requirement as soon as practicable before such disclosure is made; or
  - (c) if and to the extent the information is obtained or developed independently of the information disclosed by the disclosing party.
- 9.3 **Official Information:** The parties agree that, for the purposes of requests under the Official Information Act 1982 (**OIA**) or the Local Government Official Information and Meetings Act 1987 (**LGOIMA**) relating to the Detailed Investigation and Development Stage and LGWM generally (**LGWM Information Requests**), the Transport Agency is likely to be the agency holding the information or that the request is likely to be more closely connected with the Transport Agency's functions. Accordingly:
- (a) WCC and GWRC will each, where permitted under LGOIMA, transfer any LGWM Information Request received by them and comply with their obligations under LGOIMA in relation to that transfer; and
  - (b) the Transport Agency will process and respond to LGWM Information Requests that it has received under OIA (either directly or that have been transferred to it by another party) and:
    - (i) it may be required under the OIA to release information received from GWRC and WCC, even if it is regarded as confidential, but that before releasing any information that GWRC or WCC has identified as Confidential Information, the Transport Agency will consult them and have due regard to their views; and
    - (ii) the other parties will provide the Transport Agency with such assistance as reasonably requested by the Transport Agency to assist in responding to any such requests.

The effort and resources used in processing and responding to LGWM Information Requests will be allocated towards and count towards the Transport Agency's Funding Share and its contribution to the Detailed Investigation and Development Stage Budget.

- (c) If WCC or GWRC is not permitted to transfer an LGWM Information Request as contemplated by this clause 9.3, the parties acknowledge that they may be required under LGOIMA to release information received from the other parties even if it is regarded as confidential. Before releasing any information that another party has identified as Confidential Information, GWRC and/or WCC will consult the other party or parties and have due regard to their views.

## 10. STAKEHOLDER ENGAGEMENT AND PUBLIC STATEMENTS

10.1 Regular and consistent communication with key stakeholders and the public generally is vital to the success of the Detailed Investigation and Development Stage and LGWM generally.

10.2 The parties will:

- (a) develop a comprehensive stakeholder engagement and communications plan to be incorporated into the LGWM Management Plan in accordance with clause 2.4, which will ensure that key stakeholders and concerned parties are kept informed throughout the delivery of the Detailed Investigation and Development Stage and LGWM generally; and
- (b) act consistently with the communications requirements contained in the LGWM Management Plan.

10.3 No party (or their respective representatives) will make any public statement or other comment about:

- (a) the progress or performance of the Detailed Investigation and Development Stage or LGWM (or any aspect of them), or purport to make any public statement or other comment on behalf of the LGWM programme, other than in accordance with the stakeholder engagement and communications plan incorporated into LGWM Management Plan; or
- (b) any other party's involvement or performance in the Detailed Investigation and Development Stage or LGWM (or from which information about any other party's involvement or performance could be inferred), without first consulting with and obtaining the prior approval of other directly affected parties as to the form and content (such approval not to be unreasonably withheld or delayed) provided that, subject to clause 10.3(a), each party will be free to comment on its own arrangements so long as it does not refer to any potential role or involvement of another party in any particular LGWM activities.

## 11. INTELLECTUAL PROPERTY

11.1 **Background IP:** Nothing in or done in connection with this Agreement will affect the ownership of any Background IP.

11.2 **Developed IP:** Except as otherwise agreed by the parties, as between the parties, each party will be entitled to all present and future intellectual property rights arising on the creation of any Developed Works by or on behalf of the party.

11.3 **Licence for other parties:** Except as agreed otherwise, each party (**First Party**) grants to each of the other parties a non-exclusive, non-transferable, fully paid-up licence to use, copy, modify and

adapt any Works (including Developed Works) provided or made available by the First Party to either of the other parties under or in connection with the Detailed Investigation and Development Stage or this agreement, solely for the purposes of performing their obligations or exercising their rights under this agreement, or to inform their decision-making or support functions in relation to LGWM.

## 12. DISPUTE RESOLUTION FOR PROJECT CONTRACTS

12.1 **Process for disputes:** Should a dispute arise under a Project Contract, each party to this agreement acknowledges and agrees that:

- (a) the Principal will, subject to gaining the prior written approval of the LGWM Programme Director or LGWM Board as required by the LGWM Management Plan (provided that, in the case of issuing or responding to litigation proceedings LGWM Board approval must always be obtained), initiate or respond to the formal dispute resolution process set out in the relevant Project Contract on behalf of the Responsible Party and any other parties to the Project Contract (if applicable);
- (b) each party agrees that all claims the Principal may have against the relevant service provider under the Project Contract (**Counterparty**) will be notified to the Principal and managed by the Principal, notwithstanding if any of the other party has a legal right to enforce any underlying action;
- (c) each other party will provide all reasonable assistance to the Principal in respect of any dispute or claim made by the Principal under the Project Contract; and
- (d) the Principal shall not settle or begin any litigation proceedings without first obtaining the consent of all other parties to this agreement that would be affected by such settlement or litigation (such consent not to be unreasonably withheld or delayed).

12.2 Any amount recovered by the Principal from the Counterparty as damages or settlement of a dispute shall be apportioned to the parties as agreed in writing between the parties at the time of receipt of such damages or settlement in accordance with clause 7.2.

## 13. DISPUTE RESOLUTION UNDER THIS AGREEMENT

13.1 **Continued performance:** In the event of any dispute, difference or question arising out of, or in connection with, this agreement (**Dispute**) each party must:

- (a) use its best efforts to resolve the Dispute through good faith negotiations and informal dispute resolution techniques;
- (b) comply with these clauses 13.2 to 13.4 (inclusive), as applicable; and
- (c) continue to perform its obligations under this agreement and any Project Contract(s) as far as possible as if the Dispute had not arisen, pending final settlement of the Dispute.

- 13.2 **Escalation:** Each party will advise its Contact Person of a Dispute on the day that the Dispute arises. The Contact Persons will use their best efforts to resolve the Dispute in accordance with clause 13.1. If the Dispute is not resolved:
- (a) within 10 Business Days, any party may escalate the Dispute to the parties General Managers for resolution; and
  - (b) within a further 10 Business Days of escalation under clause 13.2(a), the Dispute will be escalated to the parties Chief Executives for resolution.
- 13.3 **Expert Determination:** If the Dispute is not resolved under subclause 13.2(b) then the parties may agree in writing to refer the Dispute to expert determination. If the Dispute is referred to an expert for determination:
- (a) the expert will be appointed by agreement between the parties or, failing agreement, within five Business Days following the date of escalation to the persons described at clause 13.2(b), by the President of the New Zealand Law Society (or his or her nominee) who will be requested to appoint an expert who is suitably qualified and experienced in relation to the subject matter of the Dispute;
  - (b) the expert will act as an expert and not as an arbitrator, and referral of the Dispute to the expert will not be a submission to arbitration for the purposes of the Arbitration Act 1996 and the provisions of that Act will not govern that referral;
  - (c) within 10 Business Days of the expert accepting the appointment, the parties will send written submissions on the Dispute to the expert and to each other party and, within five Business Days of receiving the other parties' submissions, will submit any written replies they wish to make to the expert and to each other party;
  - (d) the parties will give the expert all necessary assistance that the expert reasonably requires to determine the Dispute;
  - (e) the expert will, unless the parties otherwise agree, be directed to deliver a written determination to the parties within 15 Business Days of having received the parties' initial written submissions under subclause (c);
  - (f) the expert will have the power to compel any party to produce any information material to the Dispute which that party has in its possession and which that party could be required to produce on discovery in a court proceeding to the expert and to the other parties;
  - (g) the expert's decision will be final and binding and, to the extent it is lawful to do so, the parties waive any right of appeal or review; and
  - (h) the expert will determine the proportion of the expert's fees that each party will be required to pay, having regard to (amongst other things) the conduct of the parties.
- 13.4 **Mediation:** If:
- (a) the Dispute is not resolved under clause 13.2; and

(b) the parties have not otherwise agreed to refer the Dispute to expert determination, then either party may refer the Dispute to mediation by notice to the other party, or the parties may otherwise agree in writing to refer the Dispute to mediation. The mediation will be conducted by a single mediator, in accordance with the terms of the Resolution Institute Standard Mediation Agreement and at a fee to be agreed by the parties. If the parties fail to agree on the identity of the mediator and/or the mediator's fee within five Business Days of referral of the Dispute to mediation, the mediator will be chosen, and the mediator's fee determined by, the chairperson for the time being of the Resolution Institute (or his or her nominee).

13.5 **Injunction:** Nothing in this clause 13 will preclude either party from taking immediate steps to seek urgent relief before a New Zealand Court.

#### 14. TERMINATION

14.1 **Withdrawal from participation:** Any party may terminate their participation in this agreement at any time by giving at least 3 months' prior written notice to the other parties.

14.2 **Consent to withdraw required:** A part seeking to terminate its participation under this agreement must obtain consent from:

- (a) in the case of the Transport Agency, the Transport Agency's Board; and
- (b) in the case of the WCC and GWRC, the consent of their respective Council.

14.3 **Effect of withdrawal or termination:**

- (a) Any termination of a party's participation in this agreement made in accordance with clause 14.1 will not affect the rights or obligations of any other parties under this agreement.
- (b) If a party (**terminating party**) terminates its participation in this Agreement in accordance with clause 14.1, the parties (including the terminating party) will promptly meet to discuss and agree (without prejudice to the terminating party's obligations under clause 14.4):
  - (i) whether it is feasible to continue any or all aspects of the Detailed Investigation and Development Stage, or LGWM more generally in the absence of the terminating party; and
  - (ii) any processes or procedures for the seamless transition of the terminating party's responsibilities in relation to the Detailed Investigation and Development Stage to another nominated party (including the novation of any Project Contents for which the terminating party is the Principal).

14.4 **Ongoing liability of terminating party:** Unless otherwise agreed by the parties, the terminating party will be liable to cover:

- (a) on an ongoing basis, its Funding Share and contribution of other monies (calculated in accordance with clauses 7 and 8) for any costs, expenses, claims, liabilities, losses or damages incurred under or in relation to any Project Contracts in force at the date of the

terminating party's withdrawal for the period from the date of the terminating party's withdrawal until completion, expiry or termination;

- (b) the full amount of any costs, claims, liabilities, losses or damages incurred by the other parties in relation to this agreement or under any Project Contract arising from the terminating party's withdrawal, including:
- (i) any costs relating to or arising from the termination or assignment of any Project Contracts where the terminating party is the Principal;
  - (ii) any costs reasonably incurred by the other parties in making alternative arrangements to ensure continued performance of the roles and responsibilities previously assigned to the terminating party under this Agreement;
  - (iii) any other amounts due to be paid prior to the date of the termination in accordance with this agreement;
  - (iv) any additional costs reasonably required to ensure sufficient resourcing of the Project Office following the terminating party's withdrawal;
  - (v) any reasonable costs relating to any required variations of a Project Contract as a result of the terminating party's withdrawal; and
  - (vi) any other costs incurred by the other parties that the LGWM Board reasonably determines are directly attributable to the withdrawal of the terminating party.

## 15. CONTACT PERSONS

- 15.1 The parties have each appointed a Contact Person who is the first point of contact for the other parties. Each party's Contact Person as at the Commencement Date is set out in Schedule 1.
- 15.2 Each party agrees that the nominated Contact Persons will keep themselves well informed of the Project, and have a sufficient level of authority to represent their party's view to the other Contact Persons.
- 15.3 The parties may change their Contact Person or the contact details of the Contact Person at any time by written notice to the other parties.

## 16. NOTICES

- 16.1 **Notices:** Each notice or other communication given under this agreement (each a **notice**) will be in writing and delivered personally or sent by post or email to the address of the relevant party's Contact Person set out in clause 14.4(b)(i) or to any other address from time to time designated for that party by at least five Business Days' prior notice to the other parties.
- 16.2 **Receipt:** A notice under this agreement is deemed to be received if:
- (a) **Delivery:** delivered personally, when delivered;

(b) **Post:** posted, three Business Days after posting or, in the case of international post, seven Business Days after posting; and

(c) **Email:** sent by email, at the time the email enters the recipient's designated information system,

provided that any notice deemed received after 5 pm or on a non-Business Day will be deemed to have been received on the next Business Day.

## 17. GENERAL

17.1 **Amendments:** No amendment to this agreement will be effective unless it is in writing and signed by all of the parties.

17.2 **Assignment:** No party may assign or transfer any of its rights or obligations under this agreement without the prior written consent of the other parties, such consent not to be unreasonably withheld.

### 17.3 Costs:

(a) The parties will each bear their own costs and expenses incurred in the negotiation, preparation and implementation of this agreement.

(b) A party who has an obligation to do anything under this agreement will perform that obligation at its own cost, unless expressly stated otherwise in this agreement.

17.4 **Further assurances:** Each party will, at its own expense, promptly sign and deliver any documents, and do all things, which are reasonably required to give full effect to the provisions of this agreement.

17.5 **No agency:** No party will have authority to act for or incur any obligation on behalf of another party, except as expressly provided for in this agreement.

17.6 **Privity:** A person who is not a party shall not have any rights under or in connection with this agreement by virtue of subpart 1 of part 2 of the Contract and Commercial Law Act 2017.

17.7 **Remedies cumulative:** The rights and remedies provided in this agreement are cumulative and not exclusive of any rights or remedies provided by this agreement or Law.

17.8 **Severance:** If any provision of this agreement is or becomes illegal, invalid or unenforceable in any respect, that provision shall be read down to the extent necessary to make it legal, valid and enforceable or, if it cannot be read down, deemed severed from this agreement. Such change will not affect the legality, validity and enforceability of the other provisions of this agreement.

17.9 **Survival:** Following termination or expiry of this agreement, clauses 7 (Funding Shares), 9 (Confidentiality), 13 (Dispute resolution under this agreement), 14.3 (Effect of termination ) 14.4 (Ongoing liability of a terminating party) and 17 (General), as well as any provisions that are by their nature intended to survive, will remain in effect.

17.10 **Waiver:** No waiver of a right or remedy under this agreement or at Law (a **right**) will be effective unless the waiver is in writing and signed by that party. No delay or omission by a party to exercise

any right will constitute a waiver of that right. Any waiver of a right will not constitute a waiver of any subsequent or continuing right. No single or partial exercise of a right shall restrict the further exercise of that or any other right.

17.11 **Governing Law and jurisdiction:** This agreement is governed by New Zealand Law. Subject to clause 13, the parties irrevocably submit to the non-exclusive jurisdiction of the New Zealand courts in any proceedings relating to it.

17.12 **Counterparts:** This agreement may be executed in any number of counterparts (including facsimile or scanned PDF counterpart), each of which will be deemed an original, but all of which together will constitute the same instrument. No counterpart will be effective until each party has executed at least one counterpart.

**SIGNED for  
WELLINGTON REGIONAL COUNCIL**  
by its authorised signatory

\_\_\_\_\_

in the presence of:

Signature:

Name:

Occupation:

Address:

Date:

**SIGNED for  
WELLINGTON CITY COUNCIL**  
by its authorised signatory

\_\_\_\_\_

in the presence of:

Signature:

Name:

Occupation:

Address:

Date:

**SIGNED for**  
**NEW ZEALAND TRANSPORT AGENCY**  
by its authorised signatory

---

in the presence of:

Signature:

Name:

Occupation:

Address:

Date:

## SCHEDULE 1 – DEFINITIONS AND INTERPRETATION

## 1. DEFINITIONS:

In this agreement the following terms shall have the meaning given to them unless the context requires otherwise:

**Activity** means programmes of work, activities and tasks forming part of, or necessary to deliver, the Detailed Investigation and Development Stage.

**Activity Budget** means the overall budget for any Activities undertaken by a Principal (including third party costs, cost of specialist services provided by a party and other Resource allocation by the parties) as agreed by the parties in accordance with the Procurement Strategy or determined in accordance with clause 4.3(b).

**Activity Forecast** has the meaning given to that term in clause 8.2(a).

**Background IP** means any intellectual property rights that arise, or have arisen, independently of the activities of any of the parties, its contractors and personnel in connection with this agreement.

**Budget Management Process** means the process set out in section 1 of Schedule 5.

**Business Day** means a day that is not a Saturday, a Sunday or a public holiday in Wellington, New Zealand.

**City Streets Project** means the programme of works and activities described in section 2.4 of Schedule 4.

**Commencement Date** has the meaning given to that term in clause 2.1.

**Confidential Information** means information disclosed to a party by another party, either under this agreement or under any Project Contract, that is marked as confidential or which might reasonably be expected to be confidential in nature. The terms of this agreement will be the Confidential Information of each party.

**Contact Person** means the person nominated by each party to serve as the first point of contact in relation to this agreement, as specified in Schedule 2.

**Detailed Investigation and Development Stage** means the LGWM projects and/or sub-projects and associated activities and tasks forming part of LGWM and that are itemised or described in an approved Workstream Funding Approval.

**Detailed Investigation and Development Stage Budget** means the overall budget for this stage being the combination of the Workstream Funding Approvals.

**Developed Works** means any Works created by a party, its contractors or personnel in connection with this agreement, including where those Works are an adaptation or derivative of, or a modification or enhancement to, other Works.

**Funding Principles** means the principles in relation to contribution of the parties to the Detailed Investigation and Development Stage Budget set out in section 2 of Schedule 5 (as may be amended or supplemented in relation to a particular Workstream Funding Approval in the Workstream Funding Approval).

**Funding Share**, in respect of a party to this agreement, has the meaning given to that term in clause 7.1.

**Key Personnel** means any specific personnel of a third party that are required to provide certain services or deliverables under a Project Contract due to being identified as "key personnel", "specified personnel" or similar in the relevant Project Contract.

**Law** includes any rules of common law, statute, regulation, bylaw or other secondary legislation in force from time to time.

**LGOIMA** has the meaning given to that term in clause 9.3(a).

**LGWM** means the overarching Let's Get Wellington Moving programme as described in Schedule 4 (of which the Detailed Investigation and Development Stage is a subset of activities, projects and workstreams).

**LGWM Board** has the meaning given to that term in clause 3.2.

**LGWM Board Members** has the meaning given to that term in clause 3.2.

**LGWM Board Terms of Reference** means the terms of reference for membership, operation and decision making of the LGWM Board, as may be amended from time to time in accordance with clause 3.5(a).

**LGWM Governance Reference Group** has the meaning given to that term in clause 3.1.

**LGWM Governance Reference Group Members** has the meaning given to that term in clause 3.1

**LGWM Governance Reference Group Terms of Reference** means the terms of reference for membership, operation and decision making of the LGWM Board, as may be amended from time to time in accordance with clause 3.5(a).

**LGWM Management Plan** means a document that sets out:

- (a) systems, processes, procedures and delegations that are to be used to deliver the Detailed Investigation and Development Phase;
- (b) the roles and responsibilities of the LGWM Programme Director, OIMs and the other members of the Project Office;
- (c) how the LGWM Programme Director, OIMs and other members of the Project Office are required to work and report to the parties, the LGWM Board and the LGWM Governance Reference Group; and
- (d) how the LGWM Board are required to interact and interface with the LGWM Governance Reference Group; and

- (e) the parties' strategies, procedures, communications protocols, timetable and other communication and engagement related information as necessary to keep key stakeholders and concerned parties informed,

as that document may be amended from time to time in accordance with clause 3.5(a).

**LGWM Objectives** means the objectives set out in section 3 of Schedule 3.

**LGWM Principles** means the principles set out sections 1 and 2 of Schedule 3.

**LGWM Programme Director** means the person identified in Schedule 2 (who may be replaced or substituted by the LGWM Board from time to time in accordance with clause 3.3(a)), who is responsible for performing the functions and responsibilities for that role set out in the LGWM Management Plan.

**LGWM Information Requests** has the meaning given to that term in clause 9.3(a).

**OIA** has the meaning given to that term in clause 9.3(a).

**OIM** has the meaning given to that term in clause 3.4.

**Operational Documents** has the meaning given to that term in clause 3.5.

**Principal** means, in relation to a proposed procurement, project or workstream, or Project Contract, the party that has or proposes to operate that proposed procurement, project or workstream, or has entered or proposes to enter into the Project Contract, on behalf of one or more of the other parties.

**Procurement Strategy** means the overarching plan for the Detailed Investigation and Development Stage prepared in accordance with the Transport Agency's checklist and Procurement Manual setting out how the parties will undertake all aspects associated with any procurement activity, including developing and implementing a Probity Framework, compliance with all relevant procurement procedures and manuals (including compliance with the Transport Agency's Procurement Manual where appropriate), setting Activity Budgets, and providing for Resource allocation, asset ownership or asset transfers, as amended from time to time in accordance with clause 3.5(a).

**Probity Framework** means an overarching framework to manage all probity issues associated with LGWM.

**Project Contract** means any contract entered into by one or more of the parties in relation to a Project, either on its own behalf or on behalf of one or more of the other parties as Principal.

**Project Office** has the meaning given to that term in clause 3.6.

**Resource** means the personnel, systems, hardware, equipment, materials and other resources (including premises) that are to be obtained and/or made available by a party for the purposes of the Detailed Investigation and Development Stage as agreed in the Procurement Strategy.

**Works** means documents, plans, drawings, diagrams, designs, circuit layouts, tools, sound recordings, video recordings, photographs, artistic works, source code, object code, databases, tables, compilations, inventions, discoveries and/or trade secrets.

**Workstream** means either the Indicative Business Case work stream or the Early Delivery business case workstream as context requires.

**Workstream Funding Approvals** means the approvals and accompanying approved funding allocations, set out in Appendix 2 to Schedule 5 and as updated or added to from time to time in accordance with section 1 of Schedule 5.

## 2. INTERPRETATION

In the interpretation of this agreement, the following provisions apply unless the context otherwise requires:

- (a) "including" and similar words do not imply any limitation;
- (b) references to any form of law is to New Zealand law, including as amended or re-enacted;
- (c) references to a party or a person includes any form of entity and their respective successors, assigns and representatives;
- (d) except as provided in this agreement every right, power and remedy of a party remains unrestricted and may be exercised without prejudice to each other at any time;
- (e) singular includes plural and vice versa;
- (f) New Zealand time and dates apply;
- (g) any word or expression related to or derived from a definition in this agreement has a meaning corresponding or construed to the definition;
- (h) references to sections, clauses, schedules, annexes or other identifiers are to those in this agreement;
- (i) references to a document or agreement (other than a plan or other document created as part of a statutory process) includes it as varied, novated or replaced; and
- (j) each schedule and any other attachment is part of this agreement.

SCHEDULE 2 – AGREEMENT DETAILS

PART 1 – AGREEMENT DETAILS

1. LGWM GOVERNANCE REFERENCE GROUP

1.1 LGWM Governance Reference Group Members

NZTA	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

WCC	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

GWRC	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

2. LGWM BOARD

2.1 LGWM Board Members

NZTA	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

<b>WCC</b>	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

<b>GWRC</b>	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

**2.2 Alternate LGWM Board Members**

<b>NZTA</b>	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

<b>WCC</b>	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

<b>GWRC</b>	<b>Name</b>	<<Name>>
	<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

3. LGWM PROGRAMME DIRECTOR

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

4. OWNER INTERFACE MANAGERS

NZTA

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

WCC

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

GWRC

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

5. CONTACT PERSON

NZTA

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

WCC

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

GWRC

<b>Name</b>	<<Name>>
<b>Contact Details</b>	<<Location>> <<Street Address>> <<Postal Address>> <<CITY>> Ph: <<Phone Number>> Cell: <<Mobile Number>> email: <<Email Address>>

## SCHEDULE 3 – LGWM PRINCIPLES AND LGWM OBJECTIVES

## 1. GUIDING PRINCIPLES

- 1.1 **Accessible, healthy and safe:** Be socially inclusive and recognise the personal safety, access and health needs of all. Through a transport system that meets the varied access needs of people of all demographics across the region, wherever they need to travel.
- 1.2 **Better public transport:** Significantly enhance public transport and increase its use. Through improvements in the level of service across all public transport, to make it easier to get around the region.
- 1.3 **Clean and green:** Improve environmental outcomes for the city and the region. Through a transport system that respects nature and makes a positive contribution to environmental improvement.
- 1.4 **Compact city:** Reclaim urban space to support a compact and liveable city. Through a transport system that minimises traffic in the CBD and ensures ease of access to facilities, entertainment and jobs.
- 1.5 **Demand and supply:** Recognise that we need to do more than just build infrastructure and consider a range of ways to manage travel demand and supply across the network. Through a transport system that has a range of costs and incentives in place to encourage change in network use.
- 1.6 **Future-proof and resilient:** Provide a transport system that is adaptable and future-proofed for urban growth and resilient to natural hazards and climate change. Planning for the impact that social, economic and technological change may have on travel and lifestyle preferences and recognising the role of transport services in encouraging urban development where we want it.
- 1.7 **Past, present, future:** Respect the importance of character and heritage in New Zealand's capital city. Through a transport system that ensures infrastructure developments are integrated with their built environment.
- 1.8 **Predictable travel times:** Significantly reduce the impact of congestion on journey time predictability for all, at all times. All includes commuters, tourists, movers of freight, tradespeople and anyone travelling to or from the hospital or airport at any time.
- 1.9 **Set in nature:** Ensure that Wellington city remains safe and attractive, set in nature and connected to the harbour.
- 1.10 **Growth:** Encourage continued economic growth and support population growth and intensification of Wellington city as the economic engine of the region. Through a transport system that provides opportunities for residents and businesses to support the desired growth.
- 1.11 **Travel choice:** Provide better transport choices for the region. In alignment with the sustainable transport hierarchy in the Wellington Urban Growth Plan and the Regional Land Transport Plan.
- 1.12 **Wider view:** Recognise that there is a wide range of benefits to be realised from integrating urban form and transport thinking, and that increased value should not be measured by cost alone.

**2. PROCESS PRINCIPLES**

- 2.1 Listen and learn, and be informed and guided by evidence, including smart data approaches.
- 2.2 Be bold, aspirational and innovative.
- 2.3 Be open, transparent and communicate in plain English.
- 2.4 Respect the range of views in the community.
- 2.5 Adopt best practice urban design and transport standards.
- 2.6 Seek win wins where possible.
- 2.7 Be transparent about how trade-offs are made.

**3. LGWM OBJECTIVES**

The objectives for LGWM are to develop a transport system for Wellington that:

- 3.1 enhances the liveability of the central city;
- 3.2 provides more efficient and reliable access for all users;
- 3.3 reduces reliance on private vehicle travel;
- 3.4 improves safety for all users; and
- 3.5 is adaptable to disruptions and future uncertainty.

## SCHEDULE 4 - LGWM SCOPE

### 1. Overview

LGWM's vision is to build a great harbour city which is resilient, accessible to all, with inviting places, shared streets, and efficient local and regional journeys. To realise this vision, LGWM is focused on moving more people with fewer vehicles.

LGWM will include better walking facilities, connected and safe cycleways, and high-quality mass rapid transit, along with more reliable public transport, improvements at the Basin Reserve and an extra Mt Victoria Tunnel and widening of Ruahine Street and Wellington Road, and travel demand management – all closely aligned with urban development and planning changes. Given its scope and complexity, the programme will take 10-20 years to deliver to completion.

The LGWM Project Office established under this agreement will investigate, plan, design and deliver LGWM through managing a core team, cross-cutting workstreams and the following investigation packages:

- Early Delivery
- Mass Rapid Transit
- State Highway improvements
- City Streets
- Travel Demand Management.

(each a **LGWM Project**, collectively the **LGWM Projects** and in combination with the programme described in the second paragraph of this Schedule being **LGWM**).

As each LGWM Project is progressed through the Detailed Investigation and Development Stage it will be coordinated with the other of the LGWM Projects to ensure the transport system is transformed in a way that reflects the LGWM Principles and works to deliver the LGWM Objectives, and so that it achieves good value for money. This will involve carefully integrating both the detailed design of the LGWM Projects as well as sequencing them optimally.

Cross-cutting workstreams will support the LGWM Projects to avoid duplication of specialist expertise and to ensure a consistent and coordinated approach across the LGWM Programme.

The LGWM Project Office will work closely with the LGWM Board and Governance Reference Group to ensure that the parties to this agreement carefully consider stakeholder and community views before decisions are taken and implementation begins.

### 2. Component projects

The LGWM Programme has five component Projects which are summarised below.

#### 2.1 Early Delivery

This project (the **Early Delivery Project**) will make improvements to the Wellington transport system that can be implemented quickly without the need to wait for the conclusion of the detailed

investigation of the other LGWM Projects. The Early Delivery Project includes the following sub-projects (the **Early Delivery Sub-Projects**):

**Central City walking improvements** – changes to key pedestrian routes and intersections to make it faster, easier, and safer to walk in the central city. The preferred option will be identified no later than early 2020.

**Central City Safer Speeds** – lowering the speed limit on most central city streets. The preferred option will be identified by mid 2020.

**Golden Mile improvements** – permanent changes and trials that will start making the Golden Mile a more attractive and safer place for people walking and on bikes, while also improving the reliability of bus journeys. The preferred option will be identified by late 2020.

**Thorndon Quay/Hutt Road improvements** – giving buses priority and making it safer for people to cycle between the city and the planned Ngauranga to Petone walking and cycling link. The preferred option will be identified by late 2020.

**Cobham Drive crossing** – helping people who walk or cycle to safely cross and connect with the new cycleway around Evans Bay and community facilities in Kilbirnie and Lyall Bay. The preferred option will be identified by late 2020.

**State Highway safer speeds** – reducing speeds on State Highway 1, east of Mount Victoria. The preferred option will be identified by late 2020.

## 2.2 Mass Rapid Transit

This project (**Mass Rapid Transit Project**) will create a new mass rapid transit service connecting the railway station with Newtown and the eastern suburbs and the airport using a separate route through the CBD from the route used by the existing bus services.

The Mass Rapid Transit Project will improve travel choice through the Wellington city centre and help shape a more compact and sustainable city and region. It will be integrated with the wider public transport network, and offer:

- High frequency public transport services (every 10 minutes or less)
- Modern, high capacity electric vehicles with superior ride quality
- Fast loading and unloading of passengers
- Dedicated public transport lanes with signal priority.

The Indicative Business Case for Mass Rapid Transit Project will be completed by early 2021. This will determine the most appropriate mode and route for mass rapid transit, and how best to integrate it with the wider transport system, particularly the bus and rail networks, urban development changes, and with other LGWM Projects.

## 2.3 State Highway improvements

The State highway corridor is a key component of the existing transport system in Wellington city. It has a critical role in facilitating multimodal improvements.

The State Highway improvement project (the **State Highway Project**) includes two elements (the **State Highway Sub-Projects**) that will need to be carefully coordinated with each other as well as integrated with the wider transport system, in particular mass rapid transit.

### 2.3.1 Unblocking Basin Reserve

This project (the **Basin Reserve Sub-Project**) will identify how best to ease congestion and improve journeys for all users of Basin Reserve.

The Basin Reserve Project will involve extensive engagement with the community to develop a design that is sympathetic to the local geography, enhances the use of the Basin, and improves amenity around the reserve. In addition, it will include a detailed investigation into solutions for separating north-south transport movements, east-west transport movements and any mass transit corridors.

It is expected that the initial business case for the Basin Reserve Project will be completed by early 2021.

### 2.3.2 Extra Mount Victoria Tunnel

This project (the **Tunnel Sub-Project**) will investigate options for the design of an extra Mount Victoria tunnel and widening of Ruahine Street and Wellington Road. A key issue will be how the wider transport system will operate in conjunction with these improvements.

The aim of the Tunnel Sub-Project Project is to improve access, reliability and travel choice from the east for all travel types, and to shift through traffic onto the State Highway away from the Evans Bay and Newtown routes.

The initial business case for the Tunnel-Sub-Project is planned to be completed by early 2021

## 2.4 City Streets Project

This project (the **City Streets Project**) will make further changes to Wellington roads to move more people with fewer vehicles by optimising the use of current road space to better balance access for all modes – walking, cycling, public transport and private vehicles.

Under the City Streets Project, the Wellington central city cycleway network will be integrated with the wider cycleway network. Improvements will be made to the main walking routes, such as provision of wider footpaths, improved crossings and priority, and better shelters, signage and lighting. Bus priority improvements will be made for services to and from the central Wellington city on core routes. The City Streets Project will include the reallocation of some road space to non-vehicle modes and place-based activities to help meet the LGWM Objectives.

The timing of these changes will be integrated with other of the LGWM Projects as their details are developed.

## 2.5 Travel Demand Management

This project (**Travel Demand Management Project**) will investigate a package of travel demand management measures to help make the best use of existing transport systems and smooth the transition to the new system as the other LGWM Projects are progressively implemented. The Travel Demand Management Project is still in the early stages of scoping and its timing is still to be determined.

### 3. Programme development approach

The LGWM Projects will be developed through a 'business case' development process. A business case establishes the 'case' for investing in a particular Project and it includes:

- Considering different options to deliver the project's goals
- Listening to the community to understand people's needs and aspirations
- Initial design of the project and the design of different options
- Analysis of project benefits and likely costs, as well as risks and opportunities.

A two-stage business case process will be followed except for the Early Delivery Project:

The **Indicative Business Case (IBC)** will revisit and confirm the strategic context and strategic assessment and evaluates options to deliver the activity under a Project. If it is decided to proceed with the Project, the relevant funding applications to proceed to the Detailed Business Case will be made.

The **Detailed Business Case (DBC)** will carry out a more detailed analysis of the costs, risks and benefits of the preferred option and the do-minimum option identified in the indicative business case. The DBC will build a complete understanding of the acceptable risks, uncertainties and benefits associated with the project, so that a final decision can be made on whether to implement it.

A **Single-Stage Business Case (SSBC)** process will be followed for some Projects. This will effectively combine the IBC and DBC into a single business case.

**SCHEDULE 5 - DETAILED INVESTIGATION AND DEVELOPMENT STAGE AND  
FUNDING PRINCIPLES**

**1. BUDGET MANAGEMENT PROCESS**

**1.1 Initial Workstream Funding Approvals:** The Workstream Funding Approvals as agreed by the Parties at the date of execution of this agreement are set out at Appendix 2.

**1.2 Budget Management:** If any party (or the LGWM Programme Director) considers that:

- (a) a new Workstream Funding Approval is required to achieve the LGWM Principles or perform tasks or activities relating to LGWM that are within the parties' current overarching funding approvals; or
- (b) any change is required to an existing Workstream Funding Approval (including any change to the Funding Shares of the parties under that Workstream Funding Approval)

(for each **Budget Change**) then it will notify the other parties and provide the other parties with a draft workstream funding approval based on the template set out in Appendix 1 to this Schedule setting out the proposed requirements for Budget Change.

**1.3 Consideration of proposed Budget Changes:** The relevant operational representatives of each of the parties will, consider proposed Budget Changes and seek to refine any draft workstream funding approval reflecting the Budget Change (if necessary). The operational representatives will submit any draft workstream funding approval agreed by the representatives to the LGWM Board accompanied by such other information as reasonably necessary to allow the LGWM Board to consider the proposed Budget Change and draft workstream funding approval.

**1.4 Ratification and approval of Workstream Funding Approval:** The LGWM Board will consider any proposed Budget Change and draft workstream funding approval submitted to it under section 1.3 of this Schedule and, if the LGWM Board agree to endorse a Budget Change as necessary and agree on the proposed draft for the relevant workstream funding approval, then each party will follow its internal decision making and approval process to seek internal approval for the draft workstream funding approval (depending on the scope of the change and the relevant delegated authorities necessary to sign the workstream funding approval).

**1.5 Agreement required:** A draft workstream funding approval prepared in accordance with this section 1 will not be binding on the parties, and will not be considered to be a Workstream Funding Approval for the purposes of this agreement, unless and until it is agreed and signed by the appropriately authorised representative of each party.

**2. FUNDING PRINCIPLES**

Unless otherwise expressly stated in the relevant Workstream Funding Approval, the following Funding Principles will apply to determine the Funding Share of each party in relation to payment or each Workstream Funding Approval.

**2.1 Intended overall funding share**

The LGWM indicative package has been announced on the basis of an approximate funding split of 60% Central Government and 40% Local Government. The analysis required to formalise this in detail will be completed through the Detailed Investigation and Development Stage.

**2.2 “Wash up” payment**

To provide the funding to complete this phase an interim funding share has been agreed under the understanding that once the final funding shares are agreed there will be a wash up payment made between the parties to align the funding contributions to the final funding split.

**2.3 Interim funding share**

(a) *Split between Central and Local share*

The interim funding split between central and local government was agreed as follows:

- (i) Business case development and LGWM management costs – 60:40;
- (ii) Early delivery programme – asset owner (for central government-owned assets);
- (iii) Lost revenue from on street parking – asset owner (Wellington City Council); and,
- (iv) Advance property purchase costs – case by case basis with the expectation that costs would fall in the interim to the asset owner.

(b) *Split of the Local share*

During the 2019/20 and 2020/21 period the interim funding split (of the above 40%) between the two local government partners was agreed as follows:

- (i) Investigations, business cases and LGWM management costs – 50:50;
- (ii) Early delivery programme – asset owner (for local government-owned assets) with FAR rates applying; and
- (iii) Advance property purchase costs – case by case basis with the expectation that costs would fall in the interim to the asset owner.

**APPENDIX 1 – TEMPLATE WORKSTREAM FUNDING APPROVAL**

**LGWM Relationship and Funding Agreement**

**Workstream Funding Approval for [insert short description]**

1	Date	[date]
2	Scope	[Insert description of scope of Workstream Funding Approval and activities for which the funding can be used.]
3	Related Work Funding Approvals	<p>[If other Workstream Funding Approvals are related/should be reported on together used the first option.]</p> <p><b>Option</b> [The following Workstream Funding Approvals are related to this Workstream Funding Approvals:</p> <ul style="list-style-type: none"> <li>[list any other Workstream Funding Approvals making up a single "package" along with this WFA – this could list likely future WFAs]</li> </ul> <p><b>Option</b> [Not applicable]</p>
4	Funding Principles and Funding Shares	<p>[Use Option 2 only if alternate funding shares/principles are being used.]</p> <p><b>Option 1</b> [In accordance with section 2 of Schedule 5]</p> <p><b>Option 2</b> [Insert any alternate or additional Funding Principles applicable to this WFA (compared to default principles in section 2 of Schedule 5)]</p>
5	Funding Approval Total	<p>[insert funding approved under WFA, including any detail on different funding streams/activities]</p> <p>[As part of the Transport Agency's approval process an activity class will need to be assigned and the activity class owner will need to confirm funding is available.]</p> <p>[Consider breaking funding approval down into key projects / sub-projects to provide a clearer line through to the operational delivery.]</p>
6	Indicative cashflow	<p>The following cashflow is indicative only and may be subject to change based on the needs of the workstream – any changes to the cashflow will be discussed and (if necessary) agreed in accordance with the Let's Get Wellington Moving – Relationship and Funding Agreement:</p> <p>[insert indicative cash flow]</p>

**SIGNATURES**

**Signed** for and on behalf of  
**New Zealand Transport Agency:**

**Signed** for and on behalf of  
**Wellington City Council:**

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Name:

Title:

Title:

Date:

Date:

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**Signed for and on behalf of**  
**Wellington Regional Council:**

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Name:

Title:

Date:

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**APPENDIX 2 – WORKSTREAM FUNDING APPROVALS**

**LGWM Relationship and Funding Agreement**  
**Workstream Funding Approval for Indicative Business Cases**

- 7 **Date** 11/12/2019
- 
- 8 **Scope** This is the agreed funding for the Indicative Business Case phase of the following Projects:
- Mass Rapid Transit
  - State Highway Improvements
  - City Streets
  - Travel Demand Management
- It includes allocations for the support of the Project Office.
- 
- 9 **Related Work Funding Approvals** In the future there will be approvals sort for the completion of the Business Cases and subsequent implementation.
- 
- 10 **Funding Principles and Funding Shares** In accordance with section 2 of Schedule 5 of the "Let's Get Wellington Moving" (LGWM) Relationship and Funding Agreement.
- 
- 11 **Funding Approval Total** \$45,857,000
- 

- 12 **Indicative cashflow** The following cashflow is indicative only and may be subject to change based on the needs of the Workstream – any changes to the cashflow will be discussed and (if necessary) agreed in accordance with the Let's Get Wellington Moving – Relationship and Funding Agreement:

	Cost Estimate	NZTA	GWRC	WCC
2019/20	16,092,000	9,655,200	3,218,400	3,218,400
2020/21	29,765,000	17,859,000	5,953,000	5,953,000
Total	45,857,000	27,514,200	9,171,400	9,171,400

**SIGNATURES**

**Signed for and on behalf of  
New Zealand Transport Agency:**

**Signed for and on behalf of  
Wellington City Council:**

\_\_\_\_\_  
Name:  
Title:  
Date:

\_\_\_\_\_  
Name:  
Title:  
Date:

**Signed for and on behalf of  
Wellington Regional Council:**

\_\_\_\_\_  
Name:  
Title:  
Date:

**LGWM Relationship and Funding Agreement**  
**Workstream Funding Approval for Early Delivery Business Case**

- 13 **Date** 11/12/2019
- 
- 14 **Scope** This is the funding allocated for the Early Delivery Business Case phase for the following Sub-Projects:
- Golden Mile
  - Thorndon Quay and Hutt Road
  - Central City and SH1 Walking Cycling and Safe Speeds
- 
- 15 **Related Work Funding Approvals** In the future there will be approvals sort for the implementation of quick wins and projects identified.
- 
- 16 **Funding Principles and Funding Shares** In accordance with section 2 of Schedule 5 of the "Let's Get Wellington Moving" (LGWM) Relationship and Funding Agreement.
- 
- 17 **Funding Approval Total** \$6,500,000
- 

18 **Indicative cashflow** The following cashflow is indicative only and may be subject to change based on the needs of the Workstream – any changes to the cashflow will be discussed and (if necessary) agreed in accordance with the Let's Get Wellington Moving – Relationship and Funding Agreement:

	Cost Estimate	NZTA	GWRC	WCC
2019/20	4,663,000	2,797,800	932,600	932,600
2020/21	1,837,000	1,102,200	367,400	367,400
Total	6,500,000	3,900,000	1,300,000	1,300,000

**SIGNATURES**

**Signed for and on behalf of  
 New Zealand Transport Agency:**

**Signed for and on behalf of  
 Wellington City Council:**

\_\_\_\_\_  
 Name:  
 Title:  
 Date:

\_\_\_\_\_  
 Name:  
 Title:  
 Date:

**Signed for and on behalf of  
 Wellington Regional Council:**

\_\_\_\_\_  
 Name:  
 Title:  
 Date:



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## **JOINT PROGRAMME TO IMPROVE THE RELIABILITY OF TRAVEL TIMES FOR BUSES**

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### **Purpose**

1. This report asks the Strategy and Policy Committee to endorse the direction of the draft Bus Priority Action Plan measures to improve reliability and travel times for bus users, as an input into the Let's Get Wellington Moving City Streets package.

### **Summary**

2. This report presents the draft Bus Priority Action Plan (Attachment 1), which sets out the direction of a programme to deliver bus priority measures on eight key corridors.
3. The draft Bus Priority Action Plan has been developed jointly by a team from Wellington City Council and Greater Wellington Regional Council, with involvement from Waka Kotahi NZ Transport Agency. It is aligned with Let's Get Wellington Moving's objectives, and with Greater Wellington Regional Council's Bus Network Review.
4. The draft Bus Priority Action Plan includes the following:
  - There are eight priority corridors which all carry high volumes of passengers, suffer varying degrees of slow travel speeds and unreliable journey times for buses, and have poor levels of service for people riding bikes. There are also opportunities on all corridors to improve safety and provisions for pedestrians, for example additional pedestrian crossings.
  - The eight corridors have been broken into 15 segments based on logical spatial factors, segment characteristics and considerations for easier delivery. These have been prioritised for improvements based on passenger volumes, the size of the problems, and the value and return on investment of the expected benefits if all identified improvements are implemented.
  - The draft action plan proposes early works for each corridor to deliver some meaningful changes as soon as possible. These will commence next year and be completed in 2 – 3 years.
  - The draft Action Plan sets out a pathway for delivering improvements to the 15 segments. Subject to feedback received, more detailed investigation and public consultation will follow when detailed designs and costs are developed for each segment. This will cover the key routes and, where required, specific changes such as to bus stops or parking. Improvements on the bus priority corridors will also be informed by further analysis of and feedback on cycling, walking, safety and place-making opportunities and issues.
  - The recommended priorities for the early works are set out in section 11.2 and in the Action Plan itself (Attachment 1).
  - Dependent on the scale of intervention that can be achieved on each segment, the programme has an estimated cost range of \$24-\$290 million, highlighting the scale of options available from a do minimum e.g. traffic signal sequencing or minor traffic restrictions, to extensive civil works / physical change e.g. dedicated bus priority lanes.

- Due to the ambitious size of the longer-term upgrades, the full extent of bus priority improvements is likely to take 7-10 years. Early works, across the network, are planned to occur along all identified bus priority corridors during the next three years, to the benefit of those communities. Options to expedite bus priority, while ensuring the impact to the broader network is minimised during construction, will be investigated as the delivery programme develops.
5. The Bus Priority Action Plan work takes account of the need to integrate the planning and delivery of bus priority measures with Let's Get Wellington Moving (LGWM), Greater Wellington Regional Council's bus network review and the city's cycleway programme. As such, improvements to other key corridors, which have wider overall benefits and improve the service reliability to most other bus services, such as the Golden Mile and Thorndon/Hutt Road are not formally included in the draft action plan as they are currently already underway and prioritised through the LGWM Early Delivery programme. A paper for the proposed LGWM Funding and Partnership Agreement is also on the agenda for consideration by this Committee.
  6. In order to access government funding, the bus priority work will be delivered as part of the LGWM City Streets package which is also responsible for delivering improvements for walking and cycling in the central city. Importantly moving forward, regular Council briefings and workshops with LGWM will enable councillors to guide development and to make informed decisions as bus priority is implemented within the City Streets package.

## Recommendations

That the Strategy and Policy Committee:

1. Receive the report.
2. Note the collaborative approach and process between the two councils, with the involvement of the Transport Agency, to develop the draft Bus Priority Action Plan.
3. Endorse the direction of the draft Bus Priority Action Plan (Attachment 1).
4. Note that in order to access government funding, the LGWM's City Streets package will deliver the bus priority works.
5. Note that the Council will receive an update and consider the full City Streets package, including bus prioritisation, following the engagement planned for early 2020 and that this will form the basis of future reporting.
6. Note that the findings and recommendations from the imminent Greater Wellington Regional Council's Bus Network Review will be considered as part of the detailed investigation, engagement and development of the LGWM City Streets package.
7. Note that approval for the infrastructure changes proposed as a result of detailed investigation and engagement will be considered by the Wellington City Council through the standard traffic resolution process.

## Background

7. Officers have been working collaboratively with Greater Wellington Regional Council and the Transport Agency to identify priority corridors for improvements and the interventions necessary to improve reliability and travel times for bus users.

8. The then City Strategy Committee, at its meeting on 13 June 2019, endorsed the work being jointly undertaken with Greater Wellington Regional Council to collaboratively deliver a package of bus priority measures to improve reliability and travel times for bus users. The committee was briefed on progress on 27 August.
9. The new Council was updated on progress in a workshop on 13 November.
10. This report sets out a recommended pathway to deliver bus priority measures. The programme is known as the draft Bus Priority Action Plan.

## Discussion

11. The draft Bus Priority Action Plan includes the following:
  - 11.1 Eight priority corridors have been identified which all carry high volumes of passengers, suffer varying degrees of slow travel speeds and unreliable journey times for buses, and additionally have poor levels of service for people riding bikes. Opportunities on all corridors exist to improve safety and provisions for pedestrians, such as pedestrian crossings and other improvements.
  - 11.2 The draft Action Plan includes proposed early works on the priority corridors to deliver meaningful change and improvements as soon as possible. The early works will start in 2020, are expected to be completed in 2 – 3 years, and will benefit all users and communities that are serviced by the eight priority corridors. Examples of early works include:
    - Timing changes at traffic lights
    - Bus phase / queue jumps at traffic lights
    - Bus stop optimisation (spacing and number of bus stops)
    - Bus stop layout improvements, e.g. lengthening bus boxes, adding entry and exit tapers (improving the safety and movement in and out of bus stops)
    - Implementing in-line bus stops (where buses stop in the traffic lane rather than pulling off to the side which means the buses can continue unimpeded after picking-up/dropping-off passengers)
    - Changing hours of operation of existing clearways and bus lanes.

The eight corridors have been broken into 15 logical segments. These have been prioritised for improvements based on passenger volumes, the size of the problems, and the value of the expected benefits if all identified improvements are implemented. A copy of the full analysis, criteria and assessment will shortly be provided on Council's website.

- 11.3 The bus priority segments that will form the focus of the early works (proposed to be delivered within 2-3 years) are shown in no particular order in the following table:

Johnsonville Triangle	Kilbirnie to Newtown	Seatoun to Miramar
Newtown to city	Glenmore & Bowen St	Kilbirnie to Hataitai
Karori Road	Miramar to Kilbirnie	Kelburn to City
Brooklyn to city	Centennial Highway	Mt Victoria
My Cook to city	Chaytor Street	Ngauranga Gorge

11.4 The bus priority segments identified for longer term upgrades are shown in the following table. This order may change based on detailed investigation and engagement that follow:

Planning priority	Longer term upgrades
A	Johnsonville triangle
	Karori Road
	Glenmore & Bowen Streets
	Centennial Highway
	Newtown to city
B	Brooklyn to city
	Kilbirnie to Newtown
	Mt Cook to city
	Chaytor Street
	Kilbirnie to Hataitai
C	Kelburn to city
	Miramar to Kilbirnie
	Mt Victoria
	Seatoun to Miramar
	Ngauranga Gorge

11.5 It is important to note that these segments do not exist in isolation, they are part of a wider network. Through the LGWM Early Delivery Programme, significant improvements will also be made to Hutt Road / Thorndon Quay and the Golden Mile. Bus services from throughout the city and wider region run through these segments as part of a longer journey and these improvements will bring significant benefits to all routes and bus services that use these corridors.

11.6 The draft Action Plan sets out a pathway for delivering improvements to the 15 segments. Subject to feedback received, more detailed investigation and public consultation will follow when detailed designs and costs are developed. This will cover the key routes and, where required, specific changes such as to bus stops or parking. Improvements on the bus priority corridors will also be informed by further analysis of and feedback on cycling, walking, safety and place-making opportunities.

11.7 A number of options for the scale of intervention on each segment were evaluated. These options have an estimated cost range of \$24 to \$290 million, with associated range of indicative benefit cost ratios in the range from 0.2 to 3.1. Due to the ambitious size of the longer-term upgrades, the full extent of bus priority improvements is likely to take 7-10 years (noting the earlier and smaller scale improvements across all priority corridors will occur over the next three years).

12. The draft Action Plan has considered three scenarios for possible levels of intervention:

- minimal intervention

- fix the worst problems
- fix everything.

**Minimal intervention** would extend operating hours of existing bus lanes and clearways to match current problem times, add some bus priority to the worst performing intersections, and sort out the worst bus stops. This scenario is estimated to make morning peak journeys more reliable and 1-2 minutes faster, cost \$24-\$43 million to implement, and result in a benefit cost ratio in the range of 0.2 to 0.9 – meaning at an overall programme level there are insufficient benefits to justify the costs, and perhaps more importantly doing a little bit is not enough to really tackle the problems.

**Fix the worst problems** would provide more bus lanes in areas of significant congestion, add more bus priority to the worst performing intersections, and optimise more bus stops. This scenario is estimated to make morning peak journeys more reliable and 3-9 minutes faster, cost \$90-\$143 million to implement, and result in a benefit cost ratio in the range of 0.7 to 3.1.

**Fix everything** would provide bus lanes along the majority of all corridors, add bus priority to many intersections, and optimise many bus stops. This scenario is estimated to make morning peak more journeys reliable and 4-10 minutes faster, cost \$182-\$290 million to implement, and result in a benefit cost ratio in the range of 0.4 to 2.1.

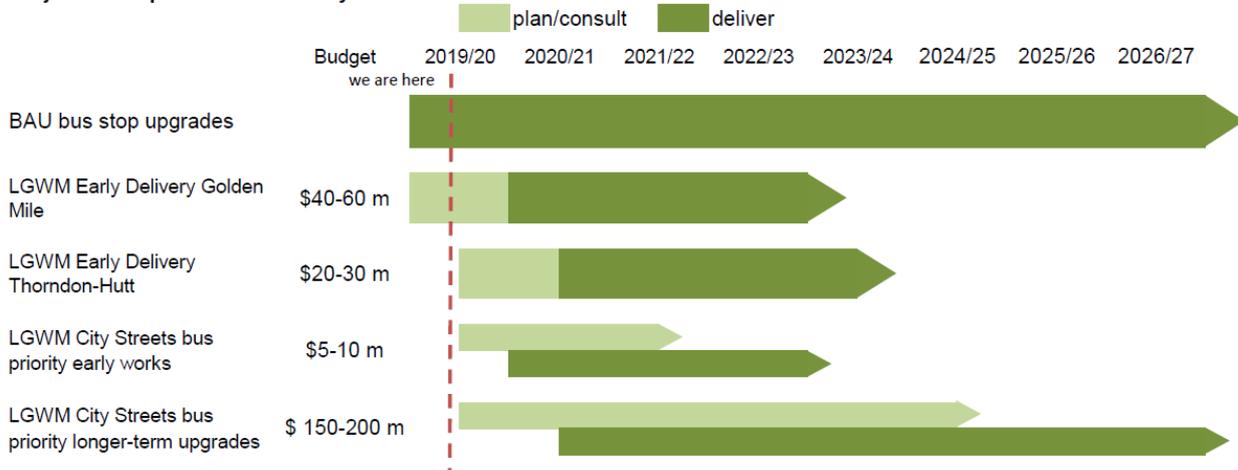
13. The optimal level of investment is likely to be a refinement of the fix the worst problems scenario. The level of intervention that is desirable and achievable on any corridor will be subject to engagement with communities and detailed technical design. Corridor options will be developed with communities. Approval of changes will be subject to the LGWM partners' decision-making processes, including regular workshops and briefings with councillors and the traffic resolution process.
14. LGWM's City Streets programme will deliver the bus priority improvements and ensure coordinated delivery with the City Council's cycleways programme and Greater Wellington's on-going bus network improvements. This approach will be funded as part of the interim partnership agreement (also considered on the same Committee agenda) with appropriate contributions from the partner organisations. This approach is necessary as funding for bus priority in Wellington is not in the current National Land Transport Programme and indications are that there will be little funding available outside LGWM.
15. The City Streets package will build upon the City Council's Cycleways Master Plan (2015), the draft Bus Priority Action Plan, and develop improvements for walking and cycling in the central city. The package will also look for opportunities to deliver broader safety and placemaking improvements.
16. A budget of \$200 to \$250 million is currently allocated within the City Streets package to undertake these improvements. In addition to the City Streets bus priority investments, early delivery programme elements of the Golden Mile, Thorndon Quay and Hutt Road projects are funded within the broader Let's Get Wellington Moving programme.

## Next Actions

17. A programme of early works will commence in early 2020.

18. The following diagram shows how various projects will be delivered in parallel to improve the reliability of buses throughout the city.

**Projects to improve bus reliability**



19. Community engagement on the draft Bus Priority Action Plan will be undertaken as part of a broader City Streets engagement so that people are informed about the issues and opportunities, and have the chance to provide feedback. Public engagement is currently planned for early 2020. Feedback will be used to finalise the options available for improvements, and to develop an implementation plan as part of the City Streets package. Partner agreement will be then be sought on the longer-term upgrades of the eight corridors and will subsequently form the basis of regular reporting.

**Attachments**

Attachment 1. Draft Bus Priority Action Plan [↓](#)

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Author	Joe Hewitt, Team Leader Transport Strategy
Authoriser	David Chick, Chief City Planner

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## **SUPPORTING INFORMATION**

### **Engagement and consultation**

Officers have been working collaboratively with Greater Wellington Regional Council officers. A similar report will be going to Greater Wellington Regional Council on 12 December 2019.

If the councils endorse the draft Bus Priority Action Plan, it will be subject to public engagement from early 2020.

### **Treaty of Waitangi considerations**

There are no Treaty considerations.

### **Financial implications**

There are no financial implications at this time. Significant funding is provided in the Annual Plan and Long-term Plan with funding also made available upon completion on the detailed business cases through the LGWM City Streets programme. The adequacy of this can be considered once detailed plans have been formulated.

### **Policy and legislative implications**

Progressing bus priority measures is in accordance with the Council's transport policy direction contained in the Urban Growth Plan, Te Atakura: First to Zero, and the financial provisions in the Long-term Plan and Annual Plan.

### **Risks / legal**

There are no risk/legal matters at this time. Bus priority measures requiring changes to traffic restrictions will be subject to approval under the Council's traffic resolutions process.

### **Climate Change impact and considerations**

Supporting bus priority measures is aligned to the sustainable transport hierarchy, Urban Growth Plan, and Te Atakura: First to Zero. Depending on the scale of intervention achieved, the plan is estimated to reduce carbon dioxide emissions by 4,000 to 12,000 tonnes over a decade under the 'fix the worst problems scenario'.

### **Communications plan**

The engagement and communications plan is in development.

### **Health and safety impact considered**

There are no health and safety considerations at this time.

# Bus Priority Action Plan

December 2019

## DRAFT



greater WELLINGTON  
REGIONAL COUNCIL  
Te Pane Matua Taiao



Absolutely Positively  
**Wellington City Council**  
Me Heke Ki Pōneke



## Bus Priority Action Plan

The Bus Priority Action Plan is a collaborative investigation by Wellington City Council and Greater Wellington Regional Council working with Waka Kotahi NZ Transport Agency. It identifies the key routes, issues and opportunities to improve the reliability of buses on Wellington's busiest routes. Engagement on the action plan and delivery will occur as part of Let's Get Wellington Moving.

### How did we select the corridors?

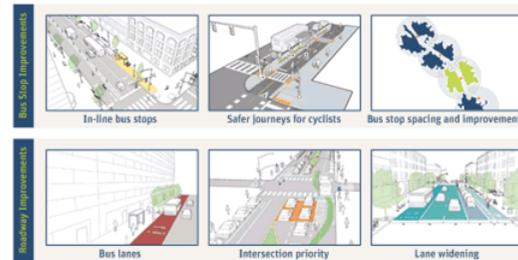
We prioritised corridors by considering those that have:

- high daily passenger volumes
- slow bus travel speeds
- highly variable bus travel times.



### What does bus priority look like?

Depending on the issues, there are a range of options to give buses more priority.



### What's the timing?

- Engagement on City Streets – early 2020
- Confirm programme – mid-2020
- Early works delivery – from early 2020
- 7–10 years to deliver

### What are the costs and benefits?

Benefits on offer

- Improvements to journey times and reliability
- Reduced operating costs
- Health benefits
- Opportunities to accommodate cycling infrastructure and streetscape improvements

Costs would have a range of \$24–290 million depending on the scale of interventions



## More bus priority means more reliable and quicker bus trips

The Bus Priority Action Plan is a collaborative investigation by Wellington City Council and Greater Wellington Regional Council working with Waka Kotahi NZ Transport Agency. It identifies the key routes, issues and opportunities to improve the reliability of buses on Wellington's busiest corridors. Engagement on the action plan and delivery will occur as part of Let's Get Wellington Moving's City Streets programme.

Wellington is growing. In the next 30 years, 50,000 to 80,000 more people will call the city their home. To maintain an attractive, accessible and sustainable harbour city we need a reliable public transport system that moves more people with fewer vehicles. To help achieve that, we need to make it more attractive to travel by bus than by car.

Improved bus priority on the key routes to and through the city has been identified by several business cases and as a key part of Let's Get Wellington Moving (LGWM). This is because Wellington's buses are – and will continue to be – a vital part of the public transport system. Bus passenger numbers are increasing, and people want to trust that their buses will get them to their destination on time, consistently.

More reliable bus journeys will contribute to reducing emissions and encouraging people to use public transport as well as walking and cycling. The reliability of our buses depends on a range of factors, including suitable timetabling, having enough buses and drivers, and giving buses priority on the roads so they can travel without delays. The councils are working together to tackle all of these aspects. This includes a review of the bus network (bus routes and timetables) following city-wide community engagement in mid-2019.

This action plan outlines what we can do to give buses more priority on key routes into and through the city that carry the most passengers and are the slowest and least reliable – especially at peak travel times. We have looked at the issues on our roads that are contributing to bus delays, and the opportunities to make buses more reliable by improving our roads – for example, by introducing more bus lanes and letting buses go first at traffic lights – and by improving bus stops. In undertaking this investigation, we have also identified key issues on these routes for other modes of transport, including cycling and walking.

The analysis in this action plan will support engagement with the community as part of the LGWM City Streets programme to seek feedback on:

- the priority network for buses and for cycling
- the key issues and opportunities on each corridor
- the wider opportunities for cycling, walking, safety and making more attractive places in central Wellington.

Subject to feedback received, more detailed investigation and public consultation will follow when detailed designs and costs are developed. This will build on the analysis that has informed the development of this action plan.

While this planning work continues, we are already making changes so buses can travel more smoothly. These include improving the layout of bus stops and trimming trees, so buses can pull in and out more easily and it's safer for passengers to get on and off. This action plan also identifies other early improvements that can be made.

## Let's Get Wellington Moving

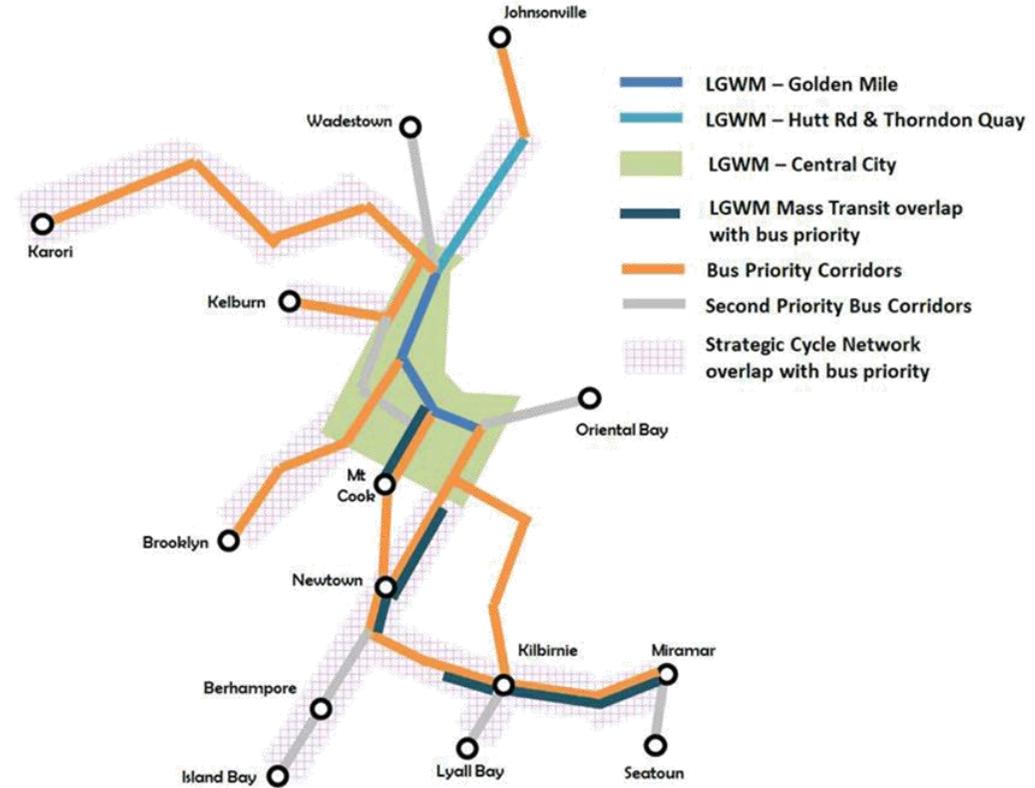
The Bus Priority Action Plan will be delivered as part of LGWM. This shared programme will create a safer, more people-focused central city, a mass rapid transit route from the central city to the southern and eastern suburbs, and improvements to the state highway corridor.

The action plan focuses mainly on bus priority because of the need to support improvements to the bus system. As the map shows, there is a significant overlap between the bus priority corridors, the strategic cycling network and the mass rapid transit route. More work is needed to integrate cycling, walking, safety and attractive shared streets into these corridors where possible.

Where bus priority corridors overlap with LGWM's longer-term planning, bus priority improvements will either be integrated into those plans or delivered as shorter-term improvements in the meantime.



### Objectives and outcomes





## LGWM early delivery: Golden Mile, Thorndon Quay and Hutt Road projects

Two of the LGWM early delivery projects will complement the Bus Priority Action Plan - the Golden Mile and the Thorndon Quay and Hutt Road corridor.

The Golden Mile – which includes Lambton Quay, part of Willis Street, Manners Street and Courtenay Place – has the highest concentration of jobs in the country, is the busiest part of the bus network and has the highest pedestrian volumes in the city. It is also our prime shopping and entertainment destination.

Under LGWM, the Golden Mile is planned to become part of a dual public transport spine – the other route running along the waterfront and accommodating mass rapid transit.

Given the complexity of the Golden Mile, the multiple modes of movement involved, its commercially sensitive environment and the desire to take up place-making opportunities, a separate project from the action plan is needed. Over 37,000 people travel by bus along the busiest sections of the Golden Mile on a typical weekday. All of the eight bus priority corridors in the action plan feed into this central bus spine.

The Golden Mile project starts with a business case. This will set out a long-term vision for the corridor and outline a staged investment strategy. It will also identify quick wins and trials to enable testing of proposed changes and feedback from stakeholders and the community. Initial engagement with the community on the Golden Mile started in November.

The Thorndon Quay and Hutt Road corridor is another complex corridor for which a business case is being prepared. Thorndon Quay and Hutt Road form one of the city's primary multi-modal transport corridors with key public transport links to Wellington's northern suburbs, Porirua and the Hutt Valley. In addition to providing access to the central city, businesses and CentrePort, it also has the potential to cater for future economic development and urban growth. Te Ara Tupua, the future Ngauranga to Petone walkway and cycleway and the largest single walking and cycling project in the region, will increase demand for cycling along the corridor.

The project aims to transform the Thorndon Quay and Hutt Road corridor so it is:

- ready to provide for enhanced public transport and cycling connectivity fit for a 2036 future
- adaptable to future land use change, development, other programmes such as the multi user ferry terminal, and caters for adequate transport provision and choices.

Stakeholders and community engagement on options for Thorndon Quay and Hutt Road will take place by mid-2020.

Both projects will be closely coordinated with planning and delivery of the wider bus priority network.

## How the action plan links to other projects

This action plan also fits with a range of other work to plan for future population and land use growth, improving our transport system, creating attractive shared streets and making it easier and safer for people to get around the city.

### Bus network review

Bus priority is a vital element of any well designed and successful network, and existing bus corridors will remain pivotal to the success of Wellington's bus network now and in the future.

The Wellington City phase of the bus network review of the July 2018 changes is drawing to a close. A package of network change recommendations with an accompanying action plan, is being completed. A package of network change recommendations with an accompanying action plan is being completed. The action plan has been developed with a number of dependencies and constraints. Some of the recommended improvements will be delivered as resourcing allows, and the remaining recommendations will require further investigation.

Feedback and findings from the bus network review clearly identify bus reliability, 'bus bunching' and travel time as having a significant impact on bus passenger journeys. These will not be resolved by network changes alone, which focus on routes and timetabling.

The changes we can make through the Bus Priority Action Plan will help to restore trust in bus transport reliability, particularly amongst bus commuters. The action plan will also inform the bus network changes, including improvements to bus reliability and travel times.

All elements of the LGWM City Streets programme – bus priority, walking, cycling and road safety – will be integrated with bus and network changes in the short term, and as Wellington future-proofs public transport for ongoing growth.

### Planning for growth

Planning for Growth is a project about the people of Wellington and bringing the things we love and value about our city into the conversation about how we plan for the city's future growth. Planning for Growth builds on the goals from Our City Tomorrow and includes a review of the Wellington Urban Growth Plan as well as the District Plan, both of which impact and shape Wellington's urban environment.

Between 8 April and 17 May 2019 we asked people to have their say on the pros and cons of four scenarios. People have given a clear indication that they think intensification of the city centre and suburban centres offers the best balance overall. The feedback we received will help us create a 'spatial plan' which shows the future shape of our city, that will then feed into the District Plan Review.

A spatial plan is essentially a 'blueprint' for our city that sets out a plan of action for where and how we should grow and develop. A spatial plan includes maps and supporting text to show the strategy for the city's growth, providing a level of certainty to the community about future change. The spatial plan will enable an integrated approach to the way we plan and shape our city by considering a range of topics relating to the city's growth including land use, transport, three waters infrastructure, natural hazards, heritage, and natural environment values. The spatial plan will ultimately provide the direction we need for the District Plan Review and will help the City Council prioritise investment for things like transport, new community facilities and infrastructure upgrades.

### Parking policy

To pave the way for our future transport system, we need to start creating space along some key transport corridors and review how we allocate road space for parking to support this change. In light of this, Wellington City Council is reviewing its parking policy and will consult the public on its proposals in the early part of 2020.

### Cycling programme

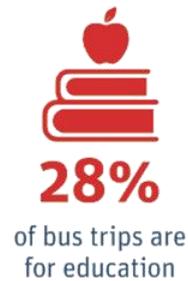
Work is also underway to develop a city-wide cycle network. This work will be integrated with the outcomes of the action plan to make sure there are good outcomes for people who use public transport, walk, or cycle.





## Wellington's bus network at a glance

Buses play a critical role in Wellington's transport network.



## Bus network challenges

While there are 70,000 bus journeys taken each day, we know that many passengers are dissatisfied and there are issues with reliability and travel times. Making buses more reliable will make bus travel a more attractive option than driving a car, so more people will take the bus. This in turn will reduce congestion and carbon emissions.

**32%**  
of people say that public transport is **inconvenient**



**44%**  
of people say that public transport is **unreliable**



**3 minutes**

Average lateness of buses in the morning peak



**7 minutes**

Day-to-day variation in travel times in the morning peak on main corridors

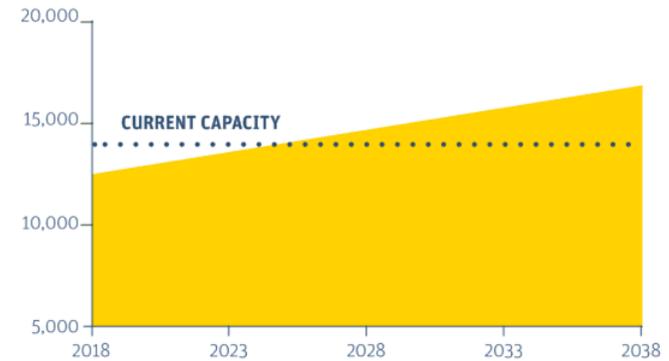
## Bus trips

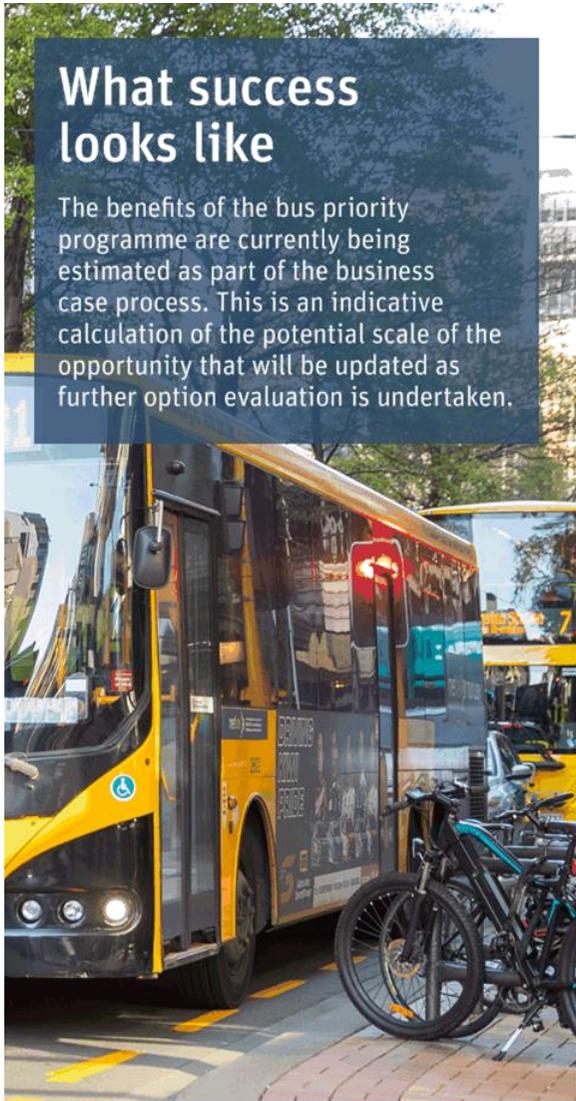
typically take **twice as long** as a car trip for the same journey



## Passenger volumes

in the morning peak will exceed capacity by 2028





## What success looks like

The benefits of the bus priority programme are currently being estimated as part of the business case process. This is an indicative calculation of the potential scale of the opportunity that will be updated as further option evaluation is undertaken.

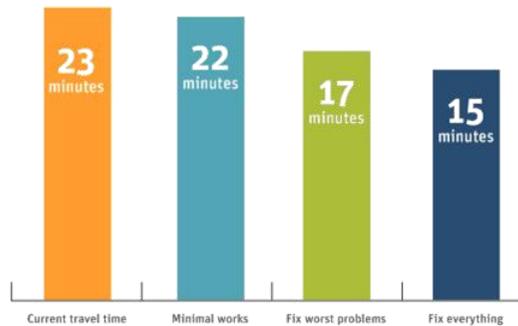


Bus travel times are  
**3% faster**  
with minimal improvements

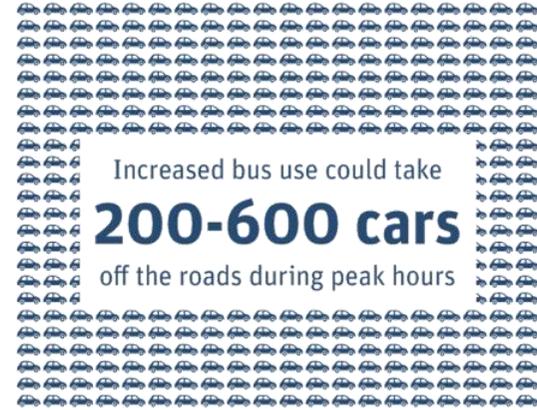
**27% faster**  
with the worst problems fixed

**33% faster**  
with everything fixed

Bus travel times for a typical trip



Note: These figures are indicative and based on a high-level assessment of potential scale of benefits



Increased bus use could take  
**200-600 cars**  
off the roads during peak hours



More people using buses prevents  
**1 to 3 death and serious injury crashes**  
over a decade

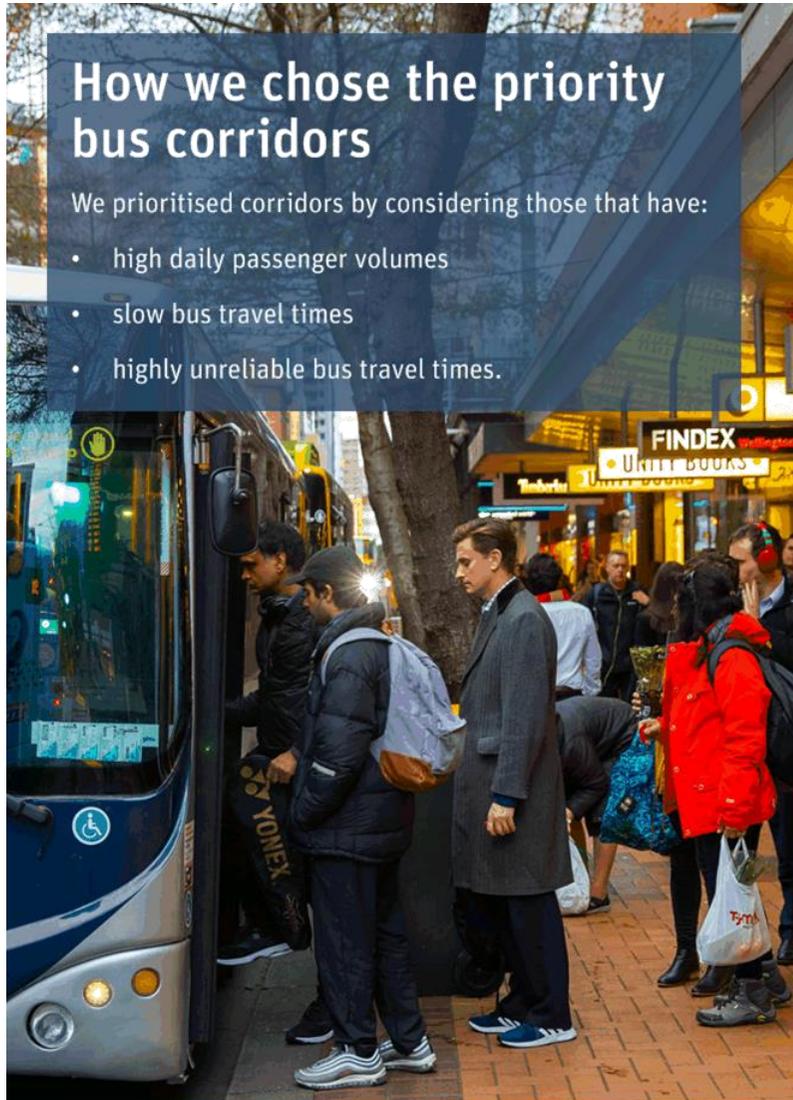


and reduces CO<sub>2</sub> emissions by  
**4000 to 12,000 tonnes**  
over a decade

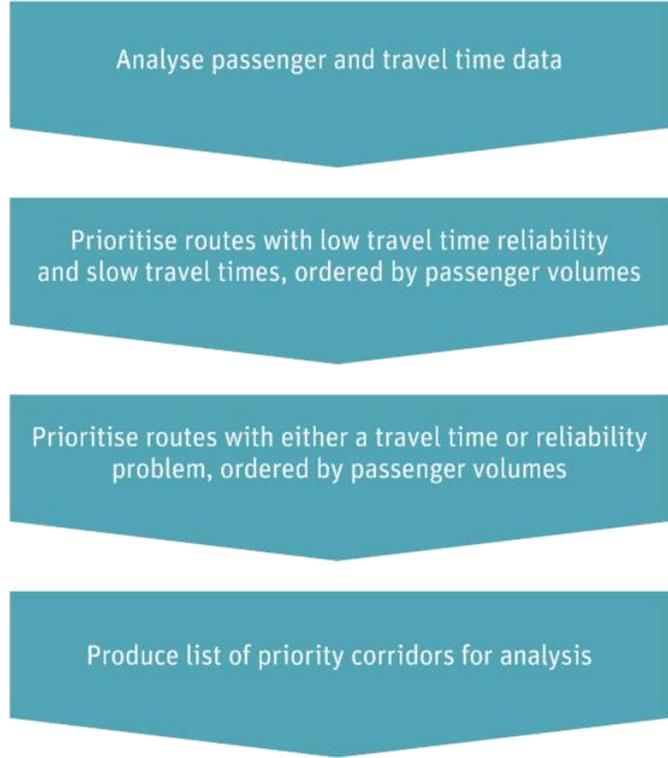
## Bus priority toolkit

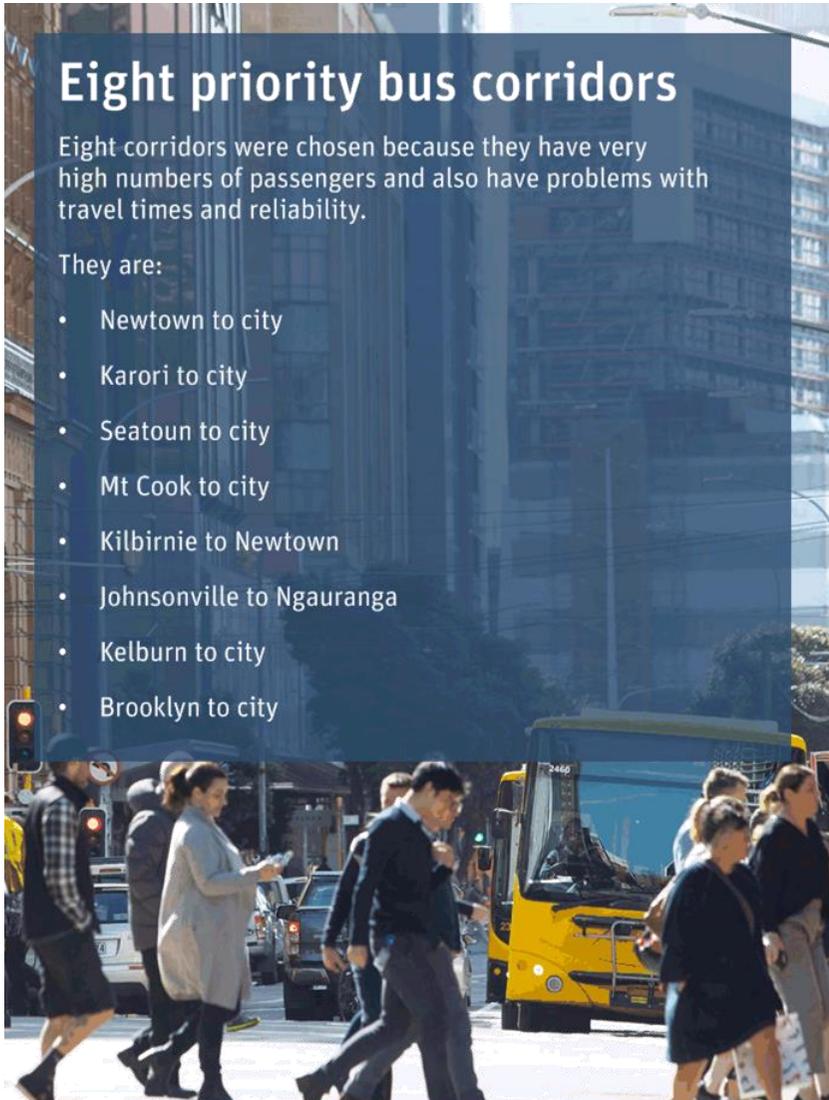
We will use a range of measures to improve bus journey times and the reliability of bus journeys. Bus stop improvements allow people to get on and off the bus more easily and reduce the amount of time the bus spends at bus stops. Roadway improvements reduce conflicts between buses and other road users and give buses increased priority.

Bus stop improvements			
	In-line bus stops	Safer journeys for cyclists	Bus stop spacing and improvements
Roadway improvements			
	Bus lanes	Intersection priority	Lane widening



### Corridor selection process





## Eight priority bus corridors

Eight corridors were chosen because they have very high numbers of passengers and also have problems with travel times and reliability.

They are:

- Newtown to city
- Karori to city
- Seatoun to city
- Mt Cook to city
- Kilbirnie to Newtown
- Johnsonville to Ngauranga
- Kelburn to city
- Brooklyn to city



## How we identified issues

We used bus and traffic data to estimate the degree to which buses are being delayed relative to optimal travel times.

We identified the sources of delay, as well as where and when delays occur.

Generally, the causes of delay fit into the following categories.

Category	Source of delay	Description
Bus stops	Bus stop spacing	Some bus stops are so close that they have overlapping walking catchments. This means the bus stops more frequently without significant benefits to passengers.
	Re-entry	Buses are delayed when waiting to re-enter the traffic lane from a bus stop.
	Long dwell time	At some bus stops, buses have to stop for longer than is ideal to allow passengers to get on and off.
Traffic lights	Traffic and pedestrian lights	Buses are delayed during the red phase at traffic lights and signalised pedestrian crossings.
	Queues	Buses are delayed in queues at traffic lights.
On-road	General traffic	Buses are delayed by mid-block traffic congestion and on-street parking (cars not parked well, car doors opening, people manoeuvring into parking spaces).
	Road layout	Narrow traffic lanes limit the speeds at which buses can travel.

## Taking a multi-modal approach

Road safety and provisions for cycling are key considerations when we make improvements for buses. These factors have been taken into account in determining the order in which we improve the bus priority corridors.

Analysis of the bus priority corridors shows:

- poor provision for people on bikes on all corridors
- average safety performance on all routes.

The cycleways programme map shows where there is an aspiration for a high level of service, and when cycleway improvements may be delivered.

Corridor	Bicycle level of service	Personal risk average score
Newtown to city	Poor	Medium
Johnsonville to Ngauranga	Poor	Low
Kelburn to city	Poor	Medium
Mt Cook to city	Poor	Medium
Karori to city	Poor	Medium
Seatoun to city	Poor	Medium
Kilbirnie to Newtown	Poor	Medium
Brooklyn to city	Poor	Medium

More detailed investigations of each corridor and any actions will need to take a multi-modal approach.



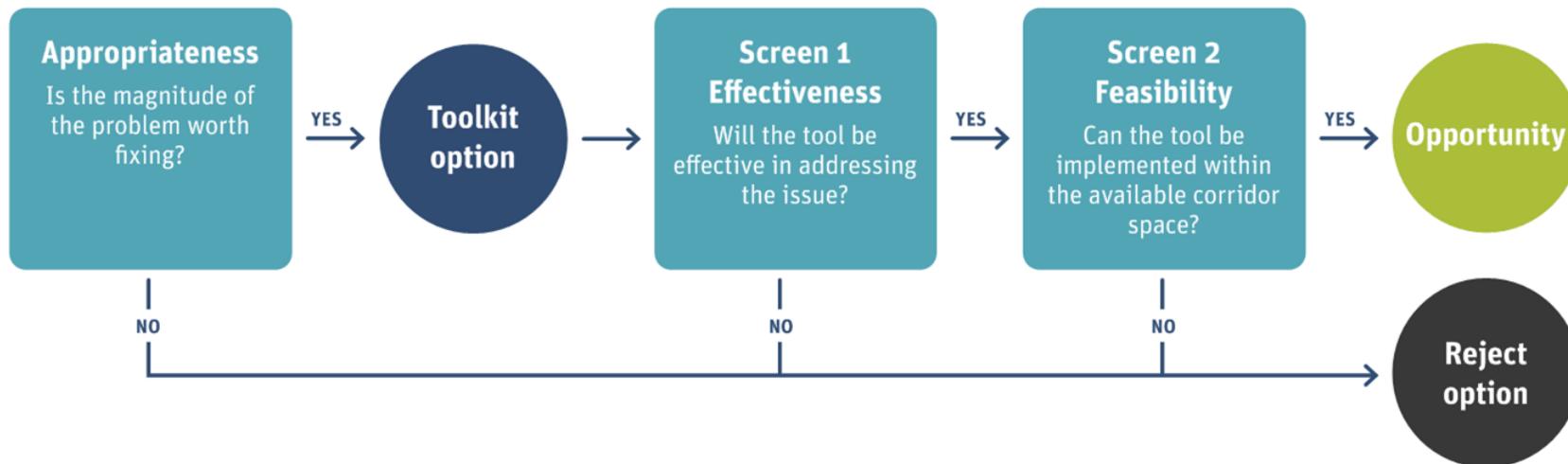
## How we identified opportunities

For each issue identified on the corridors, we have identified opportunities to address the issue.

We assessed the suitability of each toolkit option against each issue.

We used a three-stage screening process.

The results are a list of opportunities to reduce bus journey times and improve reliability.





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Bus Priority Action Plan **15**

## Programme options

There are three levels of possible intervention for each corridor.

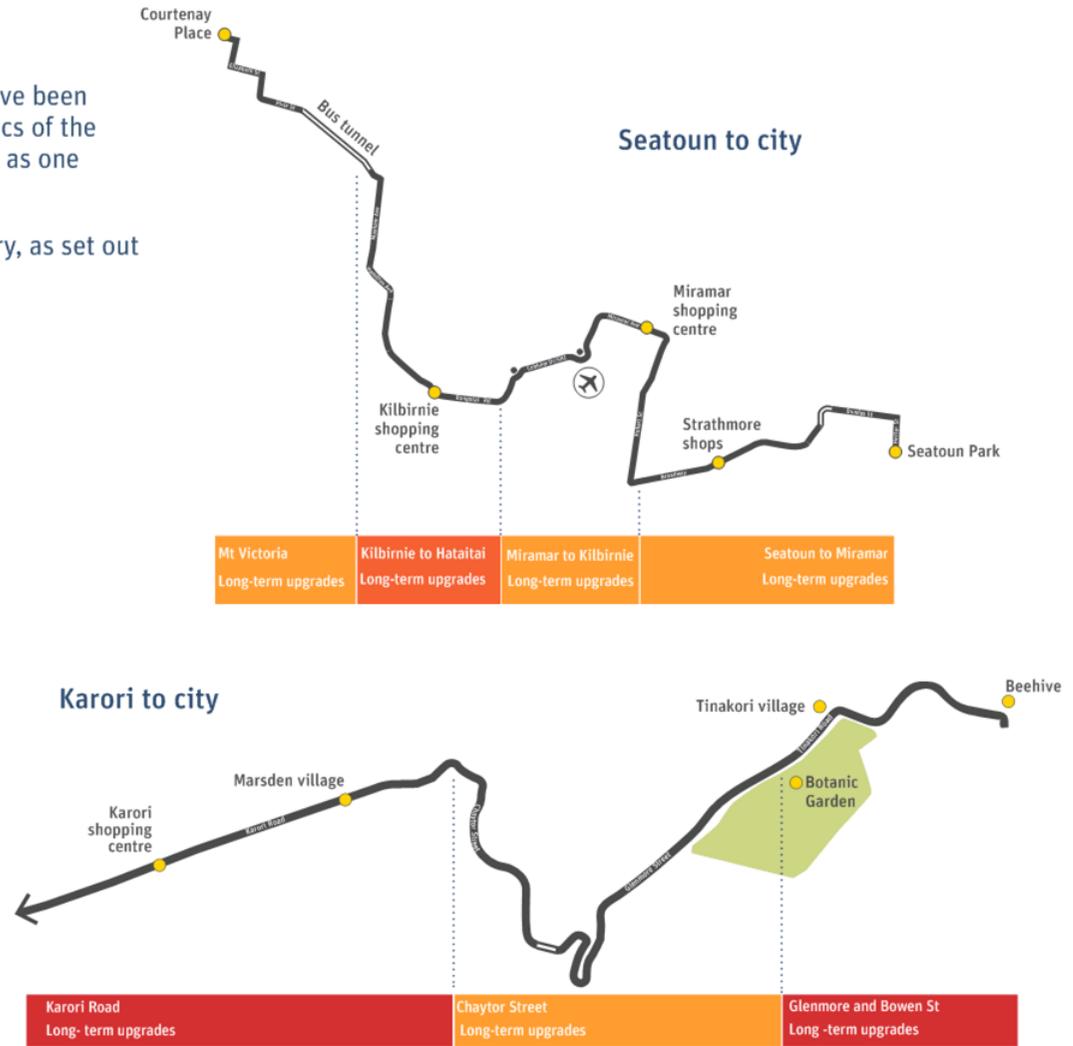
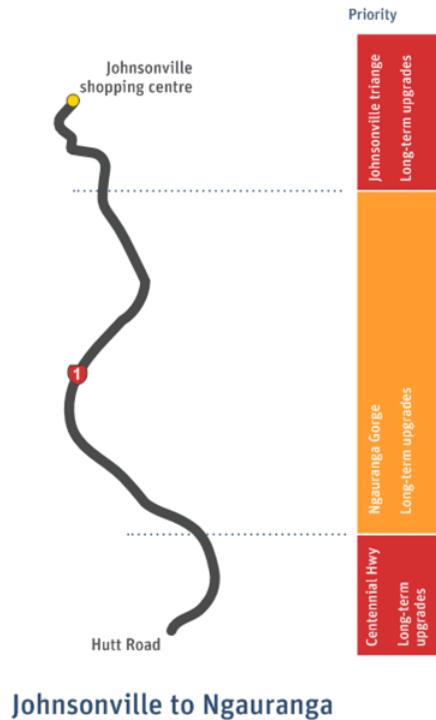
This is the high level summary across all eight corridors.

Option	Level of intervention	Benefits	Costs	Benefit cost ratio
<b>Minimal intervention</b>	<ul style="list-style-type: none"> <li>Extending hours of existing bus lanes and clearways</li> <li>Some bus priority at worst-performing intersections</li> <li>Minimal changes to bus stop layout and spacing</li> </ul>	Typical journeys are <b>1-2 minutes faster</b> in the morning peak	<b>\$24-43</b> million	<b>0.4</b> (0.2 to 0.9)
<b>Fix the worst problems</b>	<ul style="list-style-type: none"> <li>Bus lanes in areas with significant congestion</li> <li>Intersection priority measures at worst-performing sites</li> <li>Some changes to bus stop layout and spacing</li> </ul>	Typical journeys are <b>3-9 minutes faster</b> in the morning peak	<b>\$90-143</b> million	<b>1.5</b> (0.7 to 3.1)
<b>Fix everything</b>	<ul style="list-style-type: none"> <li>Bus lanes along most of corridor length</li> <li>Substantial intersection priority measures at many sites</li> <li>Substantial changes to bus stop layout and spacing</li> </ul>	Typical journeys are <b>4-10 minutes faster</b> in the morning peak	<b>\$182-290</b> million	<b>1.0</b> (0.4 to 2.1)

## Corridor segments

For delivery planning, three of the eight corridors have been divided into segments which reflect the characteristics of the corridor. The remaining five corridors will be treated as one single segment.

Each of the segments has been prioritised for delivery, as set out on the following page.



## Programme priorities

The priority for the next 2-3 years will be early delivery works. For longer-term delivery planning, the eight bus priority corridors have been divided into 15 segments which reflect the corridor characteristics. Each segment has been prioritised for delivery of improvements taking account of:

- the number of people using buses
- the scale of the problems in terms of delays and reliability
- the effectiveness of improvements
- road safety problems
- level of service for people on bikes
- complexity and integration with other projects such as the proposed mass rapid transit route.

Planning priority	Longer term upgrades
A	Johnsonville triangle
	Karori Road
	Glenmore & Bowen Streets
	Centennial Highway
	Newtown to city
B	Brooklyn to city
	Kilbirnie to Newtown
	Mt Cook to city
	Chaytor Street
	Kilbirnie to Hataitai
C	Kelburn to city
	Miramar to Kilbirnie
	Mt Victoria
	Seatoun to Miramar
	Ngauranga Gorge

## How bus priority will be delivered

### Community and stakeholder feedback

The analysis in this Action Plan will support engaging with the community as part of the LGWM City Streets package to seek feedback on:

- the priority network for buses and for cycling
- the key issues and opportunities on each route
- the wider opportunities for cycling, walking, safety and attractive places.

Subject to feedback received, more detailed investigation and public consultation will follow when detailed designs and costs are developed for each segment. This will cover the key routes and, where required, specific changes such as to bus stops or parking.

### Delivery

Some of the actions will be delivered as early improvements or business as usual activities by Wellington City Council and Greater Wellington Regional Council. These actions will tend to be lower cost and less complex projects that can help get buses moving more reliably, sooner. It is expected that many of these will be delivered in 2020 and 2021.

This will build on work already underway so buses can travel more smoothly. This includes improving the layout of bus stops and trimming trees, so buses can pull in and out more easily and it's safer for passengers to get on and off.

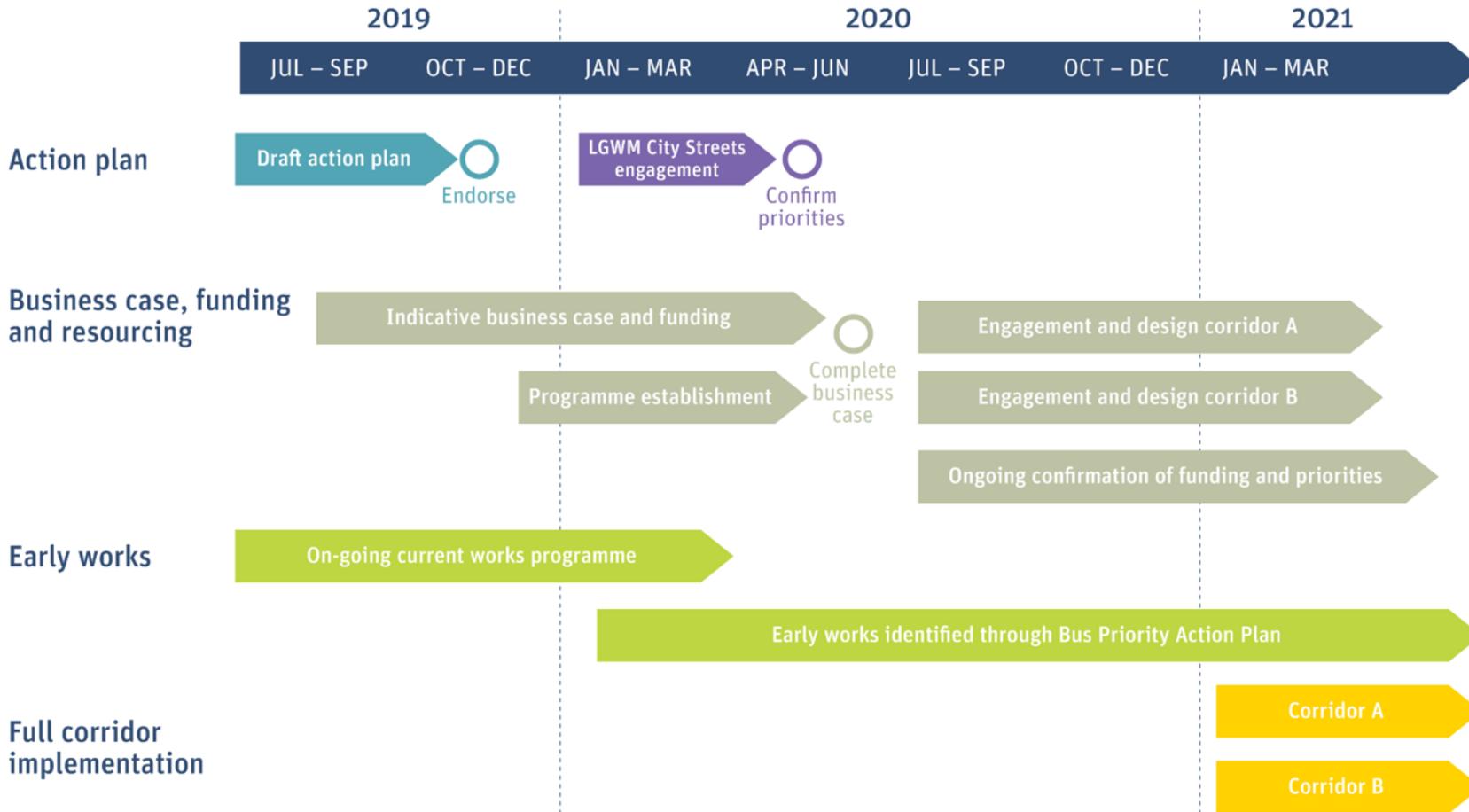
The opportunities and changes identified by the action plan will be primarily delivered through the City Streets package of LGWM. This programme will also be informed by further analysis of and feedback on cycling, walking, safety and place-making opportunities and issues. Delivery of bus priority works will commence next year and is expected to take around 7–10 years to complete.

### Costs and funding

The programme will be funded by Wellington City Council, Greater Wellington Regional Council and Waka Kotahi NZ Transport Agency through Let's Get Wellington Moving. In addition, this funding will be aligned with ongoing maintenance and operations investment, and LGWM's other projects and packages of work such as local street improvements including walking and cycling, other improvements to public transport, travel demand management, and state highway improvements.

Following engagement on the LGWM City Streets package, a more detailed programme will be developed that confirms anticipated costs, funding and expenditure over time. This will require more detailed business case analysis for any significant investment in any route or project.

## Delivery timeline



20 Bus Priority Action Plan

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## Karori to city

Karori to city is a 6km-long transport corridor that connects the western suburbs to the central city.

There are five public bus services operating on this corridor and eleven school services. There are several significant destinations for the city along this route, including Parliament, the Botanic Garden, Karori shopping centre, Marsden village and Zealandia.

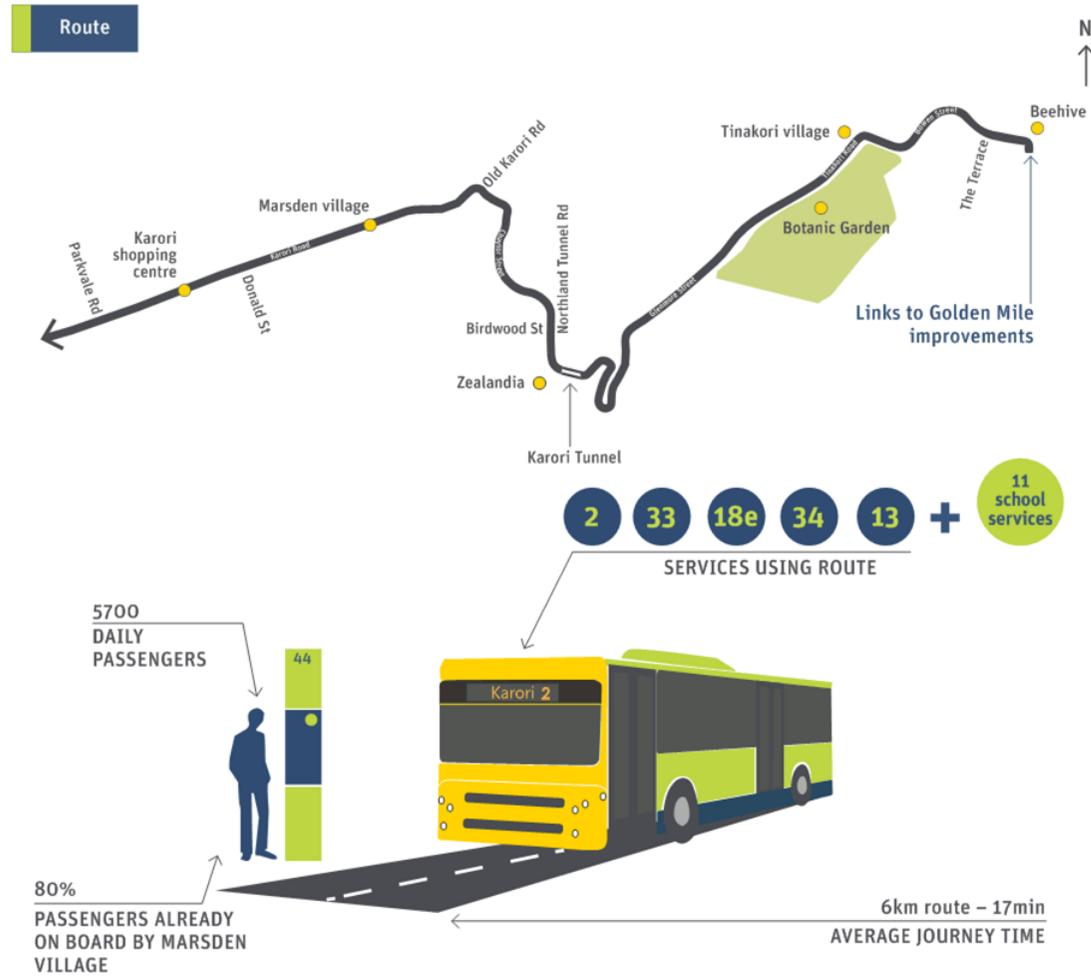
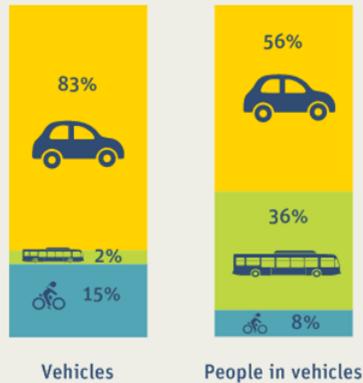
Bus services are also used by a significant number of school students, many of whom travel across the city to schools in the east.

The land uses along the corridor are mainly residential with some shopping areas, open space and education precincts.

The Karori shopping centre public space improvement is due to be completed in 2020. This work takes place outside of the road corridor.

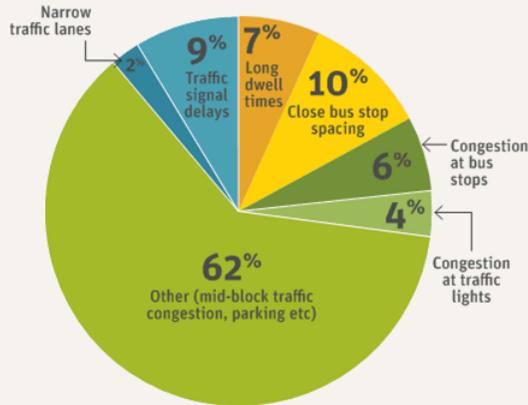
Currently there are no provisions for people on bikes on this corridor.

Corridor traffic by mode of transport (inbound 8am-9am)



## Karori issues (inbound)

This corridor has inbound issues related to mid-block traffic congestion, congestion at traffic lights and traffic signal delays.

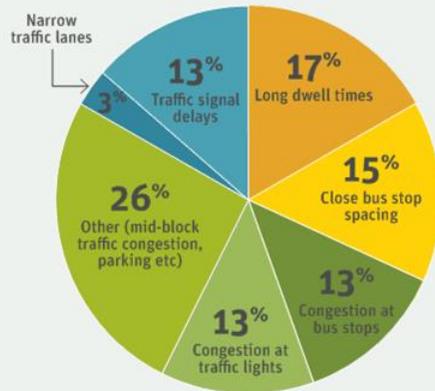


### 8am-9am inbound journeys



## Karori issues (outbound)

This corridor has outbound issues related to bus stop spacing, mid-block congestion, traffic signal delays and congestion at traffic lights.



Sources of delay



Outbound journey times



## Karori opportunities

There are opportunities on this corridor to prioritise bus journeys by making improvements to traffic signals, bus stop design and spacing; as well as introducing bus lanes to address mid-block traffic congestion.

As we develop proposals for this corridor, we will look to establish safe speeds through Karori shopping centre and Marsden village as well as defining appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



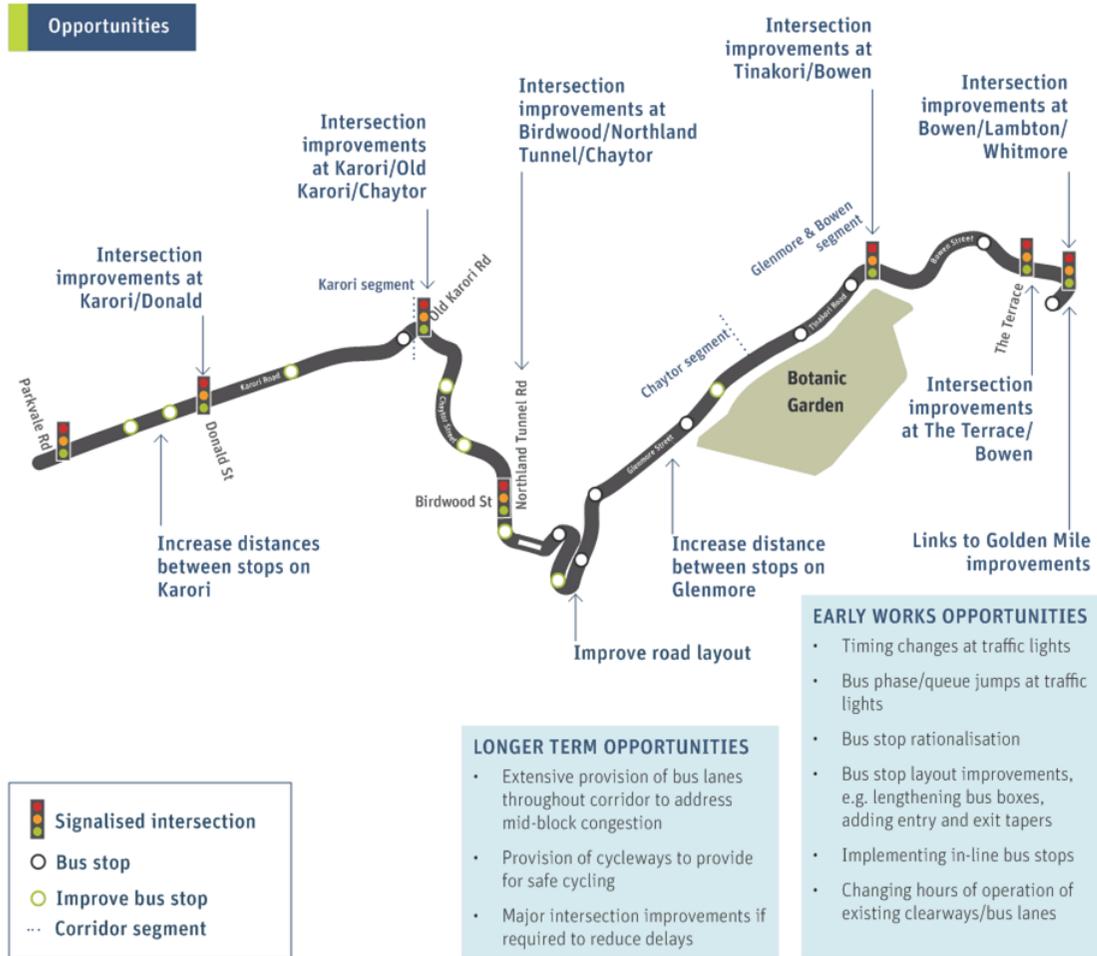
Reduced congestion



Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements



## Newtown to city

Newtown to city is a 2km-long transport corridor that connects the southern suburbs of Wellington to the central city.

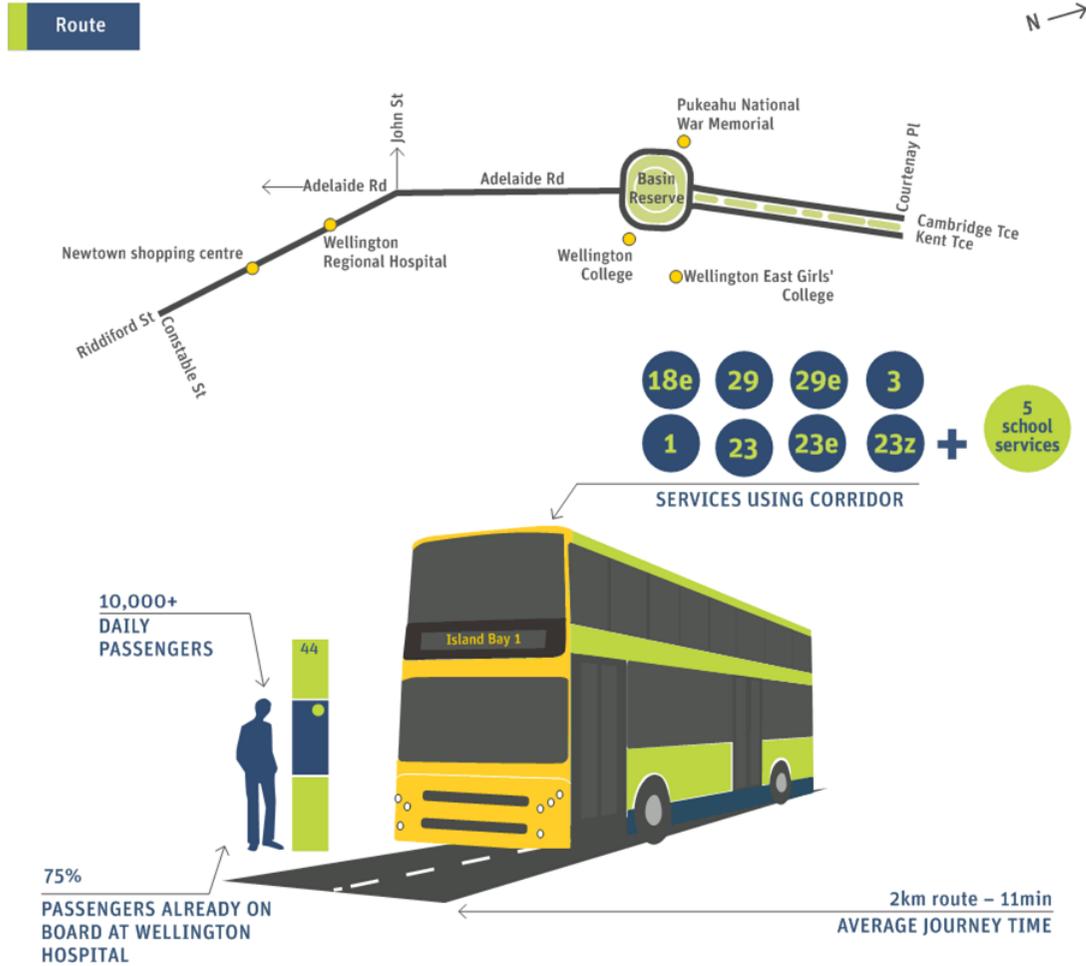
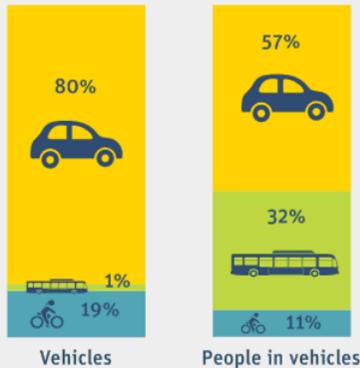
The Newtown corridor connects Newtown, Mt Cook and Mt Victoria to the central city. There are eight public bus services operating on this corridor and five school services.

There are several significant destinations along this route including Courtenay Place, Pukeahu National War Memorial, Basin Reserve, Wellington College, Wellington East Girls' College, Newtown shopping centre and the Wellington Regional Hospital.

The land uses along the corridor are mainly central city or suburban shopping zones with one institutional precinct (Wellington Regional Hospital). The corridor also passes through the Newtown shopping heritage area.

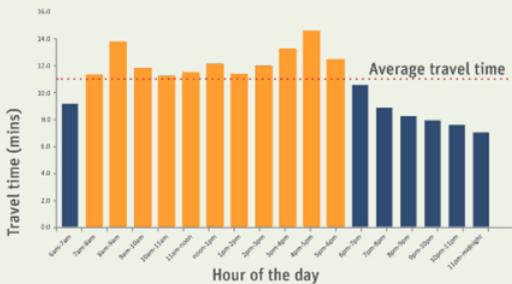
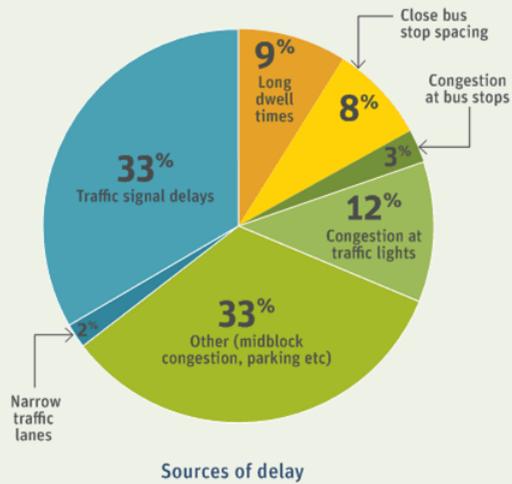
Currently there are no provisions for people on bikes but cycleway investment is planned for the future as part of Let's Get Wellington Moving.

Corridor traffic by mode of transport (inbound 8am-9pm)



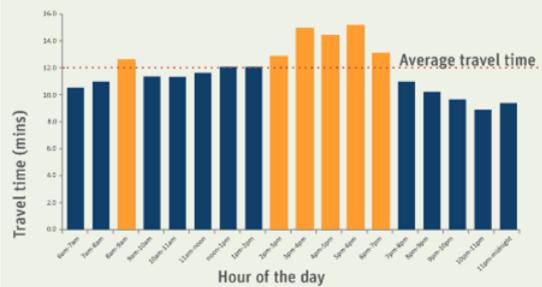
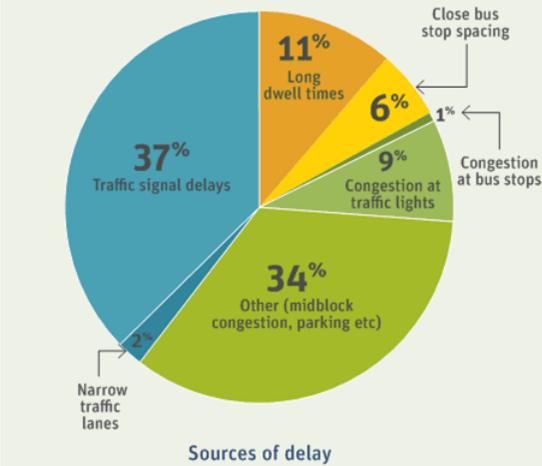
## Newtown issues (inbound)

This corridor has issues inbound related to traffic signal delays, mid-block traffic congestion, bus stop spacing and congestion at traffic lights.



## Newtown issues (outbound)

This corridor has outbound issues related to traffic signal delays, mid-block traffic congestion, bus stop spacing and congestion at traffic lights.



### 5pm-6pm outbound journeys



## Newtown opportunities

There are opportunities on this corridor to prioritise bus journeys by improving intersections, increasing distances between bus stops to at least 400m, making improvements to bus stop layout and by introducing bus lanes to address the delays caused by mid-block traffic congestion.

As we develop proposals for this corridor, we will look to define appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



Reduced congestion

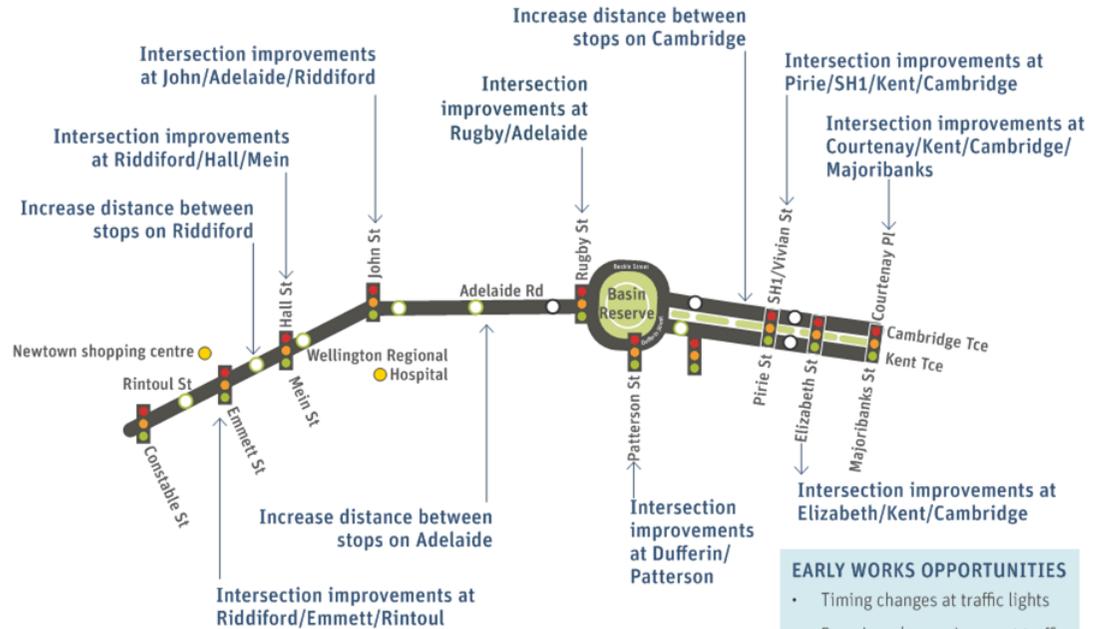


Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements

### Opportunities



- Signalised intersection
- Bus stop
- Improve bus stop

#### LONGER TERM OPPORTUNITIES

- Extensive provision of bus lanes throughout corridor to address mid-block congestion
- Provision of cycleways to provide for safe cycling
- Major intersection improvements if required to reduce delays

#### EARLY WORKS OPPORTUNITIES

- Timing changes at traffic lights
- Bus phase/queue jumps at traffic lights
- Bus stop rationalisation
- Bus stop layout improvements, e.g. lengthening bus boxes, adding entry and exit tapers
- Implementing in-line bus stops
- Changing hours of operation of existing clearways/bus lanes

## Seatoun to city

Seatoun to city is a 9km-long transport corridor that connects the eastern suburbs to the central city.

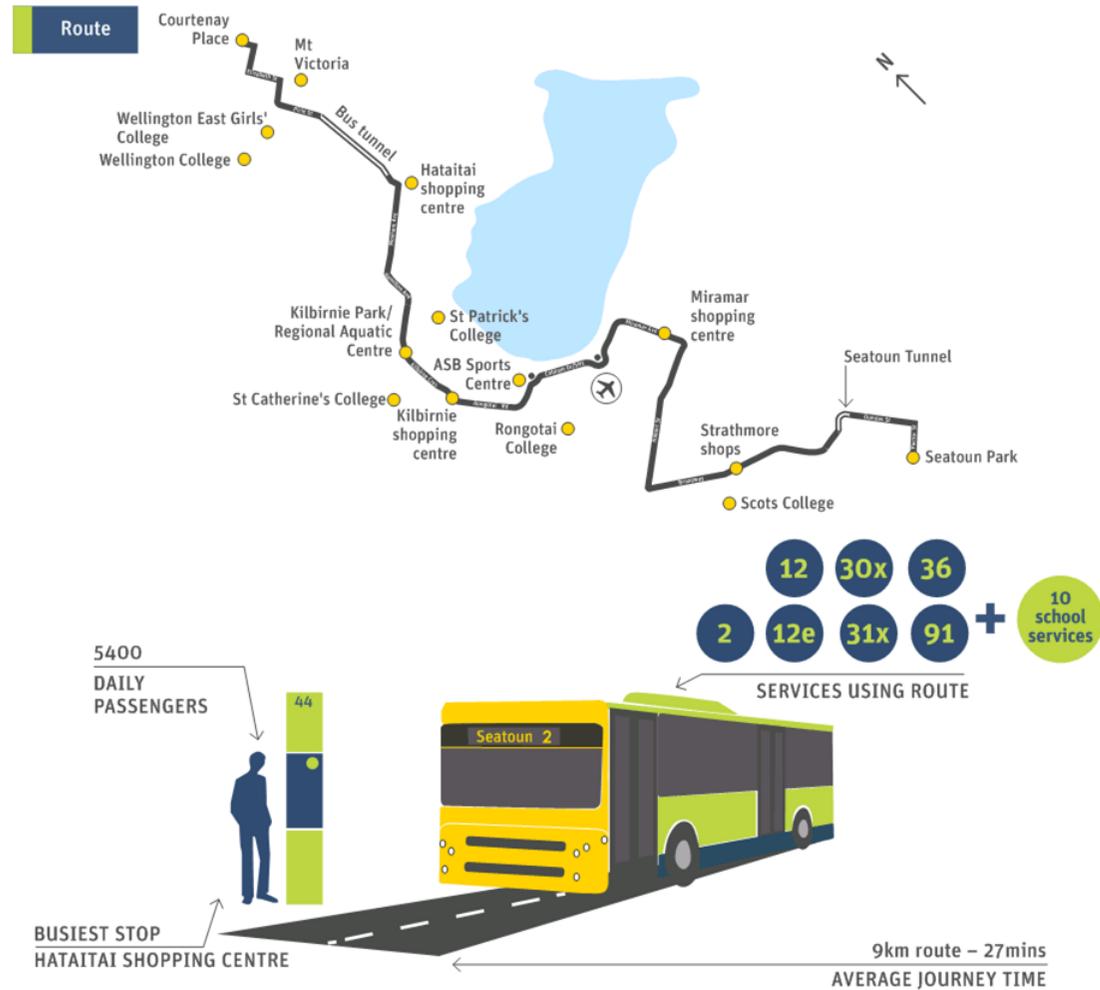
The Seatoun corridor connects Seatoun, Miramar, Kilbirnie, Hataitai and Mt Victoria to the central city. There are seven public bus services operating on this corridor and ten school services.

There are several significant destinations along this route including Miramar shopping centre, Wellington Airport, ASB Sports Centre, Kilbirnie shopping centre, St Patrick's College, Rongotai College, Scots College, St Catherine's College, the Wellington Regional Aquatic Centre, Hataitai shopping centre, Mt Victoria and Courtenay Place.

The land uses along the corridor are mainly residential, as well as central city, three suburban shopping centres, industry, business, open space, medium density residential and Wellington Airport.

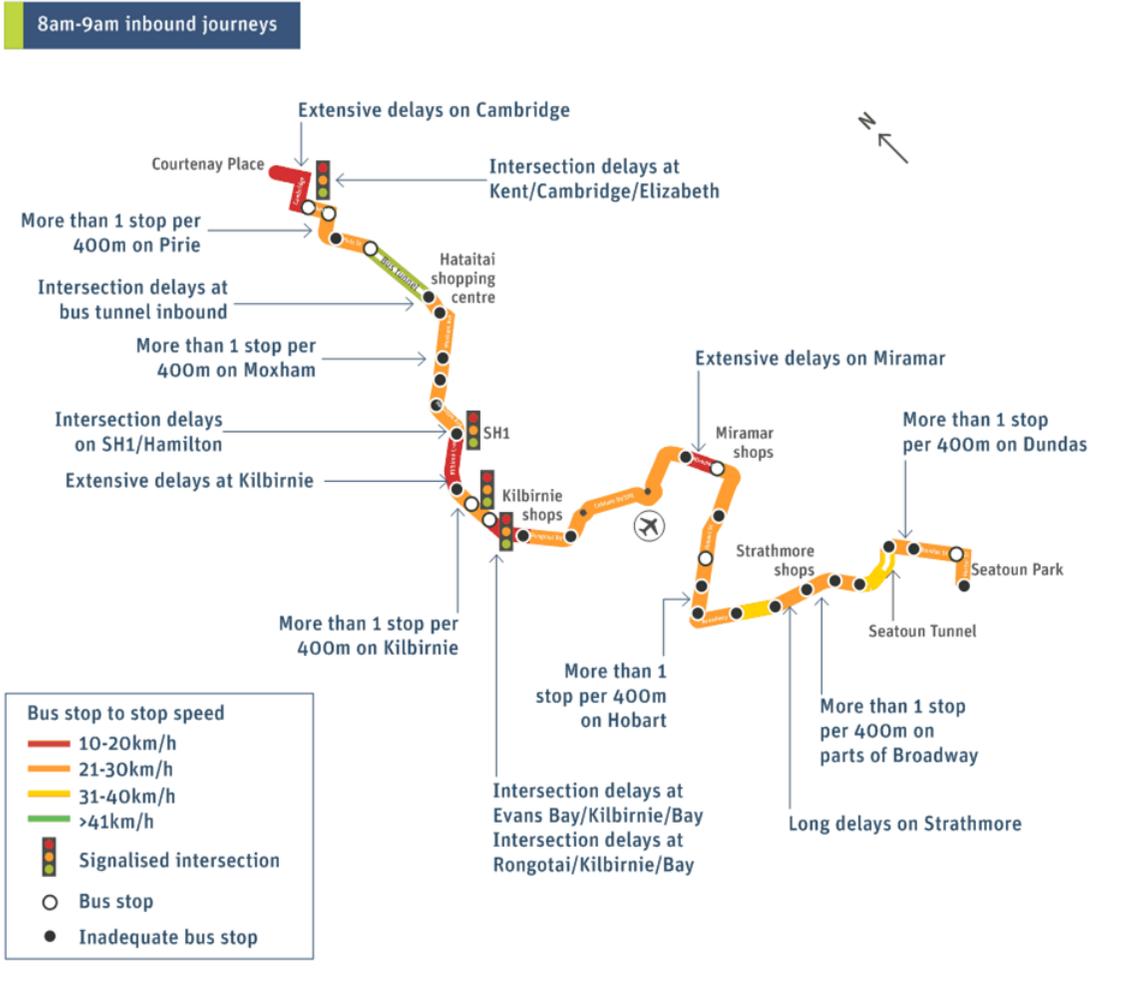
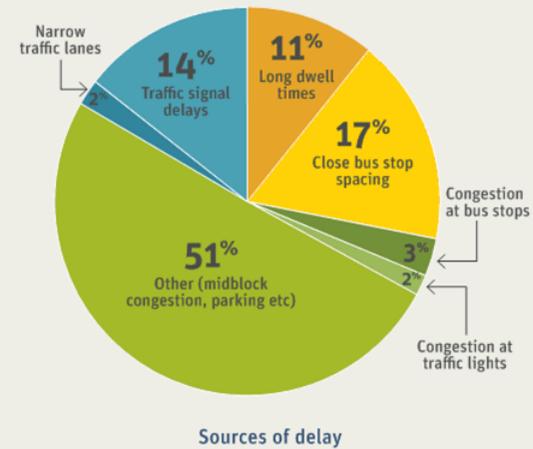
There are some provisions for cyclists through Kilbirnie and to Newtown. An off-road bike path is soon to be completed on Cobham Drive in early 2020.

Corridor traffic by mode of transport (inbound 8am-9am)



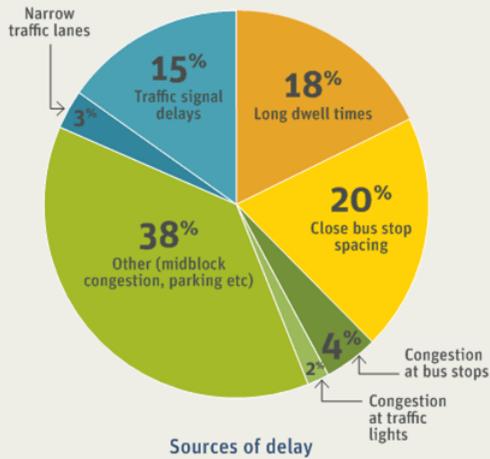
## Seatoun issues (inbound)

This corridor has inbound issues related to mid-block traffic congestion, bus stop spacing and traffic signal delays.

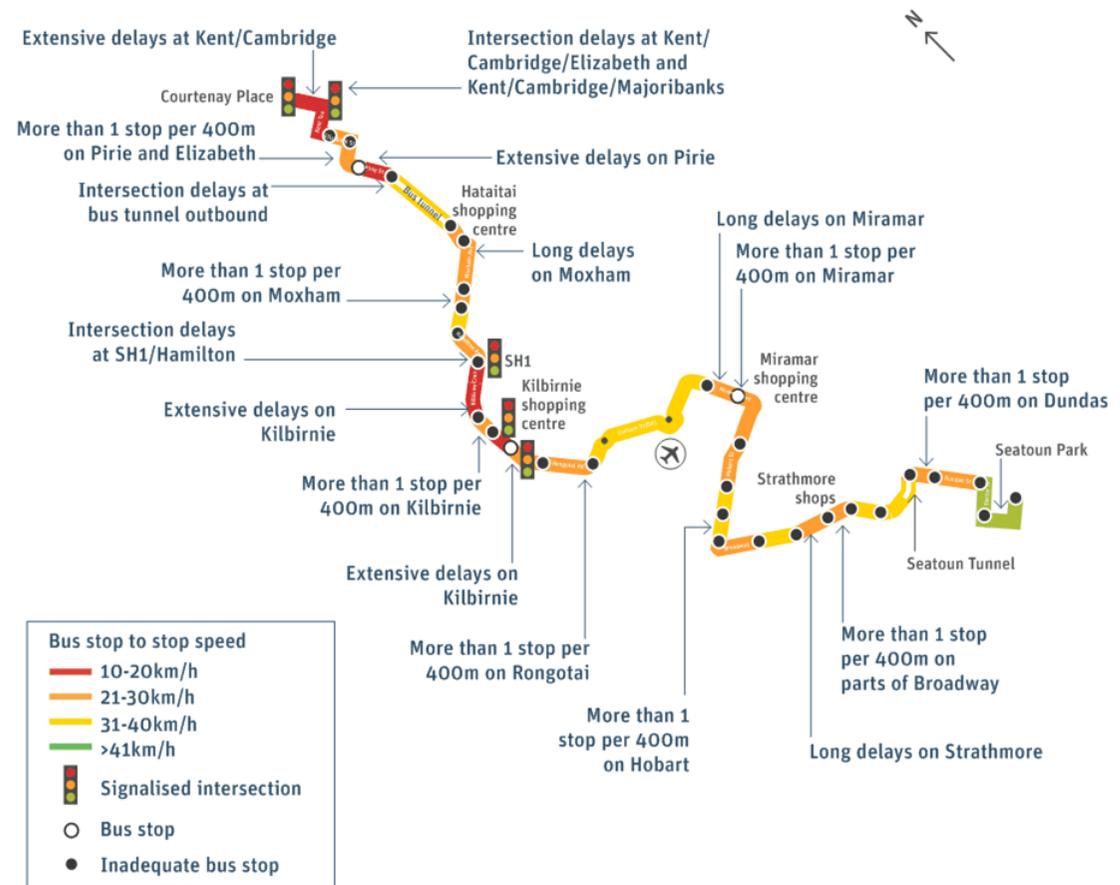


## Seatoun issues (outbound)

This corridor has outbound issues related to mid-block traffic congestion, bus stop spacing and long dwell times at bus stops.



### 5pm-6pm outbound journeys



## Seatoun opportunities

There are opportunities on this corridor to prioritise bus journeys by introducing bus lanes to address the delays caused by mid-block traffic congestion, increase distances between bus stops, improve intersections and bus stop layout.

As we develop proposals for this corridor, we will look to establish appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



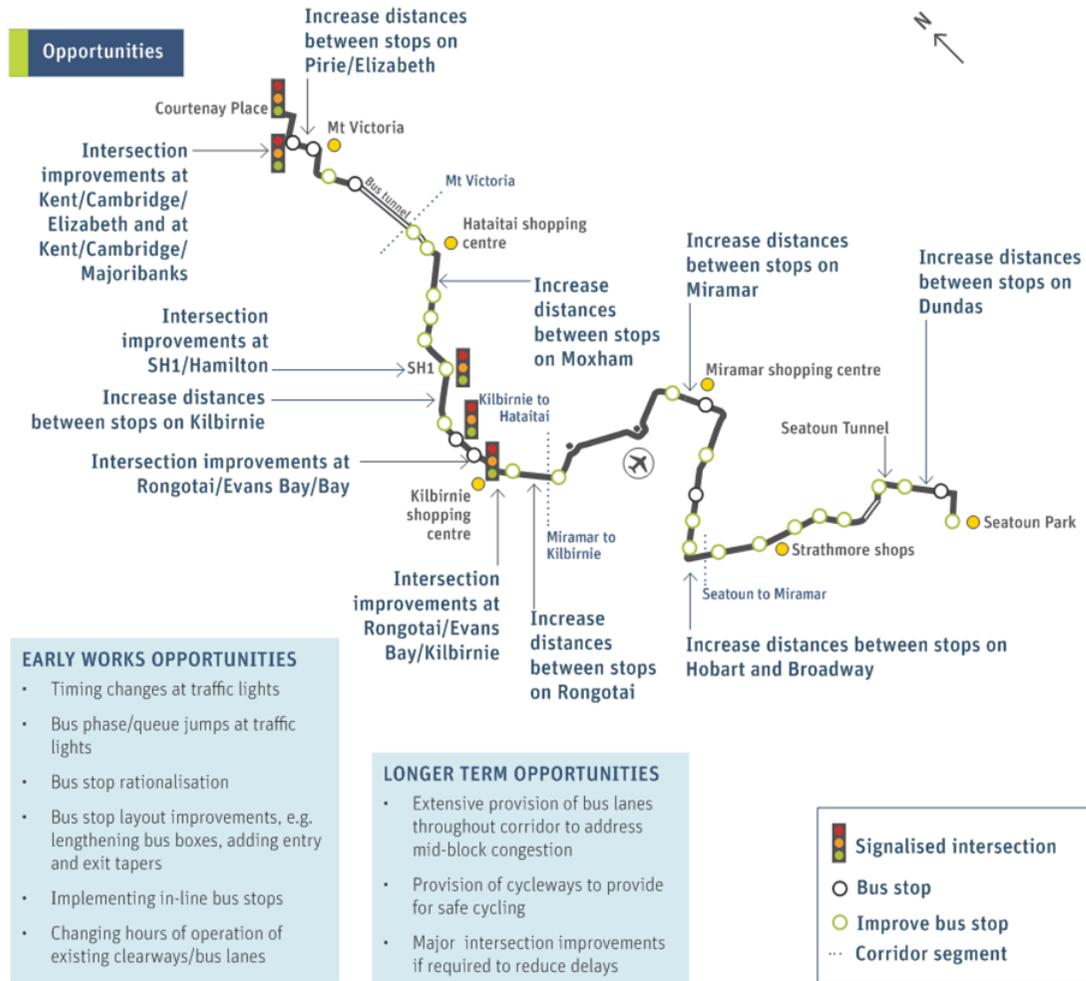
Reduced congestion



Health Benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements



## Mt Cook to city

Mt Cook to city is a 2km-long transport corridor that connects Mt Cook to the central city.

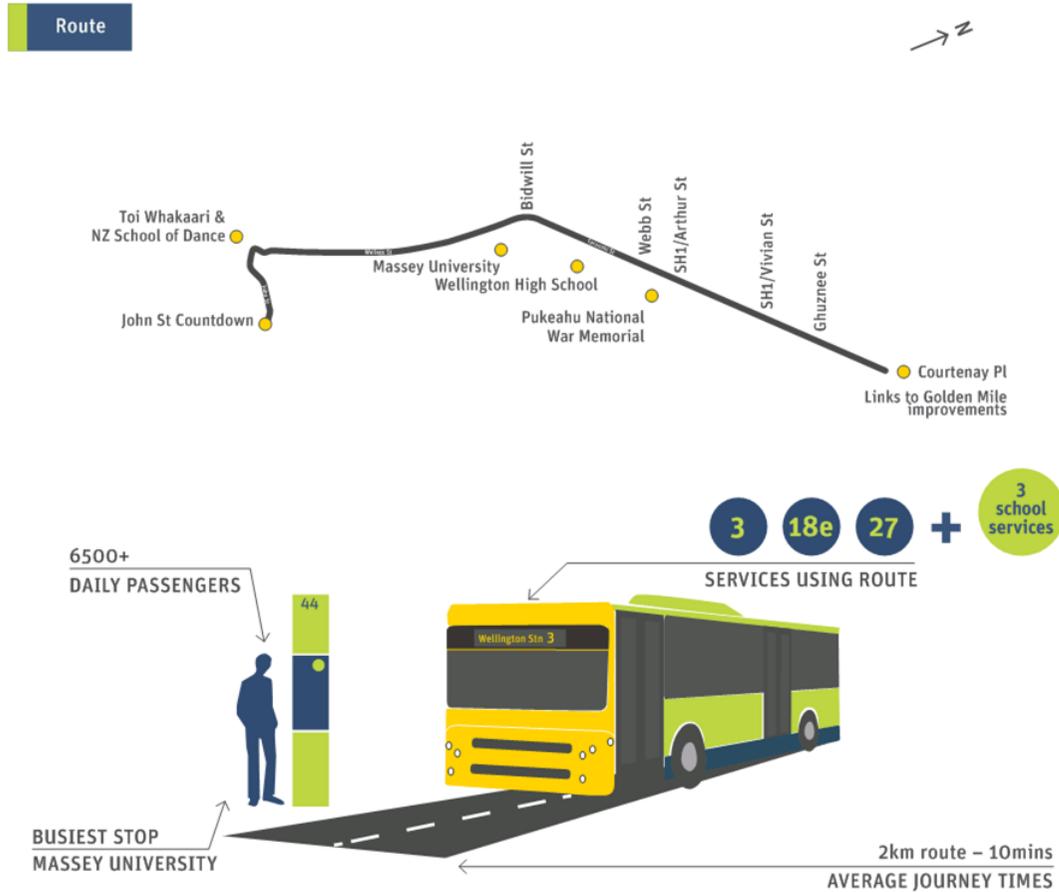
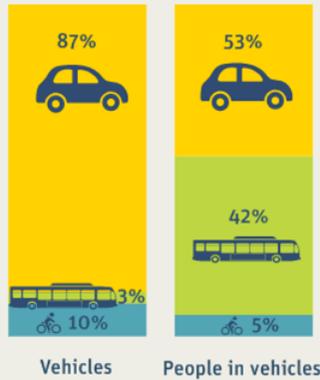
The Mt Cook corridor connects Newtown, Mt Cook and Te Aro with the central city. There are three public bus services operating on this corridor and three school bus services.

There are several significant destinations along this route including Toi Whakaari, NZ School of Dance, Massey University, Wellington High School, Pukeahu National War Memorial and Courtenay Place.

The land uses along the corridor are mainly residential and central city. It also passes through an educational precinct, which is the Massey University campus; as well as Toi Whakaari/NZ School of Dance campus, which is zoned Open Space B.

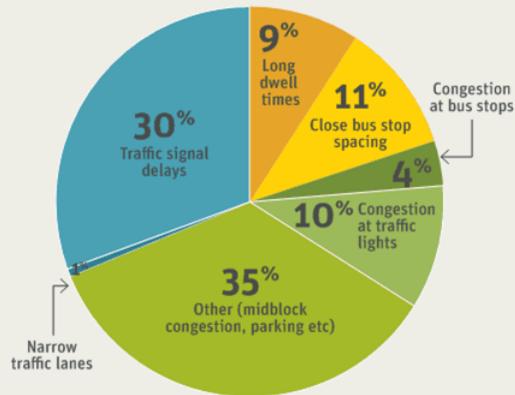
Currently, there are no provisions for people on bikes on this corridor.

Corridor traffic by mode of transport (inbound 8am-9am)

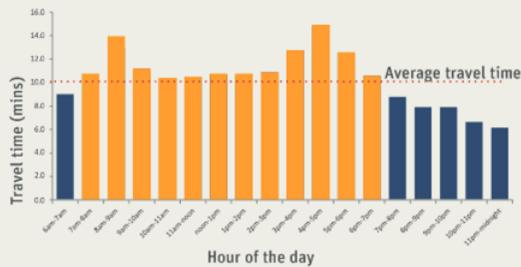


## Mt Cook issues (inbound)

This corridor has inbound issues related to mid-block traffic congestion, traffic signal delays, bus stop spacing and congestion at traffic lights.

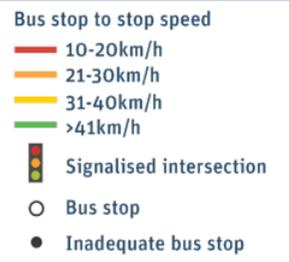
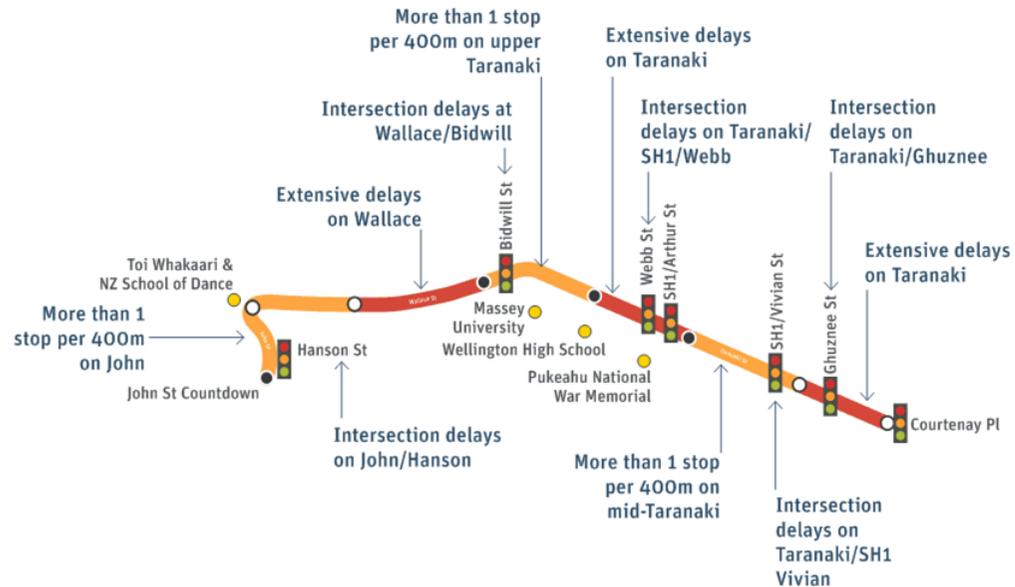


Sources of delay



Inbound journey times

### 8am-9am inbound journeys





## Mt Cook opportunities

There are opportunities on this corridor to prioritise bus journeys by making improvements to intersections, bus stop design and spacing; as well as introducing bus lanes to address the delays caused by mid-block traffic congestion.

As we develop proposals for this corridor, we will look to establish appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



Reduced congestion

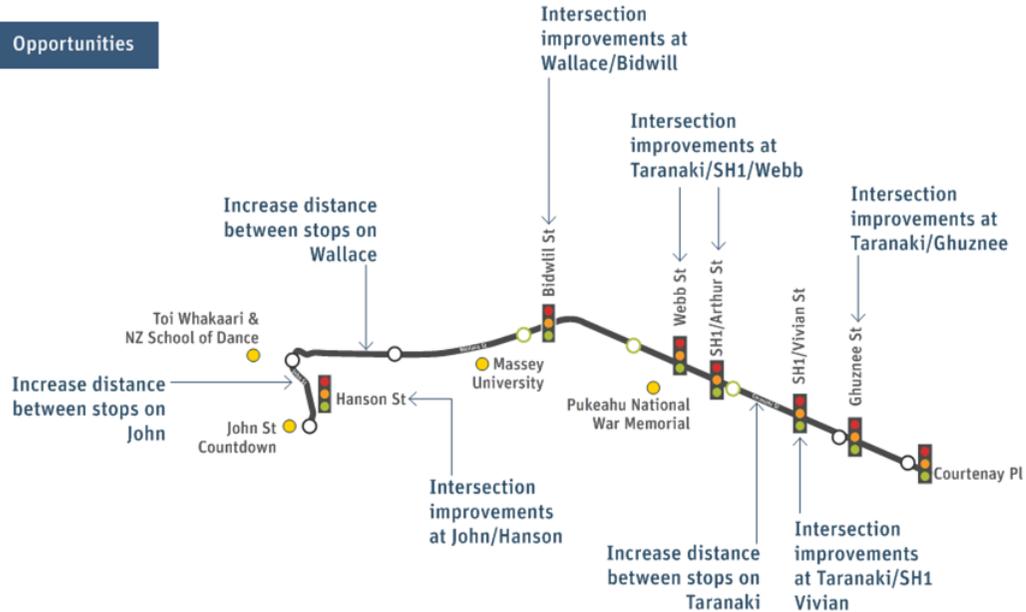


Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements

### Opportunities

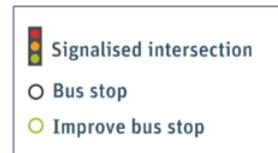


### EARLY WORKS OPPORTUNITIES

- Timing changes at traffic lights
- Bus phase/queue jumps at traffic lights
- Bus stop rationalisation
- Bus stop layout improvements, e.g. lengthening bus boxes, adding entry and exit tapers
- Implementing in-line bus stops
- Changing hours of operation of existing clearways/bus lanes

### LONGER TERM OPPORTUNITIES

- Extensive provision of bus lanes throughout corridor to address mid-block congestion
- Provision of cycleways to provide for safe cycling
- Major intersection improvements if required to reduce delays



## Kilbirnie to Newtown

Kilbirnie to Newtown is a 2km-long transport corridor that connects Kilbirnie to Newtown.

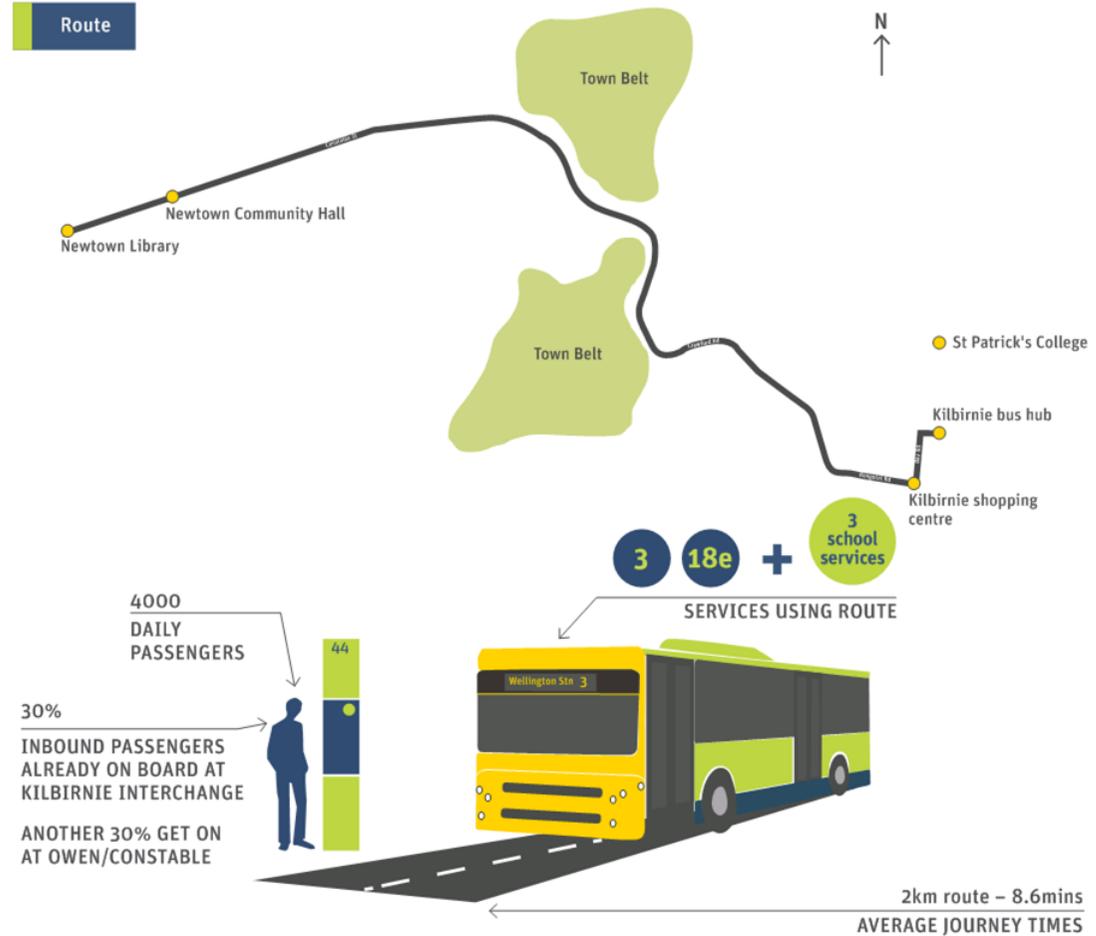
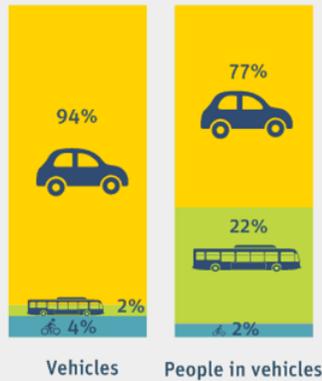
There are two public bus services operating on this corridor and three school services.

There are several significant destinations along this route including Kilbirnie shopping centre, Newtown Library, Newtown Community Hall and several recreation clubs including the Wellington and Kilbirnie tennis clubs.

The land uses along the corridor are mainly residential, open space and suburban shopping.

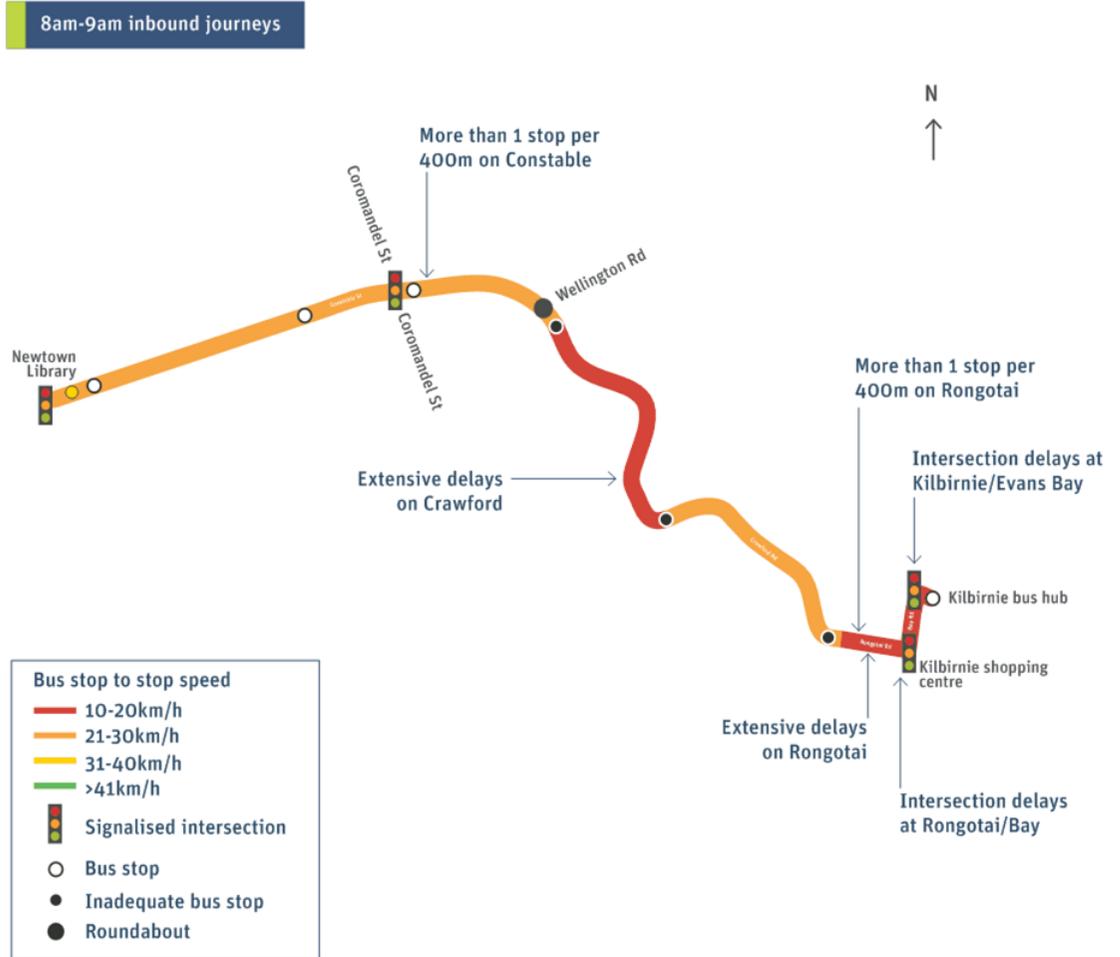
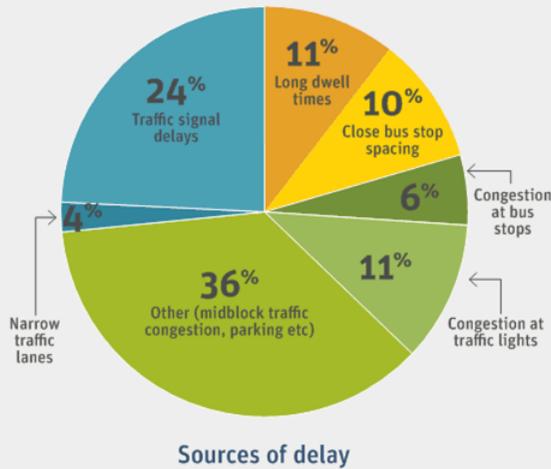
There are uphill provisions for cyclists on Crawford Road and the top sections of Constable Street.

Corridor traffic by mode of transport (inbound 8am-9am)



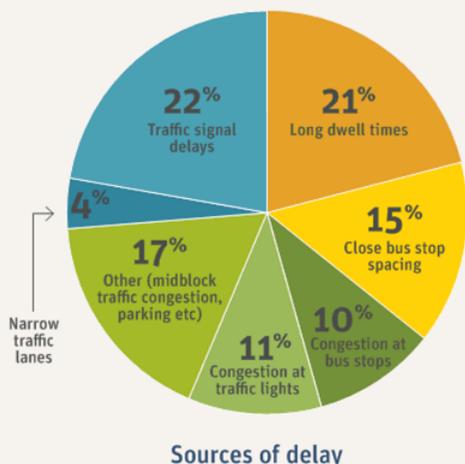
## Kilbirnie issues (inbound)

This corridor has inbound issues related to mid-block traffic congestion, traffic signal delays, long dwell times at bus stops and close bus stop spacing.

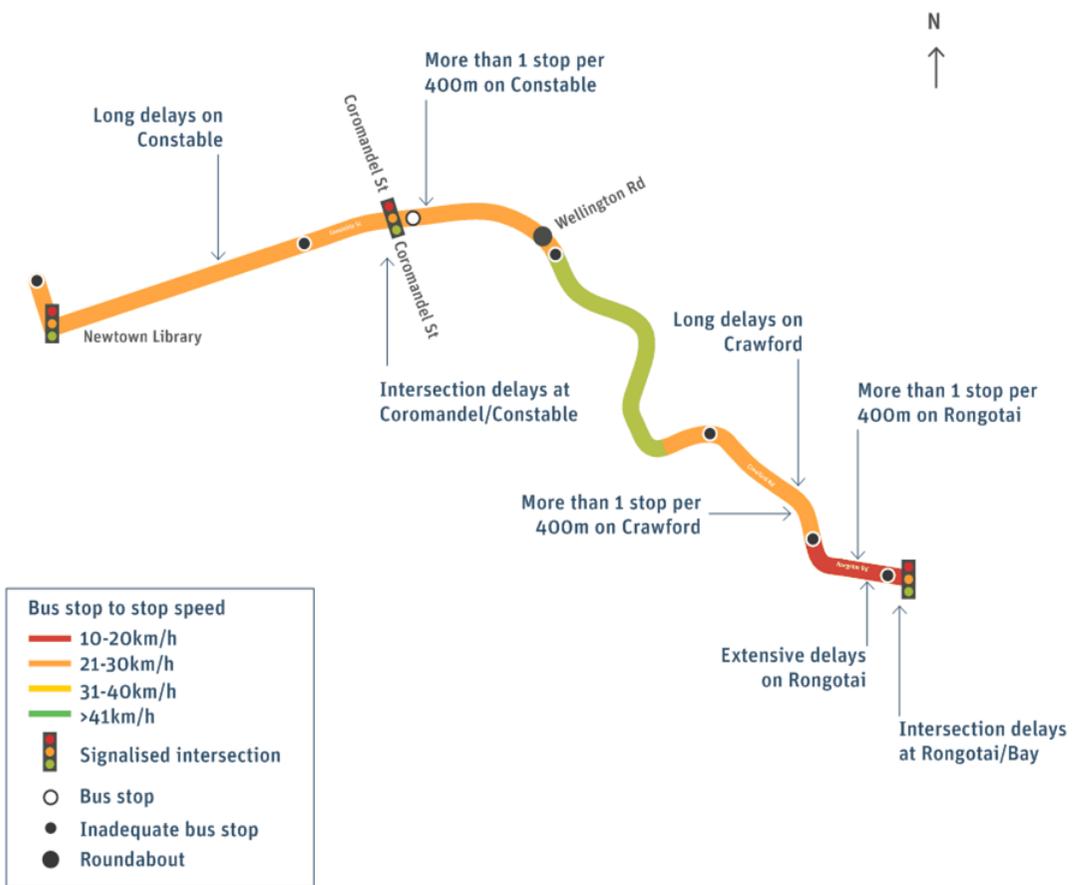


## Kilbirnie issues (outbound)

This corridor has outbound issues related to traffic signal delays, long dwell times at bus stops and mid-block traffic congestion.



### 5pm-6pm outbound Journeys



## Kilbirnie opportunities

There are opportunities on this corridor to prioritise bus journeys by making improvements to intersections, bus stop design and spacing, as well as introducing bus lanes to address the delays caused by mid-block traffic congestion.

As we develop proposals for this corridor, we will look to establish appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



Reduced congestion

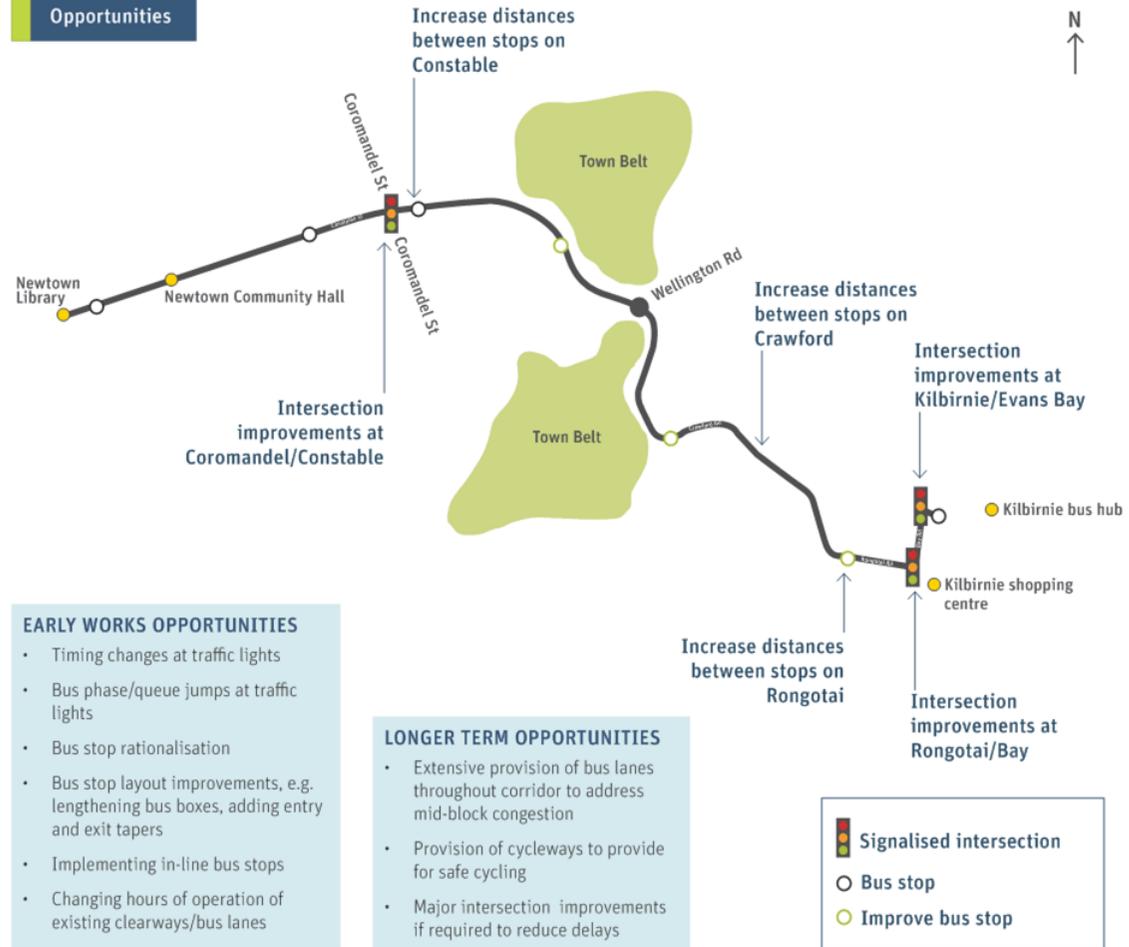


Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements

### Opportunities



#### EARLY WORKS OPPORTUNITIES

- Timing changes at traffic lights
- Bus phase/queue jumps at traffic lights
- Bus stop rationalisation
- Bus stop layout improvements, e.g. lengthening bus boxes, adding entry and exit tapers
- Implementing in-line bus stops
- Changing hours of operation of existing clearways/bus lanes

#### LONGER TERM OPPORTUNITIES

- Extensive provision of bus lanes throughout corridor to address mid-block congestion
- Provision of cycleways to provide for safe cycling
- Major intersection improvements if required to reduce delays

## Kelburn to city

Kelburn to city is a 2km-long transport corridor that connects Kelburn to the central city.

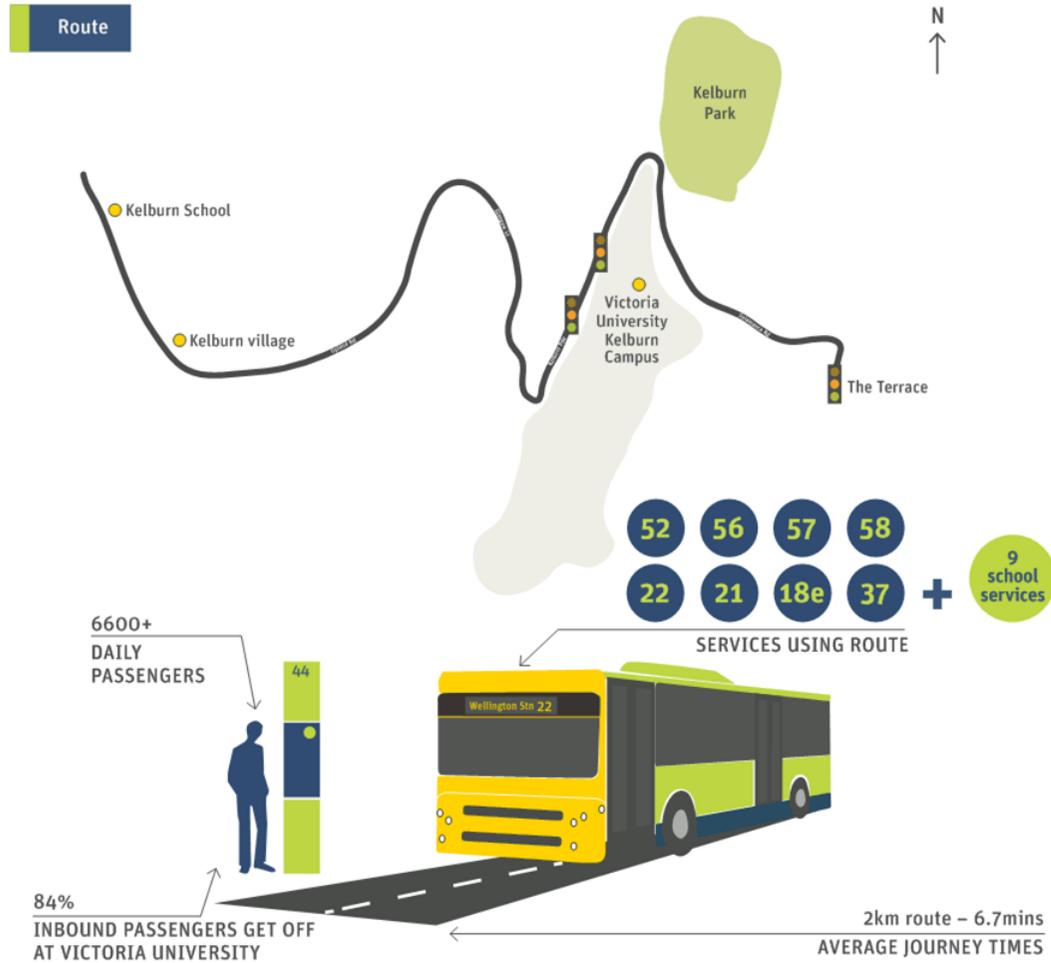
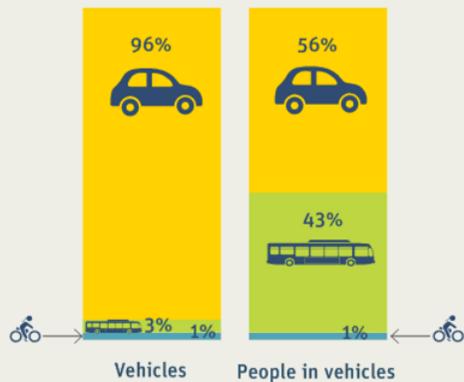
There are eight public bus services operating on this corridor and nine school services.

There are several significant destinations along this route including Victoria University of Wellington, Kelburn village and Kelburn Park.

The land uses along the corridor are mainly residential and institutional, with some open space and suburban shopping. The corridor passes through Victoria University campus.

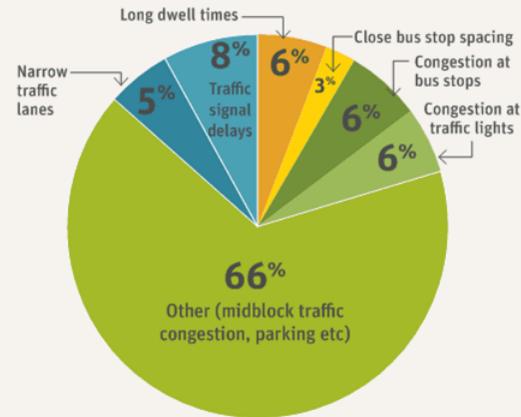
There are currently no provisions for people on bikes on this route.

Corridor traffic by mode of transport (inbound 8am-9am)

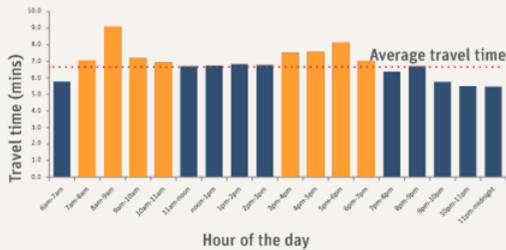


## Kelburn issues (inbound)

This corridor has inbound issues related to mid-block traffic congestion and traffic signal delays.



### Sources of delay



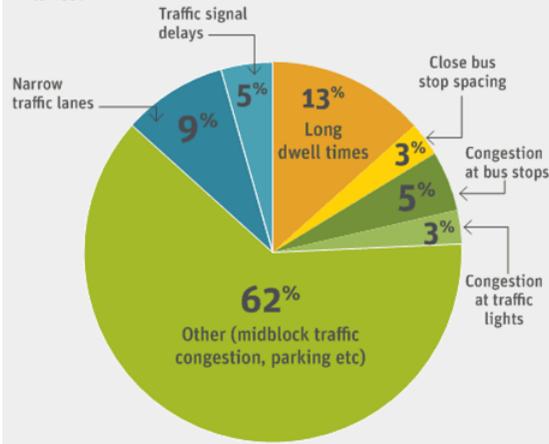
### Inbound journey times

### 8am-9am inbound journeys

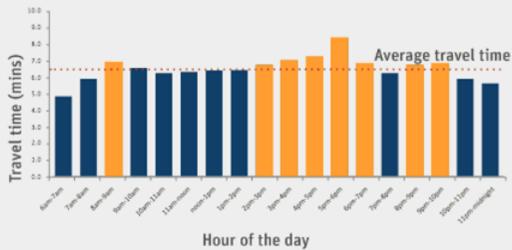


## Kelburn issues (outbound)

This corridor has outbound issues related to mid-block traffic congestion, long dwell times and narrow traffic lanes.

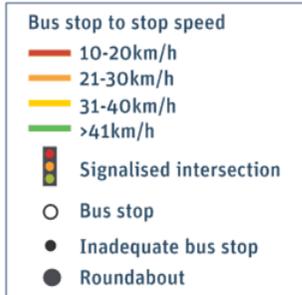
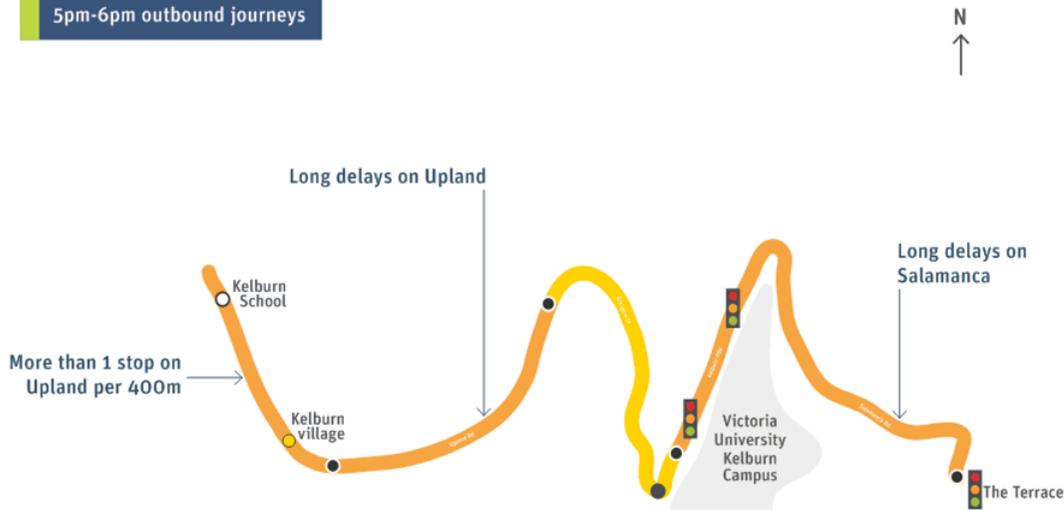


Sources of delay



Outbound journey times

### 5pm-6pm outbound journeys



## Kelburn opportunities

There are opportunities on this corridor to prioritise bus journeys by making improvements to intersections, bus stop design and spacing; as well as introducing bus lanes to address the delays caused by mid-block traffic congestion.

As we develop proposals for this corridor, we will look to establish appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



Reduced congestion

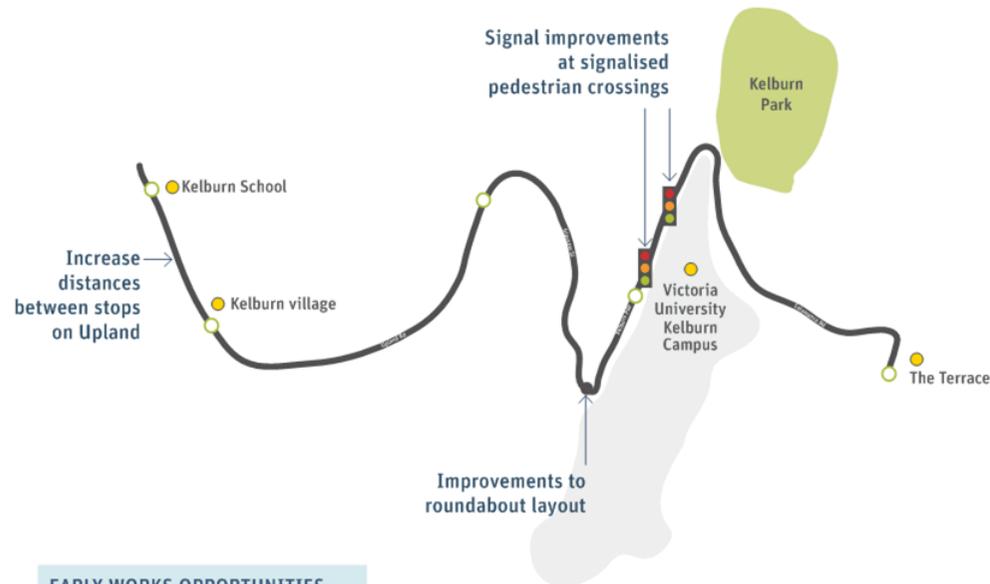


Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements

### Opportunities

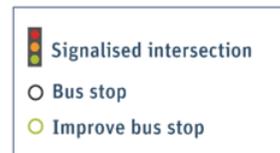


#### EARLY WORKS OPPORTUNITIES

- Timing changes at traffic lights
- Bus phase/queue jumps at traffic lights
- Bus stop rationalisation
- Bus stop layout improvements, e.g. lengthening bus boxes, adding entry and exit tapers
- Implementing in-line bus stops
- Minor roundabout improvements

#### LONGER TERM OPPORTUNITIES

- Extensive provision of bus lanes throughout corridor to address mid-block congestion
- Provision of cycleways to provide for safe cycling
- Major intersection improvements if required to reduce delays
- Major roundabout improvements



## Brooklyn to city

Brooklyn to city is a 3km-long transport corridor that connects Brooklyn to the central city.

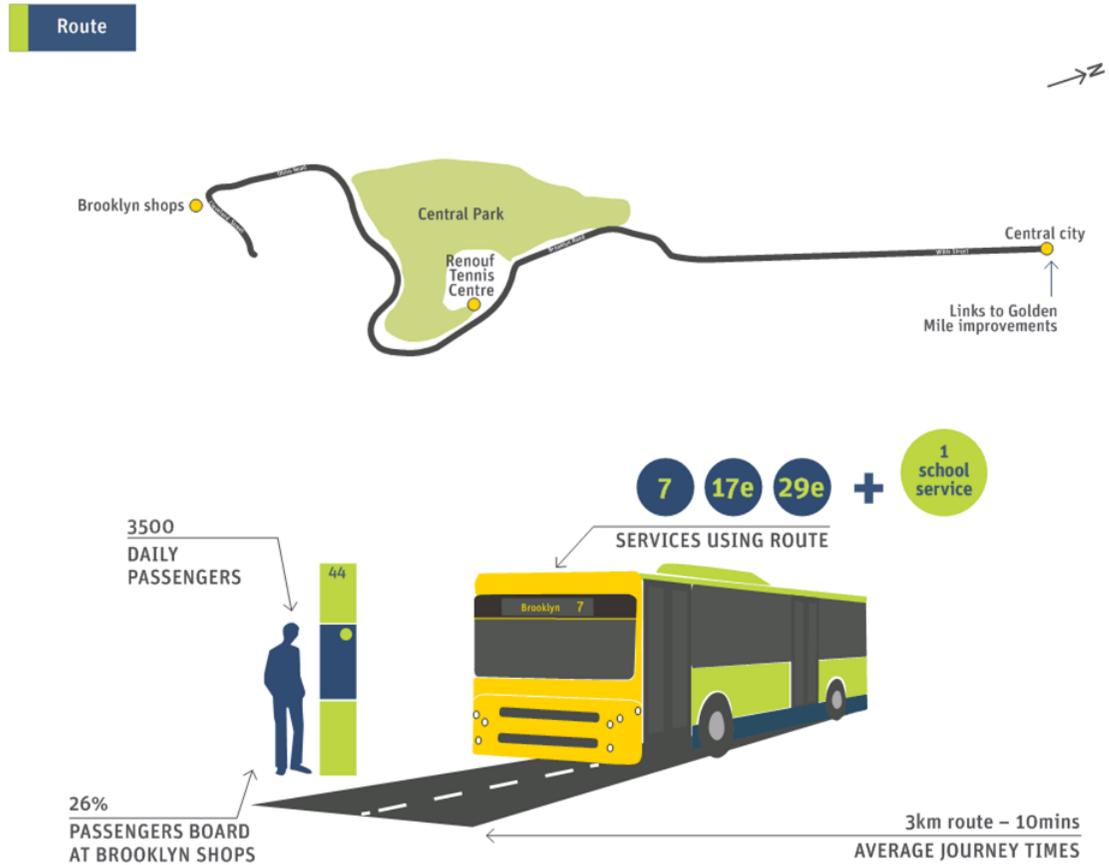
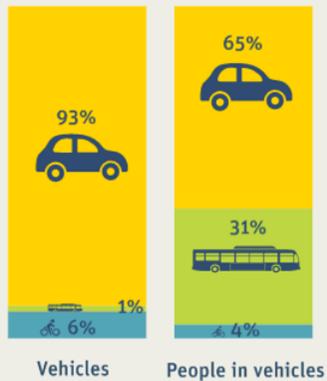
There are three public bus services operating on this corridor and one school service.

There are several significant destinations along this route including Brooklyn shops, Renouf Tennis Centre and Central Park.

The land uses along the corridor are a mixture of central city, open space, residential, and suburban shopping.

There are currently no provisions for people on bikes on this corridor.

Corridor traffic by mode of transport (inbound 8am-9am)



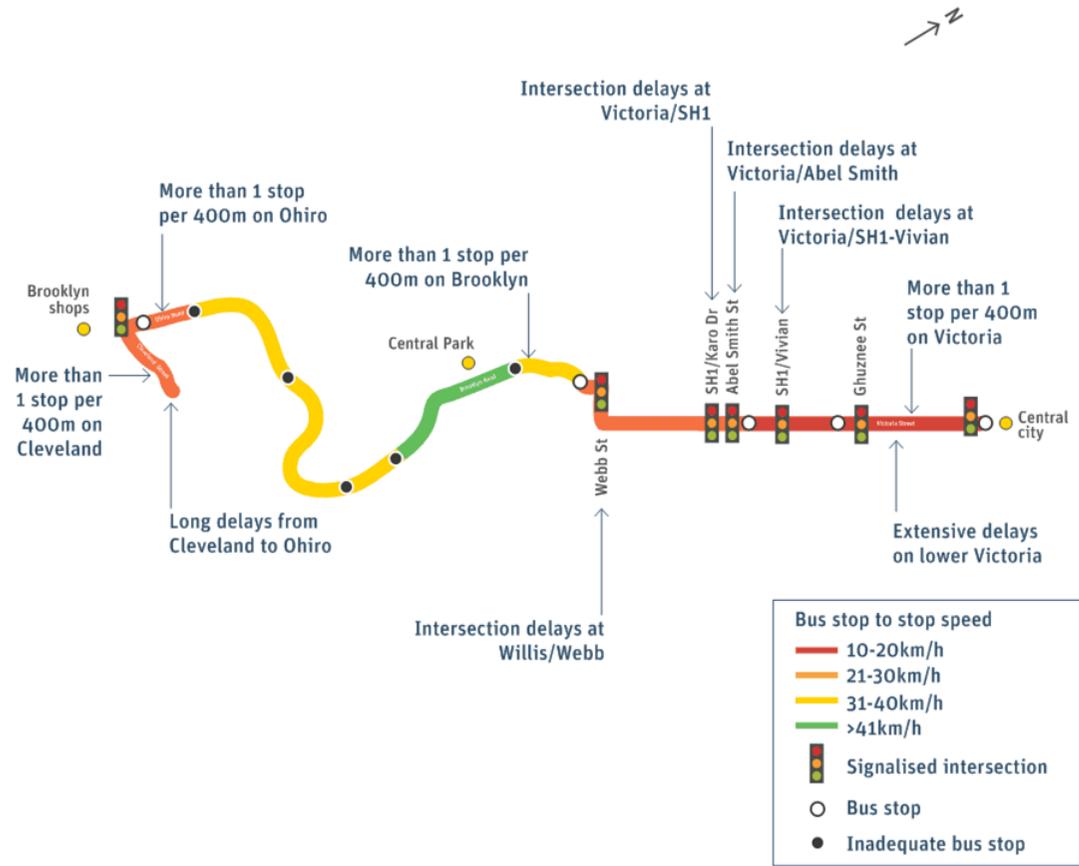


## Brooklyn issues (outbound)

This corridor has outbound issues related to mid-block congestion, traffic signal delays and long dwell times.



### 5pm-6pm outbound journeys



## Brooklyn opportunities

There are opportunities on this corridor to prioritise bus journeys by making improvements to signalised intersections, bus stop design and spacing; as well as introducing bus lanes to address the delays caused by mid-block traffic congestion.

As we develop proposals for this corridor, we will look to establish appropriate provisions for people on bikes.

### Benefits on offer



Improvements to journey times and reliability



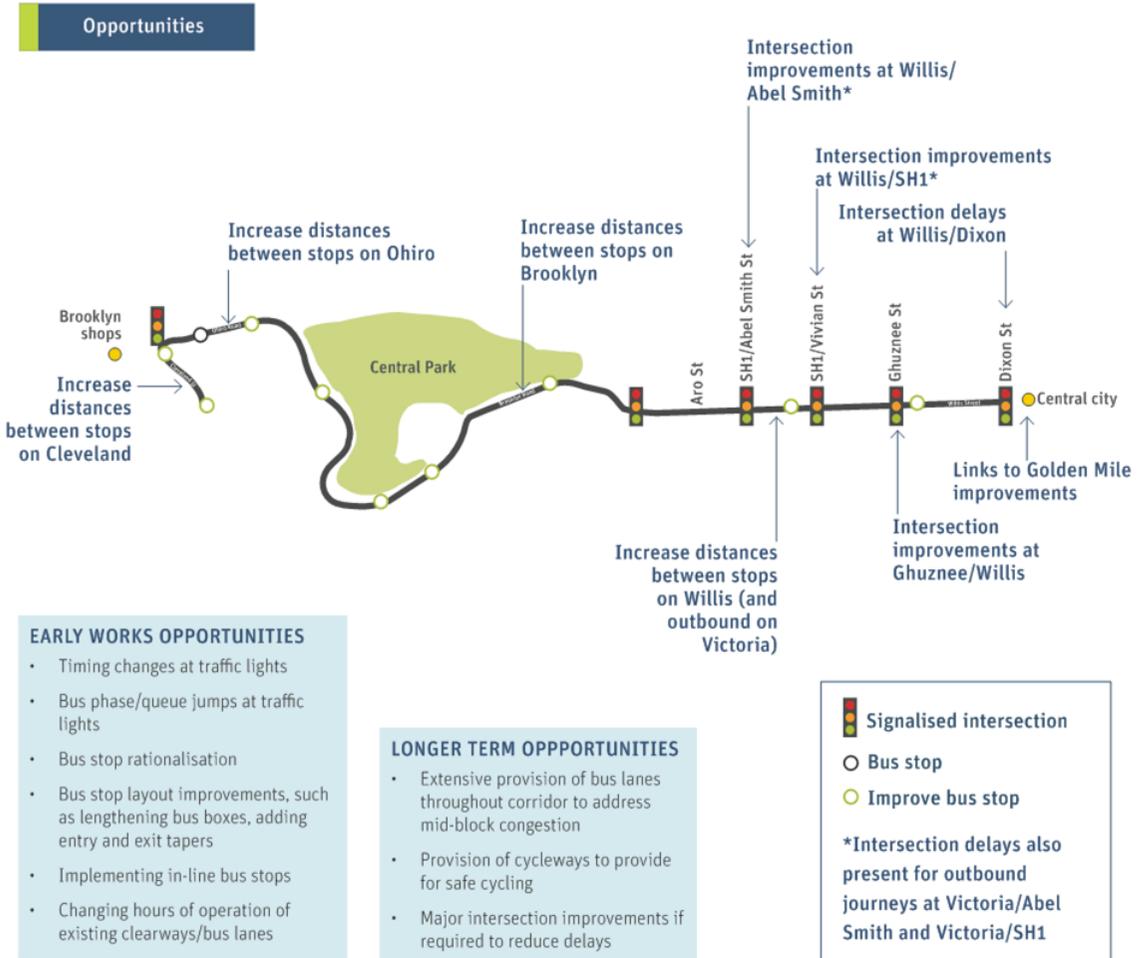
Reduced congestion



Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements



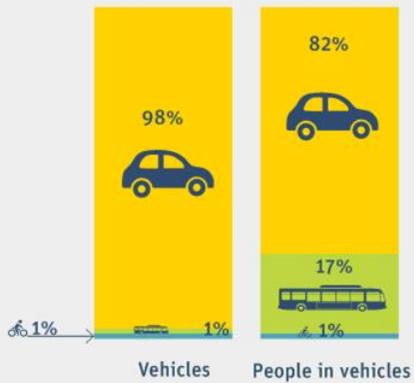
## Johnsonville to Ngauranga

Johnsonville to Ngauranga is a 3.6km-long transport corridor that connects Johnsonville to the central city via Hutt Road.

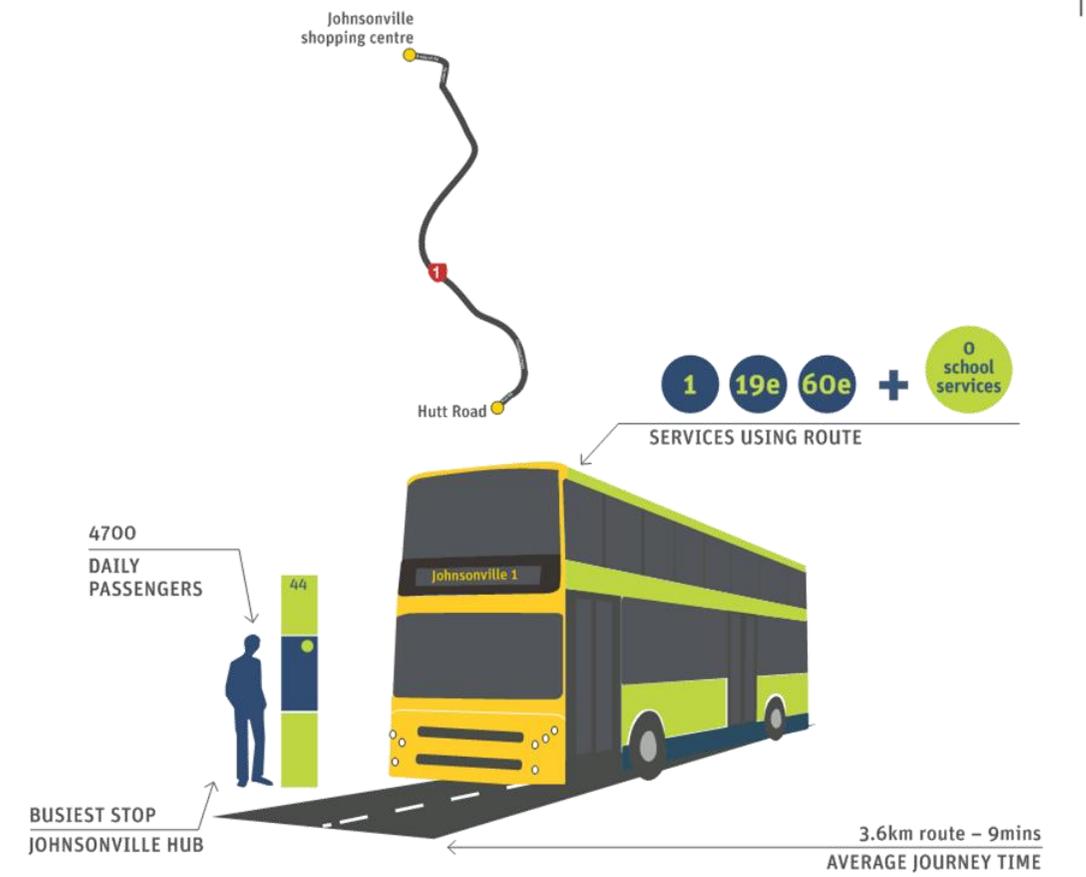
There are three public bus services operating on this corridor.

This corridor operates on SH1 and the land uses are mainly business, residential, suburban shopping centres and open space.

Corridor traffic by mode of transport  
(inbound 8am-9am)

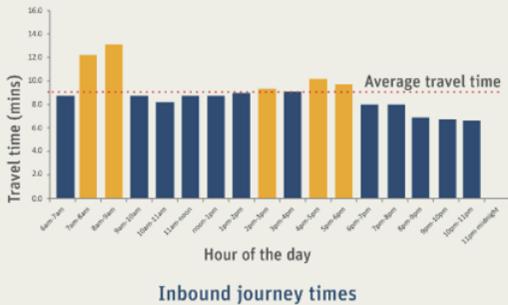
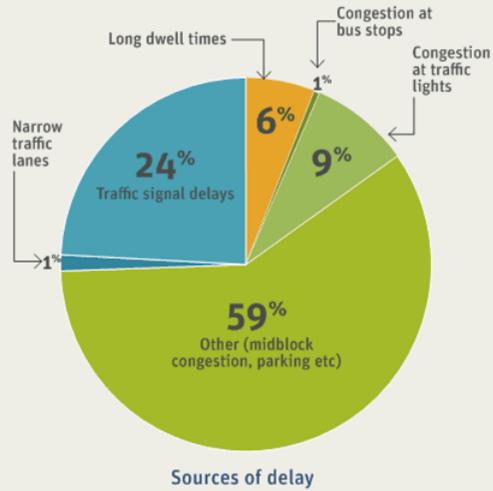


### Route



## Johnsonville issues (inbound)

This corridor has inbound issues related to mid-block congestion, traffic signal delays and congestion at traffic lights.



### 8am-9am inbound journeys





## Johnsonville opportunities

There are opportunities on this corridor to prioritise bus journeys by making improvements to intersections, bus stop layout, as well as introducing bus lanes to address the delays caused by mid-block traffic congestion.

### Benefits on offer



Improvements to journey times and reliability



Reduced congestion



Health benefits



Opportunities to accommodate cycling infrastructure and streetscape improvements

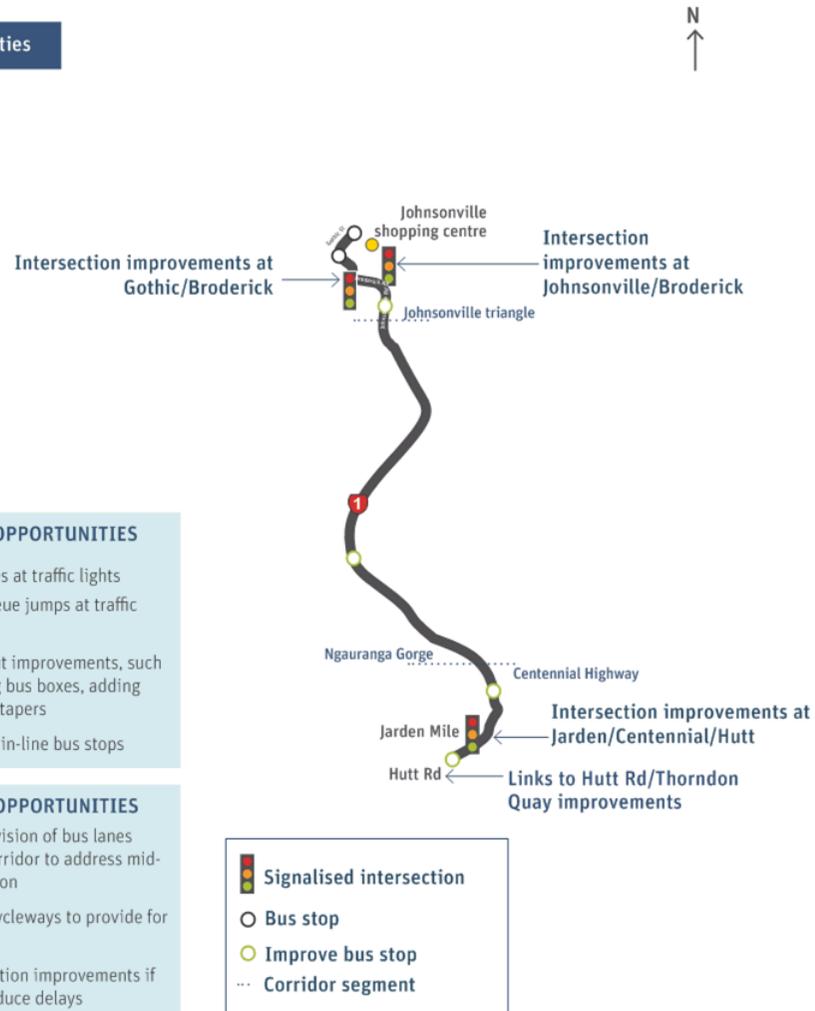
### Opportunities

#### EARLY WORKS OPPORTUNITIES

- Timing changes at traffic lights
- Bus phase/queue jumps at traffic lights
- Bus stop layout improvements, such as lengthening bus boxes, adding entry and exit tapers
- Implementing in-line bus stops

#### LONGER TERM OPPORTUNITIES

- Extensive provision of bus lanes throughout corridor to address mid-block congestion
- Provision of cycleways to provide for safe cycling
- Major intersection improvements if required to reduce delays



## Corridor summary

INBOUND	Newtown to city	Karori to city	Seatoun to city	Mt Cook to city	Kelburn to city	Kilbirnie to Newtown	Brooklyn to city	Ngauranga to J'ville
Daily passengers	5500	2700	2600	3500	2500	2000	1500	3700
Average speed (km/h)	13.1	22.6	19.3	12.5	19.7	14.0	15.3	24.5
Average travel time (mins)	11	17	27	10	7	9	10	9
Minimum travel time (mins)	7	12	22	6	5	5	7	7
Maximum travel time (mins)	15	30	35	15	9	11	14	13
Length (km)	2	6	9	2	2	2	3	4
Number of stops	8	21	30	8	5	7	10	4
Slowest weekday hour	4-5pm	8-9am	8-9am	4-5pm	8-9am	8-9am	8-9am	8-9am

OUTBOUND	Newtown to city	Karori to city	Seatoun to city	Mt Cook to city	Kelburn to city	Kilbirnie to Newtown	Brooklyn to city	Ngauranga to J'ville
Daily passengers	5300	3000	2800	3100	4200	2100	2000	4000
Average speed (km/h)	12.2	21.5	19.6	13.0	20.3	16.8	14.7	34.8
Average travel time (mins)	12	17	27	10	7	7	11	6
Minimum travel time (mins)	9	14	23	6	5	5	7	5
Maximum travel time (mins)	15	24	33	13	8	9	15	9
Length (km)	2	6	9	2	2	2	3	4
Number of stops	7	20	30	7	5	7	10	5
Slowest weekday hour	5-6pm	5-6pm	3-4pm / 5-6pm	5-6pm	5-6pm	5-6pm	5-6pm	5-6pm

Statistics are based on May 2019 data

**DRAFT**



greater WELLINGTON  
REGIONAL COUNCIL  
Te Pane Matua Taiao



Absolutely Positively  
**Wellington City Council**  
Me Heke Ki Pōneke





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## **WELLINGTON TOWN BELT: LAND OWNER APPROVAL FOR SLOPE RETENTION WORK BY 10A GRASS ST, ORIENTAL BAY**

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### **Purpose**

1. This report asks the Strategy and Policy Committee to grant land owner approval for ground anchors to extend from 10A Grass St into Wellington Town Belt land (WTB) being *part of* Lot 2 DP 10507 (CFR WN427/150) and for stabilising work to be carried out on WTB.

### **Summary**

2. The owner (the Applicant) of 10A Grass St, Oriental Bay, is seeking to retain an existing hillside on the eastern side of their property, adjacent to WTB, and to stabilise WTB immediately above.
3. The Applicant has made a request to Council for land owner approval for ground anchors to extend into WTB and to carry out slope stability work on adjacent WTB.
4. An encumbrance on the Record of Title for 10A Grass St would set out that no rights over the WTB are provided to the Applicant by Council and that Council will not be responsible for the maintenance or repair costs, or have any liability for the ground anchors.

### **Recommendation/s**

That the Strategy and Policy Committee:

1. Receive the information.
2. Grant land owner approval for ground anchors to extend from 10A Grass St (Lot 4 DP 2520) into Wellington Town Belt, being part of Lot 2 DP 10507 (CFR WN427/150), as part of slope retention work; and for stabilisation work on Wellington Town Belt land adjacent to 10A Grass St, pursuant to the Wellington Town Belt Act 2016 (WTBA).
3. Note that any approval to grant the land owner approval (referred to above) is conditional upon:
  - a) appropriate iwi consultation; and
  - b) all related costs being met by the owners of 10A Grass St.
4. Note that the slope retention work will be subject to the relevant bylaw, building and/or resource consent requirements.
5. Note that the works will proceed in accordance with final Parks, Sport and Recreation (PSR) agreement to all replanting mitigation plans, reinstatement and park management/ work access plans.

### **Background**

5. An existing dwelling at 10A Grass St has been partly demolished, revealing the structure of an existing retaining wall approximately 6m in height at the shared boundary of 10A Grass St and WTB. The existing retaining wall is a two level stepped

concrete wall with buttresses. The Applicant's engineers are concerned that the existing retaining wall is not structurally sound for the existing retained soil loads on the wall and is currently at risk of failure. The WTB immediately above the retaining wall also shows evidence of erosion and the applicant has requested land owner approval to carry out work to stabilise this slope.

6. The ground anchor retaining wall concept has been developed by the applicant as a solution for slope retention and provides a solution that can address health and safety issues in regards to the current state.
7. While this proposed retaining wall would be constructed on the applicant's land, it would require two rows of ground anchors spaced at 2.0m centres to extend from 10A Grass St land into the WTB.
8. At this time, the applicant is unable to carry on with development work on their site due to geotechnical, and health and safety concerns. Currently a resource consent application for developing the site is on hold pending the outcome of this land owner approval application.

## **Discussion**

### Assessment of effects

9. An assessment of effects of the proposal on the Wellington Town Belt has been carried out by Council officers. Natural and recreational values will not be affected by the ground anchors extending into WTB, either now or in the future. The work will not require WTB vegetation to be removed or to be damaged. New planting on WTB will improve the visual amenity of the slope. There is currently no formed public access to this area of WTB and given the steepness of this slope, this is not likely to occur in the future. Attachment 1 shows the topography of the site, and the existing walkway and services located further to the north.
10. The proposed stability of the WTB above 10A Grass St would be an improvement to the WTB. Options will continue to be worked through with the Applicant for how the WTB will be stabilised for the best longterm results aesthetically and from a maintenance perspective.
11. Stabilising the land on both 10A Grass St and on the WTB land will provide benefits to the WTB by managing slope retention.

### Assessment of alternatives

12. An assessment of the proposed anchored wall retaining system and two alternatives for slope retention has been provided by the applicant. Council officers have had this assessment independently peer reviewed by a geotechnical engineer. The peer review has an additional fourth option of 'do nothing' for the sake of comparison. This report can be found in Attachment 2.
13. The four options that have been assessed are:
  - Do nothing (not proposed by the applicant but included for the sake of comparison)
  - Open cut/benching on applicant's land and WTB
  - Soldier pile wall on applicant's land
  - Anchored wall on applicant's land with bolts extending into WTB

14. Given the concerns about the stability of the existing retaining wall, a key element in the assessment of alternatives is how the land can be stabilised in a way that considers health and safety concerns during and after construction.
15. The peer review of the four options used the following assessment criteria:
  - Health and safety during construction
  - Health and safety permanent (public)
  - Construction cost and feasibility
  - Effect on slope stability of existing slope (WTB)
  - Effect on existing topography (WTB)
16. The peer review shows that the most favourable option is the anchored wall. It is worth noting that this is not the least expensive option, but scores highly for health and safety, effects on slope stability (WTB) and effects on topography (WTB).

#### Responsibility

17. The property owner of 10A Grass St has a natural duty of support to the adjacent WTB land. The owner must ensure that use of the property does not undermine the support that the land and its retaining structures provide for the WTB.
18. Council wants to ensure that no damage or nuisances is caused from WTB in or onto neighbouring property. Council is empowered by section 13 of the WTBA to take any action required to meet its obligations as trustee of the WTB, including protection and land management of the WTB.
19. Usually in a private property context, a landowner would be required to obtain a legal easement granting rights for that owner to have ground anchors in another person's property. That easement would provide for responsibilities around repair and maintenance, including who meets the costs. However, it is not possible for Council to grant a private easement for ground anchors under the WTBA.
20. To address the risk of future repair or maintenance costs, an encumbrance is recommended by officers and would:
  - Be legally binding for current and future owners of the 10A Grass St land
  - Be limited to the proposed retaining structures only with any future retaining requiring a new land owner approval.
  - State that no rights over the WTB are provided other than to maintain the ground anchors.
  - State that Council has no maintenance responsibilities for the ground anchors.

#### **Options**

21. Land owner approval can either be granted or not granted for the ground anchors extending into the WTB and for the slope retention work on the WTB.

#### **Next Actions**

22. If the proposed resolutions are accepted, officers will prepare and execute the necessary documentation and finalise all other outstanding matters, including an encumbrance agreement to ensure an encumbrance is registered on the Applicant's land.

**Attachments**

- Attachment 1. Aerial of 10A Grass St (Lot 4 DP 2520) and adjacent Wellington Town Belt [↓](#)  Page 210
- Attachment 2. Geotechnical review of retaining options [↓](#)  Page 211

Author	Kate Brown, Reserves Planner
Authoriser	Paul Andrews, Manager Parks, Sport and Recreation Barbara McKerrow, Chief Operating Officer

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## **SUPPORTING INFORMATION**

### **Engagement and Consultation**

No public consultation is required as part of the proposal as the open space land will not be physically or materially affected in any permanent way.

### **Treaty of Waitangi considerations**

None.

### **Financial implications**

There is no financial implication as the applicant will pay all costs associated with the works and the encumbrance.

### **Policy and legislative implications**

The proposal is consistent with the Council's obligations under the WTBA.

### **Risks / legal**

Addressing health and safety concerns are a key reason for the proposed slope retention work. The proposal considers alternatives to slope retention which have been assessed against health and safety criteria. The proposed slope retention uses a methodology which provides the safest methodology and outcome during and after construction.

WCC's legal team has provided legal advice relating to the proposal and Council's rights and obligations as trustee landowner of the WTB under the WTBA.

### **Climate Change impact and considerations**

None.

### **Communications Plan**

No public consultation is required.

### **Health and Safety Impact considered**

This will be the responsibility of the applicant and will be part of the temporary access permit that will be issued by Council officers for the work.



This aerial shows 10A Grass St (Lot 4 DP 2520) and the adjacent Wellington Town Belt land (green). The house on this lot has been demolished, apart from the wall on the eastern boundary. The orange line indicates the area that is proposed to be used for the slope retention work. The contours indicate the steepness of the WTB adjacent to 10A Grass St. The yellow line (track) and blue/ red/ green lines (services) indicate that the existing built assets will not be affected by the proposal.



GEOLOGY  
GEOTECHNICAL  
ENVIRONMENTAL  
WATER RESOURCES

15 November 2019

Mrs Kate Brown  
WELLINGTON CITY COUNCIL  
Kate.Brown@wcc.govt.nz

Dear Kate

**RE: Geotechnical Review of Retaining Options - 10 Grass Street, Oriental Bay, Wellington**  
**(Our Reference: 16794.000.000\_01)**

## 1 Introduction

ENGEO Ltd was requested by Kate Brown from Wellington City Council (WCC) to undertake a geotechnical review of retaining options at the property at 10 Grass Street, Oriental Bay, Wellington. This work has been carried out in accordance with our signed agreement dated 5 November 2019. The purpose of the work was to:

- Review of the options report (Slope retention 2019 Report), prepared by Spencer Holmes Ltd provided by Kate Brown from WCC. (*Slope Retention Preliminary Assessment, 10A Grass Street, Oriental Bay, Spencer Holmes Limited, Ref: 190458 2019-10-31*)
- Site visit by an experienced Geotechnical Engineer.
- Discuss the conclusions with WCC.
- Production of this letter documenting the findings of the review relevant to the practicality of the proposed retaining alternatives to the anchored shotcrete solution.

The site may be also referred to as 10A Grass Street and is also known as 1B Wilkinson Street. More details are included in the 2019 Slope Retention Report (Appendix A).

## 2 Site Visit

A site visit was undertaken on 7 November 2019 (9:00 am) by Ayoub Riman (ENGEO), Kate Brown (WCC) and representatives from the 10 Grass Street project team (Structural Engineer, Geotechnical Engineer, Architect and Developer). During the site visit the proposed retaining solutions were discussed.

### 3 Retaining Options

Following from the review of the 2019 Slope Retention Report and the discussions during the site visit, the following four options are ranked from 1 (best / most favorable outcome) to 5 (worst / least favorable) based from a geotechnical perspective. Other non-geotechnical aspects that may interest WCC are not part of this review / letter.

**Table 1: Comparing applicable options**

No	Option	Health & Safety During Construction	Health & Safety Permanent (Public)	Construction Cost and feasibility	Effect on Slope stability of existing slope (town belt)	Effect on existing topography (town belt)	Subtotals
1	Do Nothing (Not proposed, included for the sake of comparison)	5	5	1 - N/A	5	3	19
2	Open cut / benching	2	2	1	2	5	12
3	Soldier Pile	2	1	5	1	1	10
4	Anchored Wall	1	1	2	1	1	6

For details on the options 2 to 4, refer to the 2019 Slope Retention Report.

### 4 Conclusions

The proposed 3 options: Open cut / benching, soldier pile and anchored wall in the 2019 Slope Retention Report can be described as reasonable and practical from the geotechnical perspective.

The project team, during the site visit discussion, showed a good understanding of the geotechnical risks on site and provided practical mitigation measures and solutions.

It can be concluded that:

- Both anchored wall retaining system and the soldier pile retaining system could be the preferable option from WCC perspective (assuming WCC do not want major earthworks on the town belt topography).
- Both the open cut / benching and anchored wall retaining system could be the preferable option from the project team perspective.
- The anchored wall solution could be a common solution that both parties can agree upon, from the geotechnical perspective. There could be other aspects not considered, that may change these conclusions.

WCC can use the above conclusions, the comparison in Table 1 and other aspects that interest them (not included in this report) to make a final decision.

If a retaining system (anchored wall or soldier pile) was selected by WCC, we recommend to have the wall designed as part of the development's building consent and to be under the responsibility of the project team (including maintenance, future assessments, handling of claims and strengthening).

## 5 Limitations

- i. We have prepared this report in accordance with the brief as provided. This report has been prepared for the use of our client, Wellington City Council, their professional advisers and the relevant Territorial Authorities in relation to the specified project brief described in this report. No liability is accepted for the use of any part of the report for any other purpose or by any other person or entity.
- ii. This Limitation should be read in conjunction with the Engineering NZ / ACENZ Standard Terms of Engagement.
- iii. This report is not to be reproduced either wholly or in part without our prior written permission.

We trust that this information meets your current requirements. Please do not hesitate to contact the undersigned on (04) 472 0820 if you require any further information.

Report prepared by



**Ayoub Riman, CMEngNZ (CPEng)**  
Senior Geotechnical Engineer

Report reviewed by



**Karen Jones, CEnvP**  
Associate Engineering Geologist

**Attachments:** Slope retention 2019 Report



**APPENDIX A**

*Report: Slope Retention Preliminary Assessment, 10A Grass Street,  
Oriental Bay, Spencer Holmes Limited, Ref: 190458 2019-10-31*



15.11.2019

16794.000.000\_01

## Slope Retention Preliminary Assessment

10A Grass Street  
Oriental Bay  
Wellington

**SpencerHolmes**  
engineers - surveyors - planners

PO Box 588  
Level 10, 57 Willis Street  
Wellington New Zealand  
Phone 04 472 2261  
Email admin@spencerholmes.co.nz

### Brief

Spencer Holmes Limited has been commissioned by 10 Grass Street Limited to undertake a preliminary assessment of the slope retention options for the base of the existing hillside to the eastern side of the site at 10A Grass Street (also known as 1B Wilkinson Street), Oriental Bay, Wellington.

We have presented in this report the slope retention options for the hillside in conjunction with geotechnical advice from Ian R Brown Associates Limited (IRBA).

### Limitation of Report

This report has been prepared for the use of 10 Grass Street Limited and their agents, and any reliance on this report by third parties will be at their own risk.

This report is based upon geotechnical advice provided by Ian R Brown Associates Limited, and the report has been reviewed by Ian Brown prior to release.

We understand that no geotechnical investigations of the existing slope have been able to be undertaken. The assessments and designs included in this report are of a preliminary nature in order to provide some assistance in making Resource Consent and property permission decisions.

### Description of the Existing Situation

Spencer Holmes Limited has undertaken an inspection of the existing retaining wall at 10A Grass Street (also known as 1B Wilkinson Street), Oriental Bay, Wellington.

The existing dwelling has been demolished and revealed the structure of the existing retaining wall, which is a two level stepped concrete retaining wall with buttresses. The wall is approximately 6m in height, and retains the toe of the Mount Victoria hillside to the eastern side of the site. The back of the wall is located on or immediately adjacent to the boundary of the site. There is a small gap between the wall and *in situ* weathered greywacke rock, and that has been filled with construction rubble, and material that has eroded from the slope above.

We have been unable to review structural drawings of the existing retaining wall, but have been able to see the structural sizes of the buttressed wall, and the reinforcing steel on site as a result of the demolition.

The wall is located on the boundary, and when constructed there was excavation over the boundary to aid the construction of the wall. Should the wall be removed, the back fill which is on the Town Belt Reserve land will slip onto this property.



Aerial photograph of the site with location of retaining wall circled



Elevation of retaining wall to east



View of retaining wall from south



View of bank to south of existing retaining wall

**Assessment of Existing Situation**

We have undertaken a basic assessment of the existing wall and we are concerned that the wall is not structurally sound for the existing retained soil loads on the wall, and is currently at risk of failure.

We note that the removal of the timber framed house has not detrimentally affected the wall in its current form, and the dwelling provided no additional support to this concrete wall.

From IRBA;

*As part of our assessment of slope stability, we have had to make a number of assumptions. The first is that the slope is comprised of homogeneous material. At the large scale, that might be a reasonable approximation, however we do need access to the slope to carry out site investigations and confirm that there are no significant features in the slope that might control stability.*

*Our slope stability analyses started with the assumption that the current slope is stable. That is it is stable under gravity loading, and without any excess pore water pressures.*

*We also assumed that it was stable during historic large earthquakes (1855). We used a horizontal seismic coefficient of 0.2 to model strong seismic shaking.*

*Using the current slope geometry, we did a back analysis of stability to derive Mohr Coulomb strength parameters that gave a factor of safety of 1.1. That strength was then used for the forward analysis of stability following benching, and the cut required to accommodate the proposed vertical soldier pile wall.*

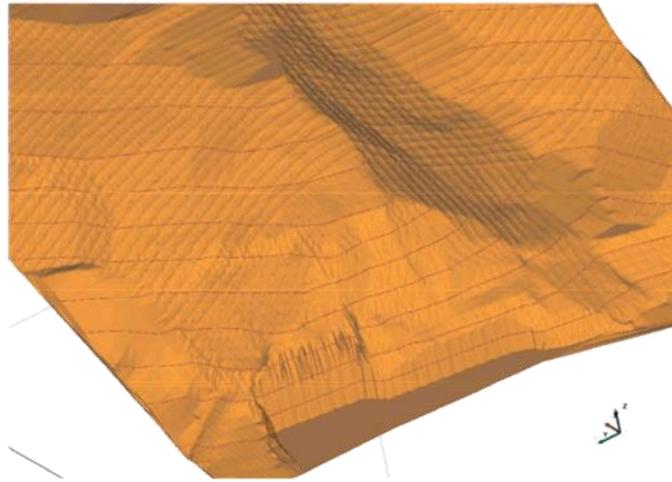
*The slope model was then modified to show the proposed near vertical cut slope on the property boundary, and using the Mohr Coulomb strength parameters derived previously, we checked the stability of the slope under seismic loading. It was less than one.*

**Excavation of the slope to enable benching for stability**

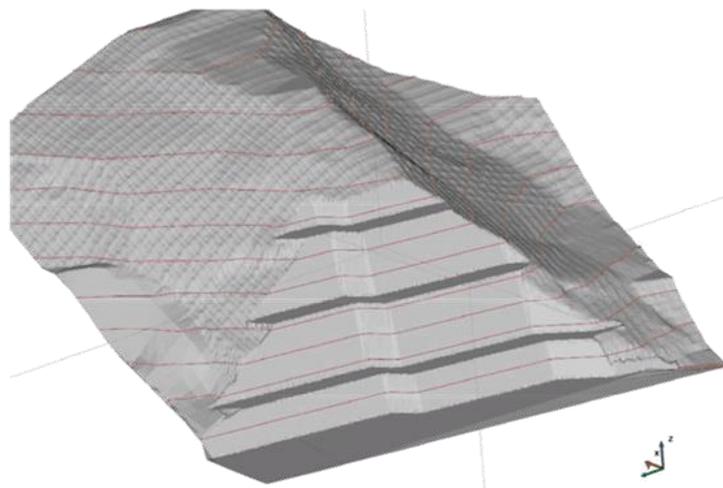
From IRBA;

*We have made a model of the ground surface before construction of your vertical wall, as shown on the attached screen shot.*

*We have also prepared a model showing a benched slope that is entirely on the neighbouring property. It is about 16m high, with 2m wide benches. Cut volume is about 600 cubic metres. We would design a support system using passive anchors and TECCO mesh if this is going to be acceptable.*



IRBA model of slope excavation in preparation for a vertical retaining wall at the base



IRBA model of the benched slope

The benched slope without any reinforcement has a factor of safety of 0.99 under seismic loading.

The specification for the benched slope shown is 3m slope, then two 5m slopes, with 2m wide benches. The overall angle of the cut is 54 degrees.

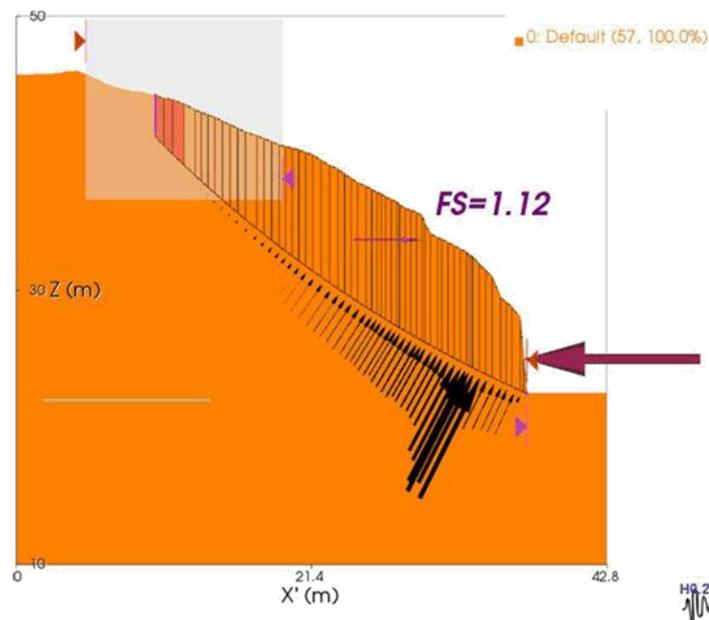
It is recommended that the benched slope is reinforced by TECCO mesh with passive pins drilled into the slope, and the mesh can be underlain with husk matting to encourage and enable native planting to be installed which will mitigate the exposed cut face.

**Retaining wall support of the slope**

From IRBA;

*Having checked the stability of the slope under seismic loading was less than one, we then applied a point load to the rock face at the proposed wall location, and incremented the force until we calculated a satisfactory factor of safety.*

*A screen capture shows the geometry of the slope (in 2D) with the potential failure surface. The applied force that gave this result was 300 kN/m of wall length.*



IRBA model of proposed vertical cut with applied retaining force

We have undertaken some retaining wall design using the load situation provided by IRBA, of 300kN/m applied at a height of 3m.

Suitable means of retaining this land would be the installation of an anchored retaining wall, which would require ground anchors that extend into the Town Belt Reserve land below ground level.

Another retaining option is the installation of concrete soldier piles, however these would need to be installed at a high level on the slope which would be on the Town Belt Reserve land.

Other means of wall construction are impractical from a health and safety perspective, and would require a safe temporary batter to be installed for construction, which would involve significant excavation and the construction of a bench to the hillside over the boundary within the town belt which would then need to be reinstated. This excavation is estimated to be 70% of the excavation required for the stable benched slope described previously in this report.

*Slope Retention Preliminary Assessment, 10A Grass Street, Oriental Bay*

*Page 7*

*Soldier pile retaining wall*

The soldier pile retaining solution consists of a line of 800mm diameter piles installed at a maximum of 1.0m centres along the length of the required retaining. The piles are required to be installed with a hit and miss methodology such to drill and cast every second pile, and once this pile is fully installed than the other piles can be drilled and cast between.

The soldier pile wall is required to be installed at the head of the existing cut, which is located on the Town Belt Reserve Land.

Once installation of the soldier piled wall is completed the material in front of the wall, including the existing substandard retaining can be excavated and the proposed site cut to the desired level.

Please refer to the preliminary design details of the soldier pile wall attached to this report.

*Ground anchor retaining wall*

The anchored retaining solution consists of two rows of ground anchors spaced at 2.0m centres and a 200mm thick reinforced sprayed concrete wall along the length of the required retaining. The anchors and wall are required to be installed with a staged top down methodology to reduce the cut to 3.0m vertical maximum.

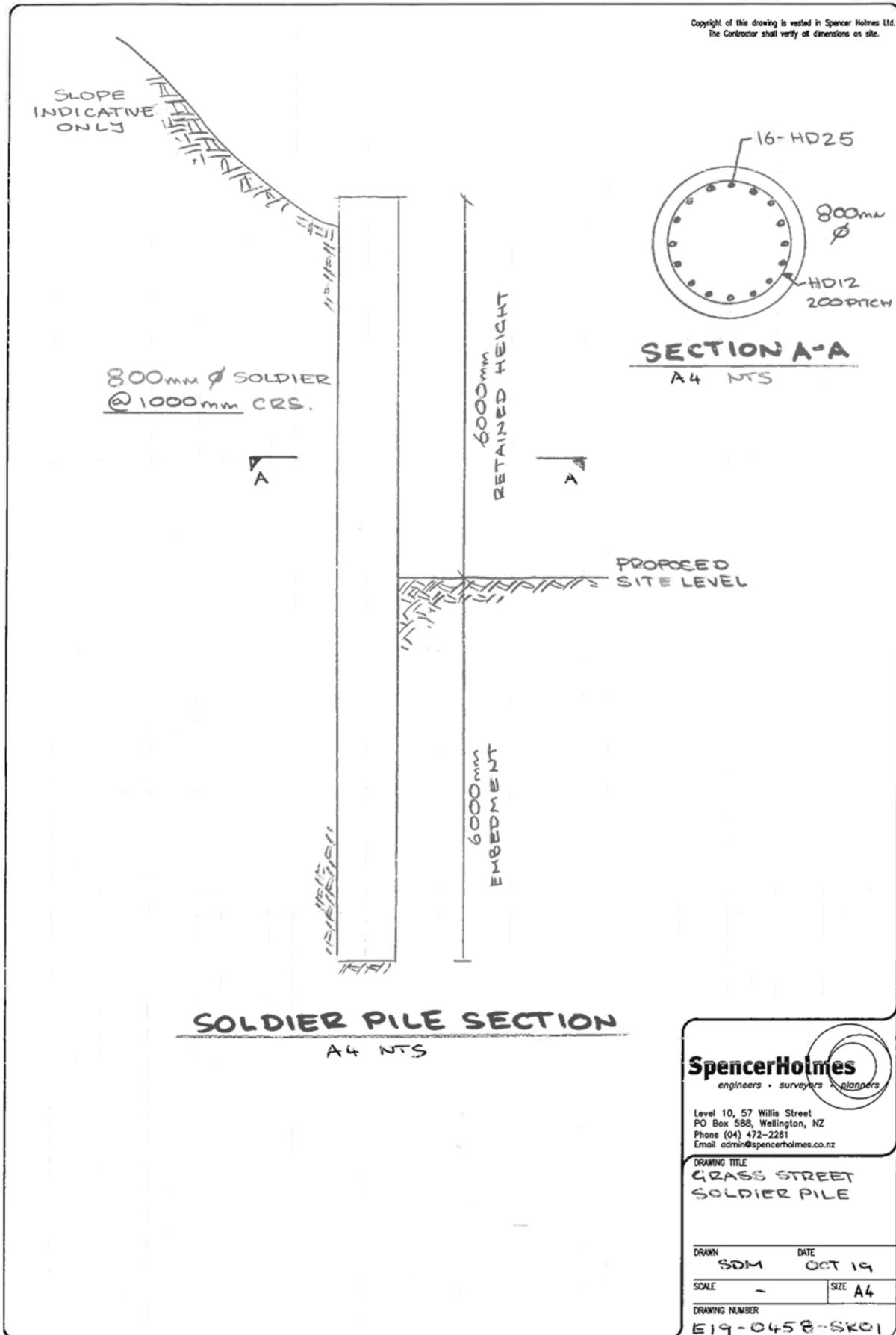
Due to the location and slope of the existing cut the top portion of this wall will be located on the Town Belt Reserve Land, and the anchors will extend into the Town Belt Reserve Land.

Please refer to the preliminary design details of the anchored retaining wall attached to this report.

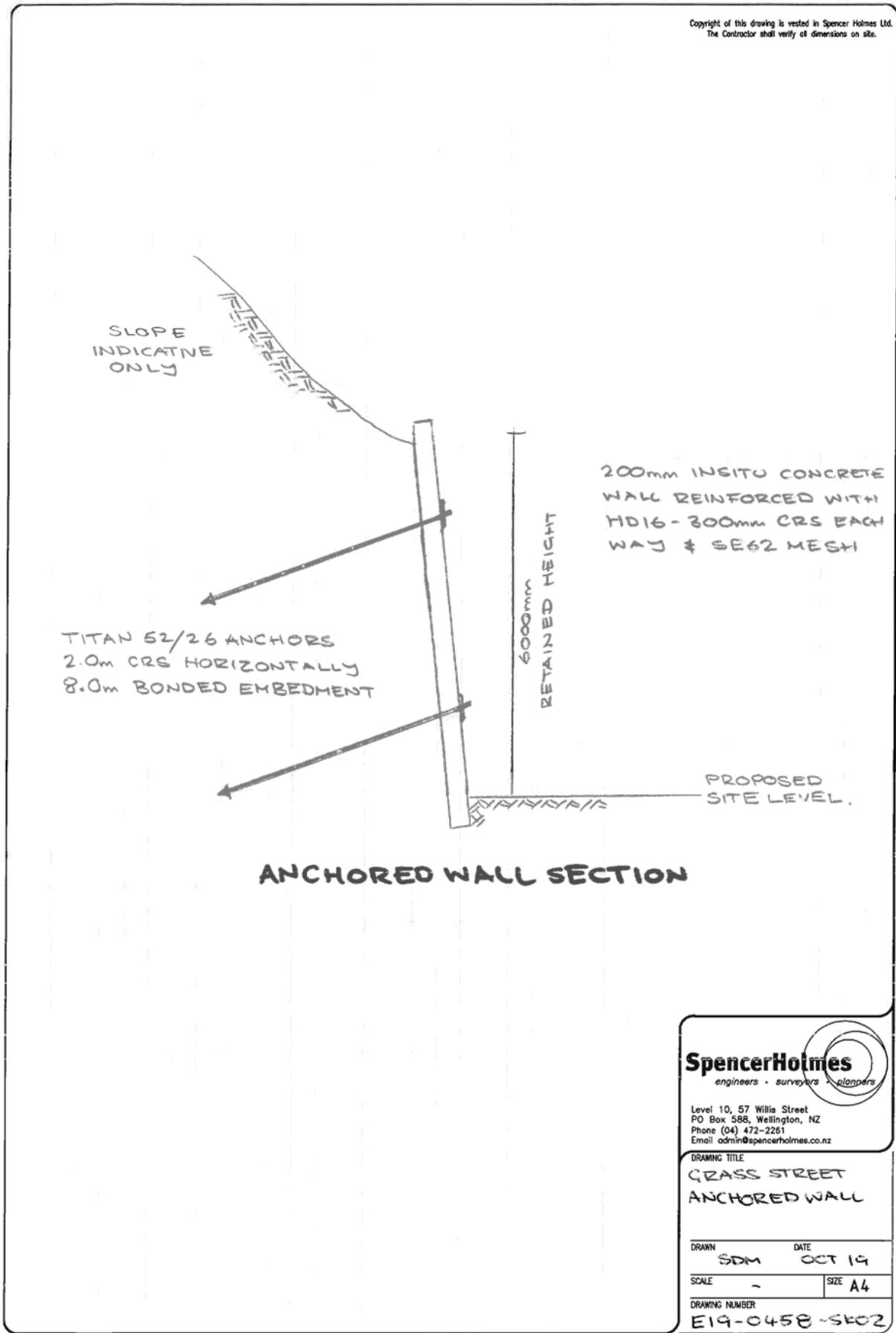
**Report prepared by  
Spencer Holmes Limited**



**Jon Devine  
Director CPEng**



RESOURCE MANAGEMENT - LAND PLANNING - SURVEYING - STRUCTURAL - CIVIL - FIRE



**SpencerHolmes**  
engineers • surveyors • planners

Level 10, 57 Willis Street  
PO Box 588, Wellington, NZ  
Phone (04) 472-2261  
Email admin@spencerholmes.co.nz

DRAWING TITLE  
**GRASS STREET ANCHORED WALL**

DRAWN SDM	DATE OCT 19
SCALE -	SIZE A4
DRAWING NUMBER E19-0458-SK02	

RESOURCE MANAGEMENT - LAND PLANNING - SURVEYING - STRUCTURAL - CIVIL - FIRE



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## 5. Committee Reports

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### REPORT OF THE COUNCIL CONTROLLED ORGANISATIONS SUBCOMMITTEE MEETING OF 3 DECEMBER 2019

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**Members:** Mayor Foster (ex-officio), Councillor Condie (Chair), Councillor Foon, Councillor O'Neill, Councillor Rush, Councillor Sparrow, Councillor Young.

**The Committee recommends:**

#### LETTER OF EXPECTATION TO WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY LTD

##### Recommendation/s

That the Strategy and Policy Committee:

1. Receive the information and approve the draft letter of expectation, as amended in Attachment 1.

#### LETTERS OF EXPECTATION TO COUNCIL-CONTROLLED ORGANISATIONS

##### Recommendation/s

That the Strategy and Policy Committee:

1. Receive the information and approve the final letters of expectation, as amended in Attachments 2-7.

Website link to the Council-Controlled Organisations Subcommittee agenda of 3 December 2019:

<https://wellington.govt.nz/your-council/meetings/committees/council-controlled-organisations-subcommittee/2019/12/12>

##### Attachments

Attachment 1.	2020-21 draft LoE to WREDA  	Page 226
Attachment 2.	2020-21 draft LoE to Basin Reserve  	Page 228
Attachment 3.	2020-21 draft LoE to Cable Car  	Page 232
Attachment 4.	2020-21 draft LoE to Karori Sanctuary Trust  	Page 237
Attachment 5.	2020-21 draft LoE to Museums Trust  	Page 242
Attachment 6.	2020-21 draft LoE to Stadium  	Page 247
Attachment 7.	2020-21 draft LoE to Zoo  	Page 250

12 December 2019

Tracey Bridges  
Chair  
Wellington Regional Economic Development Agency Ltd  
Level 1, 175 Victoria Street  
Te Aro  
WELLINGTON

By email only: [tracey@portchester.co.nz](mailto:tracey@portchester.co.nz)

Dear Tracey

This letter sets out the shareholder's statement of expectations for Wellington Regional Economic Development Agency Ltd and its subsidiary, Creative HQ (WREDA) regarding their Statement of Intent (SOI) for 2020-23. Usually, this letter is considered by the Wellington Regional Strategy Committee. However, with the Committee not meeting until February 2020 this letter has been prepared by the shareholders and circulated to the members of the committee.

The new triennium brings a number of transformational projects for the region, including Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when there are a number of other demands on Council budgets including the impact of the Kaikoura earthquake. This will require careful consideration of our future priorities, particularly any increased funding.

To a large degree, the expectations are enduring and WREDA is expected to ensure on-going alignment to the Wellington Regional Strategy and the shareholders annual and long term plans. This letter serves to reiterate or emphasise some of these while also alerting WREDA to new initiatives or programmes.

There are a range of relatively new and significant strategies and policies which have been adopted over the past year that are drawn to your attention. These include:-

- Wellington Regional Investment Plan
- Te Reo Maori;
- Low-carbon economy;
- The vision for Wellington as a creative city; and
- The Wellington Region Waste Management and Minimisation Plan 2017-2023.

WREDA is expected to be familiar with these (and include them where appropriate) along with the WRS and the other significant policies and strategies which provide a clear direction for setting its future goals.

The Committee acknowledges that WREDA has made significant progress across a range of key initiatives but have identified the following areas as requiring a particular focus in the SOI;

1. To achieve the result of a low carbon economy WREDA will need to focus on the impacts of major climate change policy decisions on industries and the region. Most Councils in the region have announced a climate change emergency and/or have or are developing low carbon-based strategies and plans. WREDA will need to work with the Councils to understand and develop a framework to support businesses to transition.
2. A key component of enabling the development of a high enterprise economy is to ensure the right skilled workforce is available. WREDA has taken the first step in the development of a plan for the region, now we expect to see the delivery of actions in this plan over the next three year period along with a joined up approach with central government.
3. There is currently significant work ongoing in the development of a Wellington Region Growth Framework (spatial plan) and a Māori Economic Development strategy and the expectation is that WREDA will be involved in the development of both of these and should plan for future delivery outcomes.
4. It is expected that the venues strategic review will consider the future demands on our venues, their fit and any gaps or investment requirements. We expect that this should transverse the areas of community accessibility and affordability.

The core funding provided by the Councils is seed funding and WREDA is expected to utilise this funding to partner in delivering activities, the SOI should demonstrate an emphasis on partnerships and partner funding to deliver programmes.

With respect to all of these points and the SOI in general we expect clear actions, expected outcomes with clear and measurable KPIs. Wherever possible there should be a clear line of sight between WREDA's actions and the outcomes being measured.

Yours sincerely

Andy Foster  
**Mayor, Wellington City Council**  
Ph: (021) 227 8537  
Email: [andy.foster@wcc.govt.nz](mailto:andy.foster@wcc.govt.nz)

Daran Ponter  
**Chair, Greater Wellington Regional Council**  
Ph; (027) 454 0689  
Email: [daran.ponter@gw.govt.nz](mailto:daran.ponter@gw.govt.nz)

cc: Lance Walker, Chief Executive  
[lance.walker@wellingtonnz.com](mailto:lance.walker@wellingtonnz.com)

12 December 2019

Alan Isaac  
Chair  
Basin Reserve Trust  
PO Box 578  
WELLINGTON 6140

By email only: [isaacadvisory52@gmail.com](mailto:isaacadvisory52@gmail.com)

Dear Alan

**Re: 2020/21 Statement of Intent and Wellington City Council Expectations**

This letter sets out the Council's expectations of the Basin Reserve Trust for 2020/21. It is intended to assist the Trust in its business planning and with the preparation of its 2020/21 Statement of Intent.

As Council enters a new triennium we have an opportunity to shape the city through transformational projects such as Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when we are still dealing with the impacts of the Kaikoura earthquake, and the costs associated with resilience have added significantly to Council's budgets. The work programme for the next triennium will require us to look at our priorities as a Council and how we keep costs down for our ratepayers whilst providing good stewardship of the city and delivering the quality of services expected of us.

To a large degree, the Council's expectations of the Trust are enduring and the Trust is expected to ensure on-going alignment with the Council's annual and long term plans. This letter serves to reiterate or emphasise some of these expectations while also alerting the Trust to new Council initiatives or programmes, or expected outcomes from the Trust.

There are a range of relatively new and significant Council strategies and policies which have been adopted over the past year that are drawn to your attention. The Trust is expected to be familiar with these and, to the extent they are relevant, engage with the policies and strategies and respond accordingly. These include:-

- Te Tauihu Te Reo Maori Policy;
- Te Mapihi Maurea Naming Policy;
- Te Atakura First to Zero Policy;
- The Wellington Region Waste Management and Minimisation Plan 2017-2023; and
- The vision for Wellington as a creative city (Aho-Tini Strategy).

In addition, Council makes the following comments in relation to its expectations of the Trust.

The Trust has made significant progress across a range of key initiatives for the Basin Reserve and retains Council's support for continuing these, notably:-

1. Continued focus on preventing all forms of harassment at events hosted at the Basin Reserve and this being embedded in the culture and practices at the ground.
2. Support the completion of the strengthening and refurbishment of the Museum Stand, ensuring that the Trust's financial commitment towards funding its \$1.0m contribution is delivered. Following completion of these works it is Council's expectation that the Trust will implement the necessary actions to safely reinstate public access to the ground 24 hours per day, 7 days per week except when the ground is required to be closed for events, sports training or in the interests of public safety.
3. Continued focus on increasing and diversifying the utilisation of the Basin Reserve. The Council expects the Trust to continue to seek opportunities to increase its usage by community and other sports organisations and to also drive the utilisation of the facilities at the ground.
4. As the major construction projects near completion Council would like to see the ground presented to a consistently high standard throughout the year befitting its international status.
5. Council expects the Trust to ensure it is well positioned to deliver a programme of premium international cricket matches and to maximise opportunities to host ICC Women's World Cup matches in 2021.

#### Governance

The Council expects the Trust to maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation. While this is an enduring Council expectation, this needs to be a key focus given the amount of construction work happening at the Basin Reserve.

The Council expects the Trust to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Trust have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Trust and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

The Trust board is expected to meet best practice governance standards and, in support of this, to undertake a performance review of the overall board, individual board members and the board chair. On completion of this review, the Council's Chief Executive should receive an update that describes the form the review took and the outcomes of the review in relation to the Council appointed Trustees. The review is to be completed by 30 September 2020.

#### Timetable

The Council's 2018-28 Ten Year Plan includes a number of performance measures involving the Basin Reserve that the Trust is expected to support by supplying its performance measures and activity highlights to the Council and observing the reporting timetable attached to this letter.

We look forward to receiving the Trust's draft Statement of Intent no later than 14 February 2020. Please refer to the reporting timetable attached for other reporting dates.

Should you have any queries or comments in regard to this letter, or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely

Cr Jenny Condie  
**Chair, Council-controlled Organisations Subcommittee**  
Ph: (021) 972 763  
Email: [jenny.condie@wcc.govt.nz](mailto:jenny.condie@wcc.govt.nz)

cc: Cam Mitchell, Chief Executive, Cricket Wellington  
[cam@cricketwellington.co.nz](mailto:cam@cricketwellington.co.nz)

**Performance Measures**

The following are performance measures that are relevant to Council's own reporting framework.

<b>Performance Measure (KPI)</b>	<b>KPI Basis</b>	<b>Report Basis</b>	<b>Report Due</b>
Event days <ul style="list-style-type: none"> <li>• Cricket</li> <li>• Other sports</li> <li>• Community</li> <li>• Functions</li> </ul>	Quarter	Quarter	7 days
Practice facility usage (days)	Quarter	Quarter	7 days
Numbers attending events at the Basin Reserve	Quarter	Quarter	7 days
Event income	Annual	Year To Date	30 days
Council operating grant	Annual	Year To Date	30 days
Council operating grant per attendance	Annual	Year To Date	30 days

**Reporting Timetable**

<b>Report</b>	<b>Reference Date</b>	<b>Due Date</b>	<b>Committee Date<sup>^</sup></b>
<b>1st Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q1 report with financial statements</li> </ul>	<b>30 Sep</b>	7 Oct 31 Oct	Nov / Dec
<b>2nd Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q2 report with financial statements</li> </ul>	<b>31 Dec</b>	7 Jan 31 Jan	Mar / Apr
<b>Draft Statement of Intent</b>	<b>n/a</b>	14 Feb	Mar / Apr
<b>3rd Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q3 report with financial statements</li> </ul>	<b>31 Mar</b>	7 Apr 30 Apr	May / Jun
<b>Statement of Intent</b>	<b>n/a</b>	30 Apr	May / Jun
<b>4th Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Annual Report &amp; Financial Statements</li> </ul>	<b>30 Jun</b>	7 Jul 30 Sep	Nov / Dec

<sup>^</sup> Committee dates may vary each year between the months indicated.

12 December 2019

Andy Matthews  
Chair  
Wellington Cable Car Ltd  
72 Ahikouka Road  
R.D.1  
GREYTOWN 5794

By email only: andy.matthews@wcc.govt.nz

Dear Andy

**Re: 2020/21 Statement of Intent and Wellington City Council Expectations**

This letter sets out the Council's expectations of the Wellington Cable Car Limited for 2020/21. It is intended to assist the Company in its business planning and with the preparation of its 2020/21 Statement of Intent (SOI).

As Council enters a new triennium we have an opportunity to shape the city through transformational projects such as Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when we are still dealing with the impacts of the Kaikoura earthquake, and the costs associated with resilience have added significantly to Council's budgets. The work programme for the next triennium will require us to look at our priorities as a Council and how we keep costs down for our ratepayers whilst providing good stewardship of the City and delivering the quality of services expected of us.

To a large degree, the Council's expectations of the Company are enduring and the Company is expected to ensure on-going alignment to the Council's annual and long term plans. This letter serves to reiterate or emphasise some of these expectations while also alerting the Company to new Council initiatives or programmes, or expected outcomes from the Company.

There are a range of relatively new and significant Council strategies and policies which have been adopted over the past year that are drawn to your attention. The Company is expected to be familiar with these and, to the extent they are relevant, engage with the policies and strategies and respond accordingly. These include:-

- Te Tauihu Te Reo Maori Policy;
- Te Mapihi Maurea Naming Policy;
- Te Atakura First to Zero Policy; and
- The Wellington Region Waste Management and Minimisation Plan 2017-2023; and
- The vision for Wellington as a creative city (Aho-Tini Strategy).

In addition, Council makes the following comments in relation to its expectations of the Company.

The Company has made significant progress across a range of key initiatives for the Cable Car and retains Council's support for continuing these, notably:-

1. The SOI should provide an update on the programme of significant upgrade or renewal programmes over the next three years. In particular the SOI should provide an update on the status of the renewal or upgrade of the rolling stock, the associated capital works, the timing and the progress towards the funding programme.
2. Long term strategic asset management remains a focus area for Council and the SOI should contain detail around the status of asset management planning within the Company.
3. The Kelburn precinct is a gateway to a number of Council visitor attractions or areas of local interest. The Cable Car is in the unique position of being one of the first points of contact for a significant number of visitors to Wellington and also providing a unique travel experience for these visitors. Council has an expectation that the Company will play a proactive role in ensuring the presentation and wayfinding at the Kelburn terminal is maintained to a high standard and that there is strong engagement with the range of attractions and places of interest in the Kelburn precinct to enhance the visitor experience and showcase Wellington.
4. The Company has implemented the payment of the Living Wage across the Cable Car and Council expects that the Company now maintains this.

#### Governance

The Council expects the Company to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Company have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Company and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

#### Timetable

The Council's 2018-28 Ten Year Plan includes a number of performance measures involving the Cable Car that the Company is expected to support by supplying its performance measures and activity highlights to the Council and observing the reporting timetable attached to this letter.

We look forward to receiving the Company's draft Statement of Intent no later than 14 February 2020. Please refer to the reporting timetable attached for other reporting dates.

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Should you have any queries or comments in regard to this letter, or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely

Cr Jenny Condie  
**Chair, Council-controlled Organisations Subcommittee**  
Ph: (021) 972 763  
Email: [jenny.condie@wcc.govt.nz](mailto:jenny.condie@wcc.govt.nz)

cc: Stephen Ward, Acting Chief Executive  
[stephen.ward@wellingtoncablecar.co.nz](mailto:stephen.ward@wellingtoncablecar.co.nz)

**Performance Measures**

The following are performance measures that are relevant to Council's own reporting framework.

<b>Performance Measure (KPI)</b>	<b>KPI Basis</b>	<b>Report Basis</b>	<b>Report Due</b>
Total Passengers	Quarter	Quarter	7 days
Cable Car reliability	Annual	Quarter	7 days
Passenger satisfaction <ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> <li>• TripAdvisor rating</li> <li>• Customer complaints (per 100,000 passenger trips)</li> </ul>	Annual	Quarter	7 days
Fare income	Annual	Quarter	30 days
Total revenue	Annual	Quarter	30 days

**Reporting Timetable**

<b>Report</b>	<b>Reference Date</b>	<b>Due Date</b>	<b>Committee Date<sup>^</sup></b>
<b>1st Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q1 report with financial statements</li> </ul>	<b>30 Sep</b>	7 Oct 31 Oct	Nov / Dec
<b>2nd Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q2 report with financial statements</li> </ul>	<b>31 Dec</b>	7 Jan 31 Jan	Mar / Apr
<b>Draft Statement of Intent</b>	<b>n/a</b>	14 Feb	Mar / Apr
<b>3rd Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q3 report with financial statements</li> </ul>	<b>31 Mar</b>	7 Apr 30 Apr	May / Jun
<b>Statement of Intent</b>	<b>n/a</b>	30 Apr	May / Jun
<b>4th Quarter Report</b> <ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Annual Report &amp; Financial Statements</li> </ul>	<b>30 Jun</b>	7 Jul 30 Sep	Nov / Dec

<sup>^</sup> Committee dates may vary each year between the months indicated.

**Guidelines for the preparation of Council's Annual Report and Financial Statements**

*The following information is required by Council to support the preparation its annual report. Council officers will liaise directly during the process. Your Council contacts will be Annemarie Booth and Brendan Murphy.*

- Related party template (due 11 May)
- Related party balances & transactions ( due 31 May)
- Performance measures (due 11 Jul)
- Consolidation template (as applicable) and draft financial statements (due 16 Jul)
- Audit clearance or audited financial statements, and draft report commentary (due 7 Sep)
- Letter of representation to Council's CFO (due 7 Sep)
- Audited annual report and financial statements (due 30 Sep)

12 December 2019

Phillip Meyer  
Chair  
Karori Sanctuary Trust  
PO Box 9267  
Marion Square  
WELLINGTON 6141

By email only:      phillip.j.meyer@gmail.com

Dear Phillip

**Re: 2020/21 Statement of Intent and Wellington City Council Expectations**

This letter sets out the Council's expectations of the Karori Sanctuary Trust for 2020/21. It is intended to assist the Trust in its business planning and with the preparation of its 2020/21 Statement of Intent (SOI).

As Council enters a new triennium we have an opportunity to shape the city through transformational projects such as Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when we are still dealing with the impacts of the Kaikoura earthquake, and the costs associated with resilience have added significantly to Council's budgets. The work programme for the next triennium will require us to look at our priorities as a Council and how we keep costs down for our ratepayers whilst providing good stewardship of the City and delivering the quality of services expected of us.

To a large degree, the Council's expectations of the Trust are enduring and the Trust is expected to ensure on-going alignment to the Council's annual and long term plans. This letter serves to reiterate or emphasise some of these while also alerting the Trust to new Council initiatives or programmes, or expected outcomes from the Trust.

There are a range of relatively new and significant Council strategies and policies which have been adopted over the past year that are drawn to your attention. The Trust is expected to be familiar with these and to the extent they are relevant engage with the policies and strategies and respond accordingly. These include:-

- Te Tauihu Te Reo Maori Policy;
- Te Mapihi Maurea Naming Policy;
- Te Atakura First to Zero Policy; and
- The Wellington Region Waste Management and Minimisation Plan 2017-2023; and
- The vision for Wellington as a creative city (Aho-Tini Strategy).

In addition, Council makes the following comments in relation to its expectations of the Trust.

The Trust has made significant progress across a range of key initiatives and retains Council's support for continuing these, notably:-

1. The development of Tanglewood House; the SOI should provide an update regarding the expected status of the project including timelines, expected costs and governance arrangements for the project.
2. The Trust has implemented the payment of the Living Wage and Council expects that the Trust now maintains this.
3. Long term strategic asset management remains a focus area for Council and the SOI should contain detail around the status of planning within the Trust pertaining to its key strategic assets.

#### Governance

The Council expects the Trust to maintain a high degree of awareness of legislation that is applicable to the activities of the Trust and in particular on relevant Health and Safety legislation.

The Council expects the Trust to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Trust have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Trust and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

The Trust board is expected to meet best practice governance standards and, in support of this, to undertake a performance review of the overall board, individual board members and the board chair. On completion of this review, the Council's Chief Executive should receive an update that describes the form the review took and the outcomes of the review. The review is to be completed by 30 September 2020.

#### Timetable

The Council's 2018-28 Ten Year Plan includes a number of performance measures that the Trust is expected to support by supplying its performance measures and activity highlights to the Council and observing the reporting timetable attached to this letter.

We look forward to receiving the Trust's draft Statement of Intent no later than 14 February 2020. Please refer to the reporting timetable attached for other reporting dates.

---

Should you have any queries or comments in regard to this letter, or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely

Cr Jenny Condie  
**Chair, Council-controlled Organisations Subcommittee**  
Ph: (021) 972 763  
Email: [jenny.condie@wcc.govt.nz](mailto:jenny.condie@wcc.govt.nz)

cc: Paul Atkins, Chief Executive  
[paul.atkins@visitzealandia.com](mailto:paul.atkins@visitzealandia.com)

**Performance Measures**

The following are performance measures that are relevant to Council's own reporting framework.

<b>Performance Measure (KPI)</b>	<b>KPI Basis</b>	<b>Report Basis</b>	<b>Report Due</b>
Visitors	Quarter	Quarter	7 days
Student & education visits	Annual	Quarter	7 days
Individual members	Annual	Year To Date	30 days
Percentage of satisfied visitors	Annual	Year To Date	30 days
Volunteers	Annual	Year To Date	30 days
Council operating grant per visitor	Annual	Year To Date	30 days
Full cost to Council	Annual	Year To Date	30 days
Trading revenue per visit (excl. grants & interest)	Annual	Year To Date	30 days
Non-Council donations & funding	Annual	Year To Date	30 days
Membership subscription revenue	Annual	Year To Date	30 days

**Reporting Timetable**

<b>Report</b>	<b>Reference Date</b>	<b>Due Date</b>	<b>Committee Date<sup>^</sup></b>
<b>1st Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Full Q1 report with financial statements</li> </ul>	<b>30 Sep</b>	7 Oct 31 Oct	Nov / Dec
<b>2nd Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Full Q2 report with financial statements</li> </ul>	<b>31 Dec</b>	7 Jan 31 Jan	Mar / Apr
<b>Draft Statement of Intent</b>	<b>n/a</b>	14 Feb	Mar / Apr
<b>3rd Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Full Q3 report with financial statements</li> </ul>	<b>31 Mar</b>	7 Apr 30 Apr	May / Jun
<b>Statement of Intent</b>	<b>n/a</b>	30 Apr	May / Jun
<b>4th Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Annual Report &amp; Financial Statements</li> </ul>	<b>30 Jun</b>	7 Jul 30 Sep	Nov / Dec

<sup>^</sup> Committee dates may vary each year between the months indicated.

**Guidelines for the preparation of Council's Annual Report and Financial Statements**

*The following information is required by Council to support the preparation its annual report. Council officers will liaise directly during the process. Your Council contacts will be Annemarie Booth and Brendan Murphy.*

- Related party template (due 11 May)
- Related party balances & transactions ( due 31 May)
- Performance measures (due 11 Jul)
- Consolidation template (as applicable) and draft financial statements (due 16 Jul)
- Audit clearance or audited financial statements, and draft report commentary (due 7 Sep)
- Letter of representation to Council's CFO (due 7 Sep)
- Audited annual report and financial statements (due 30 Sep)

12 December 2019

Jackie Lloyd  
Chair  
Wellington Museums Trust  
PO Box 893  
WELLINGTON 6140

By email only: [jackie.lloydnz@gmail.com](mailto:jackie.lloydnz@gmail.com)

Dear Jackie

**Re: 2020/21 Statement of Intent and Wellington City Council Expectations**

This letter sets out the Council's expectations of the Wellington Museums Trust for 2020/21. It is intended to assist the Trust in its business planning and with the preparation of its 2020/21 Statement of Intent (SOI).

As Council enters a new triennium we have an opportunity to shape the city through transformational projects such as Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when we are still dealing with the impacts of the Kaikoura earthquake, and the costs associated with resilience have added significantly to Council's budgets. The work programme for the next triennium will require us to look at our priorities as a Council and how we keep costs down for our ratepayers whilst providing good stewardship of the City and delivering the quality of services expected of us.

To a large degree, the Council's expectations of the Trust are enduring and the Trust is expected to ensure on-going alignment to the Council's annual and long term plans. This letter serves to reiterate or emphasise some of these while also alerting the Trust to new Council initiatives or programmes, or expected outcomes from the Trust.

There are a range of relatively new and significant Council strategies and policies which have been adopted over the past year that are drawn to your attention. The Trust is expected to be familiar with these and to the extent they are relevant engage with the policies and strategies and respond accordingly.

These include:-

- Te Tauihu Te Reo Maori Policy;
- Te Mapihi Maurea Naming Policy;
- Te Atakura First to Zero Policy;
- The Wellington Region Waste Management and Minimisation Plan 2017-2023; and

- The vision for Wellington as a creative city (Aho-Tini Strategy).

In addition, Council makes the following comments in relation to its expectations of the Trust.

The Trust has made significant progress across a range of key initiatives for Experience Wellington and retains Council's support for continuing these, notably:-

1. Council recognises the importance of Te Ngākau Civic Square to the community and is mindful of the effect of the building closures and associated construction works. As a key stakeholder in Te Ngākau Civic Square we welcome suggestions from the Trust on how it, and in particular the City Gallery, could partner with Council to activate this area.
2. Capital E continues to provide a valued amenity for the young people of the City. Council expects the Trust to remain a strong advocate for the return of Capital E in any Te Ngākau Civic Square discussions and, with an existing strong presence in the square through the City Gallery, to contribute constructively in this process.
3. The SOI should provide an update on the status of the planned upgrade works at the Wellington Museum. Council acknowledges that this is an important project for the Trust and in addition to the necessary structural works needed to address the earthquake risks associated with the Bond Store the investment provides an opportunity to upgrade the exhibition spaces.
4. The continued spatial demand on Capital E for its programming and the Bond Store upgrade will present the Trust with a range of issues relating to staff accommodation. The SOI provides an opportunity to traverse these issues both from a short term operational perspective and also a more strategic view.
5. The international exhibition programme at the City Gallery is a welcome addition to the Gallery's programme and the SOI should discuss the planning around future programmes. These are viewed by Council as being above and beyond the normal Gallery programming and we note that funding support through the City Growth Fund is likely to be required to secure stand out exhibitions.
6. The Trust has implemented the payment of the Living Wage across Experience Wellington and Council expects that the Trust now maintains this.

#### Governance

The Council expects the Trust to maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation.

The Council expects the Trust to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Trust have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Trust and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

The Trust is expected to meet best practice governance standards and, in support of this, to undertake a performance review of the overall board, individual board members and the board chair. On completion of this review, the Council's Chief Executive should receive an update that describes the form the review took and the outcomes of the review. The review is to be completed by 30 September 2020.

#### Timetable

The Council's 2018-28 Ten Year Plan includes a number of performance measures involving Experience Wellington that the Trust is expected to support by supplying its performance measures and activity highlights to the Council and observing the reporting timetable attached to this letter.

We look forward to receiving the Trust's draft Statement of Intent no later than 14 February 2020. Please refer to the reporting timetable attached for other reporting dates.

Should you have any queries or comments in regard to this letter, or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely

Cr Jenny Condie  
**Chair, Council-controlled Organisations Sub-committee**  
Ph: (021) 972 763  
Email: [jenny.condie@wcc.govt.nz](mailto:jenny.condie@wcc.govt.nz)

cc: Pat Stuart, Chief Executive  
[pats@experiencewellington.org.nz](mailto:pats@experiencewellington.org.nz)

**Performance Measures**

The following are performance measures that are relevant to Council's own reporting framework.

<b>Performance Measure (KPI)</b>	<b>KPI Basis</b>	<b>Report Basis</b>	<b>Report Due</b>
Visitors	Quarter	Quarter	7 days
Student & education visits	Annual	Quarter	7 days
Percentage of satisfied visitors	Annual	Year To Date	30 days
Council operating grant per visitor	Annual	Year To Date	30 days
Full cost to Council	Annual	Year To Date	30 days
Trading revenue per visit (excl. grants & interest)	Annual	Year To Date	30 days
Non-Council donations & funding	Annual	Year To Date	30 days

**Reporting Timetable**

<b>Report</b>	<b>Reference Date</b>	<b>Due Date</b>	<b>Committee Date<sup>^</sup></b>
<b>1st Quarter Report</b>	<b>30 Sep</b>		
<ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q1 report with financial statements</li> </ul>		7 Oct 31 Oct	Nov / Dec
<b>2nd Quarter Report</b>	<b>31 Dec</b>		
<ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q2 report with financial statements</li> </ul>		7 Jan 31 Jan	Mar / Apr
<b>Draft Statement of Intent</b>	<b>n/a</b>	14 Feb	Mar / Apr
<b>3rd Quarter Report</b>	<b>31 Mar</b>		
<ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Full Q3 report with financial statements</li> </ul>		7 Apr 30 Apr	May / Jun
<b>Statement of Intent</b>	<b>n/a</b>	30 Apr	May / Jun
<b>4th Quarter Report</b>	<b>30 Jun</b>		
<ul style="list-style-type: none"> <li>• Non-financial performance measures</li> <li>• Annual Report &amp; Financial Statements</li> </ul>		7 Jul 30 Sep	Nov / Dec

<sup>^</sup> Committee dates may vary each year between the months indicated.

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- Letter of representation to Council's CFO (due 7 Sep)
- Audited annual report and financial statements (due 30 Sep)

12 December 2019

John Shewan  
Chair  
Wellington Regional Stadium Trust  
PO Box 2080  
WELLINGTON 6011

By email only: [john.shewan@hotmail.com](mailto:john.shewan@hotmail.com)

Dear John

**Re: 2020/21 Statement of Intent and Wellington City Council Expectations**

This letter sets out the Council's expectations of the Wellington Regional Stadium Trust for 2020/21. It is intended to assist the Trust in its business planning and with the preparation of its 2020/21 Statement of Intent (SOI).

As Council enters a new triennium we have an opportunity to shape the city through transformational projects such as Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when we are still dealing with the impacts of the Kaikoura earthquake, and the costs associated with resilience have added significantly to Council's budgets. The work programme for the next triennium will require us to look at our priorities as a Council and how we keep costs down for our ratepayers whilst providing good stewardship of the City and delivering the quality of services expected of us.

To a large degree, the Council's expectations of the Trust are enduring and the Trust is expected to ensure on-going alignment to the Council's annual and long term plans. This letter serves to reiterate or emphasise some of these while also alerting the Trust to new Council initiatives or programmes, or expected outcomes from the Trust.

There are a range of relatively new and significant Council strategies and policies which have been adopted over the past year that are drawn to your attention. The Trust is expected to be familiar with these and to the extent they are relevant engage with the policies and strategies and respond accordingly. These include:-

- Te Taihu Te Reo Maori Policy;
- Te Mapihi Maurea Naming Policy;
- Te Atakura First to Zero Policy;
- The Wellington Region Waste Management and Minimisation Plan 2017-2023; and
- The vision for Wellington as a creative city (Aho-Tini Strategy).

In addition, Council makes the following comments in relation to its expectations of the Trust.

The Trust has made significant progress across a range of key initiatives for the Stadium and retains Council's support for continuing these, notably:-

1. Continued focus on preventing all forms of harassment at events hosted at the Stadium and this being embedded in the culture and practices at the venue.

2. The SOI should provide an update on the programme of significant planned upgrade or renewal programmes at the Stadium over the next three years. In particular the SOI should provide an update on the concourse upgrade project which has been partially funded by the Council.
3. Long term strategic asset management remains a focus area for Council and the SOI should contain detail around the status of asset management planning within the Trust.

#### Governance

The Council expects the Trust to maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation.

The Council expects the Trust to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Trust have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Trust and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

The Trust is expected to meet best practice governance standards and, in support of this, to undertake a performance review of the overall board, individual board members and the chair. On completion of this review, any matters of concern should be drawn to the attention of the Chief Executives of the settlor councils.

#### Timetable

We look forward to receiving the Trust's draft Statement of Intent by 20 March 2020. Please refer to the reporting timetable attached for other reporting dates.

Should you have any queries or comments in regard to this letter, or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely

Cr Jenny Condie  
**Chair, Council-controlled Organisations Sub-committee**  
Ph: (021) 972 763  
Email: [jenny.condie@wcc.govt.nz](mailto:jenny.condie@wcc.govt.nz)

cc: Shane Harmon, Chief Executive  
[sharmon@stadiumtrust.org.nz](mailto:sharmon@stadiumtrust.org.nz)  
Dave Humm, Chief Financial Officer, Greater Wellington Regional Council  
[dave.humm@gw.govt.nz](mailto:dave.humm@gw.govt.nz)

**Reporting Timetable**

<b>Report</b>	<b>Reference Date</b>	<b>Due Date#</b>	<b>Committee Date^</b>
First Half Report	<b>31 Dec</b>	15 Feb	Mar / Apr
Draft Statement of Intent	<b>n/a</b>	20 Mar	Mar / Apr
Statement of Intent	<b>n/a</b>	10 May	May / Jun
Second Half Report	<b>30 Jun</b>	14 Aug	Nov / Dec
Annual Report & Financial Statements	<b>30 Jun</b>	30 Sep	Nov / Dec

# Indicative

^ Committee dates may vary each year between the months indicated.

12 December 2019

Craig Ellison  
Chair  
Wellington Zoo Trust  
200 Daniell St  
Newtown  
WELLINGTON 6021

By email only: [craig.raniera@gmail.com](mailto:craig.raniera@gmail.com)

Dear Craig

**Re: 2020/21 Statement of Intent and Wellington City Council Expectations**

This letter sets out the Council's expectations of the Wellington Zoo Trust for 2020/21. It is intended to assist the Trust in its business planning and with the preparation of its 2020/21 Statement of Intent (SOI).

As Council enters a new triennium we have an opportunity to shape the city through transformational projects such as Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when we are still dealing with the impacts of the Kaikoura earthquake, and the costs associated with resilience have added significantly to Council's budgets. The work programme for the next triennium will require us to look at our priorities as a Council and how we keep costs down for our ratepayers whilst providing good stewardship of the City and delivering the quality of services expected of us.

To a large degree, the Council's expectations of the Trust are enduring and the Trust is expected to ensure on-going alignment to the Council's annual and long term plans. This letter serves to reiterate or emphasise some of these while also alerting the Trust to new Council initiatives or programmes, or expected outcomes from the Trust.

There are a range of relatively new and significant Council strategies and policies which have been adopted over the past year that are drawn to your attention. The Trust is expected to be familiar with these and to the extent they are relevant engage with the policies and strategies and respond accordingly. These include:-

- Te Tauihu Te Reo Maori Policy;
- Te Mapihi Maurea Naming Policy;
- Te Atakura First to Zero Policy;
- The Wellington Region Waste Management and Minimisation Plan 2017-2023; and
- The vision for Wellington as a creative city (Aho-Tini Strategy).

In addition, Council makes the following comments in relation to its expectations of the Trust.

The Trust has made significant progress across a range of key initiatives for Wellington Zoo and retains Council's support for continuing these, notably:-

1. The SOI should provide an update on the programme of significant planned upgrade or renewal programmes at the Zoo over the next three years. In particular the SOI should provide an

update on the status of the introduction of Snow Leopards to the Zoo, the associated capital works and the fundraising programme.

2. Long term strategic asset management remains a focus area for Council and the SOI should contain detail around the status of asset management planning within the Trust.
3. The Trust has implemented the payment of the Living Wage across the Zoo and Council expects that the Trust now maintains this.

#### Governance

The Council expects the Trust to maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation.

The Council expects the Trust to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Trust have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Trust and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

The Trust is expected to meet best practice governance standards and, in support of this, to undertake a performance review of the overall board, individual board members and the board chair. On completion of this review, the Council's Chief Executive should receive an update that describes the form the review took and the outcomes of the review. The review is to be completed by 30 September 2020.

#### Timetable

The Council's 2018-28 Ten Year Plan includes a number of performance measures involving the Zoo that the Trust is expected to support by supplying its performance measures and activity highlights to the Council and observing the reporting timetable attached to this letter.

We look forward to receiving the Trust's draft Statement of Intent no later than 14 February 2020. Please refer to the reporting timetable attached for other reporting dates.

Should you have any queries or comments with regard to this letter, or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely

Cr Jenny Condie  
**Chair, Council-controlled Organisations Sub-committee**  
Ph: (021) 972 763  
Email: [jenny.condie@wcc.govt.nz](mailto:jenny.condie@wcc.govt.nz)

cc: Karen Fifield, Chief Executive  
[karen.fifield@wellingtonzoo.com](mailto:karen.fifield@wellingtonzoo.com)

**Performance Measures**

The following are performance measures that are relevant to Council's own reporting framework.

<b>Performance Measure (KPI)</b>	<b>KPI Basis</b>	<b>Report Basis</b>	<b>Report Due</b>
Visitors	Quarter	Quarter	7 days
Student & education visits	Annual	Quarter	7 days
Council operating grant per visitor	Annual	Year To Date	30 days
Full cost to Council	Annual	Year To Date	30 days
Trading revenue per visit (excl. grants & interest)	Annual	Year To Date	30 days
Non-Council donations & funding	Annual	Year To Date	30 days
% Operating costs generated by the Trust	Annual	Year To Date	30 days
Trust generated income as % of the Council grant	Annual	Year To Date	30 days

**Reporting Timetable**

<b>Report</b>	<b>Reference Date</b>	<b>Due Date</b>	<b>Committee Date<sup>^</sup></b>
<b>1st Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Full Q1 report with financial statements</li> </ul>	<b>30 Sep</b>	7 Oct 31 Oct	Nov / Dec
<b>2nd Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Full Q2 report with financial statements</li> </ul>	<b>31 Dec</b>	7 Jan 31 Jan	Mar / Apr
<b>Draft Statement of Intent</b>	<b>n/a</b>	14 Feb	Mar / Apr
<b>3rd Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Full Q3 report with financial statements</li> </ul>	<b>31 Mar</b>	7 Apr 30 Apr	May / Jun
<b>Statement of Intent</b>	<b>n/a</b>	30 Apr	May / Jun
<b>4th Quarter Report</b> <ul style="list-style-type: none"> <li>Non-financial performance measures</li> <li>Annual Report &amp; Financial Statements</li> </ul>	<b>30 Jun</b>	7 Jul 30 Sep	Nov / Dec

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