
ORDINARY MEETING
OF
WELLINGTON CITY COUNCIL
AGENDA

Time: 9:30am
Date: Wednesday, 16 December 2020
Venue: Ngake (16.09)
Level 16, Tahiwī
113 The Terrace
Wellington

MEMBERSHIP

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

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 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. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.

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1. Meeting Conduct

1.1 Karakia

The Chairperson will open the meeting with a karakia.

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

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

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

1.2 Apologies

The Chairperson invites notice from members of:

1. Leave of absence for future meetings of the Wellington City Council; or
2. Apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

1.3 Announcements by the Mayor

1.4 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.

1.5 Confirmation of Minutes

The minutes of the meeting held on 25 November 2020 will be put to the Council for confirmation.

1.6 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 Wellington City Council

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 Wellington City Council.

Minor Matters relating to the General Business of the Wellington City Council

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 Wellington City Council for further discussion.

1.7 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 31.2 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.

2. General Business

NOTICE OF MOTION: KIWIRAIL'S PROPOSED FERRY TERMINAL

Purpose

1. This report fulfils the requirement under standing orders 23.1 and 23.2 to include on the agenda of the meeting of Council on 16 December 2020 a notice of motion received by the Chief Executive from Councillor Nicola Young.

Summary

2. Councillor Nicola Young has given notice of a motion she wishes to propose.
3. The notice has been received in accordance with the requirements of standing orders 23.1 and 23.2 and is appended to this report.
4. Once the motion has been accepted onto the agenda of the meeting, the procedure for resolving notices of motion is set through Wellington City Council Standing Orders. The relevant portions of the standing orders relating to this notice of motion are reproduced below:

23.4	Mover of notice of motion	A notice of motion may not proceed in the absence of the mover, unless moved by another member authorised to do so, in writing, by the mover.
23.5	Alteration of notices of motion	A notice of motion may be altered only by the mover with the agreement of a majority of those present at the meeting. Once moved and seconded, no amendments may be made to a notice of motion.
23.6	When notices of motion lapse	A notice of motion that is not moved on being called for by the chairperson shall lapse.

Motion

That the Council:

1. Express its formal support for the new multi-use inter-island ferry terminal to be sited at Kaiwharawhara.
2. Agree that the Mayor communicate the Council's decision to the respective parties, in particular KiwiRail's shareholding ministers (The Hon Grant Robertson and The Hon David Clark).

Background

5. Wellington City Council and the Greater Wellington Regional Council have been working for approximately two years with partners BlueBridge, KiwiRail, CentrePort and the NZ Transport Agency on options for a location of a Multi-User Ferry Terminal

(MUFT). This terminal would replace the two Single-User Ferry Terminals (SUFTs) currently used by KiwiRail and BlueBridge.

6. KiwiRail proposes a single-user ferry terminal at King's Wharf in downtown Wellington to accommodate its two new rail-enabled Wellington-Picton ferries, contrary to the Kaiwharawhara option selected by the Future Ports Forum (comprising the Greater Wellington Regional Council, CentrePort, NZ Transport Authority, BlueBridge ferries, and Wellington City Council).

Discussion

7. Officers agree with the notice of motion and the background report based on information provided by Greater Wellington Regional Council and CentrePort. Officers would like to highlight three of the matters canvassed in the background report.

Urban amenity and development

8. The King's Wharf proposal would significantly diminish the recreation value of the waterfront and inner harbour. The inner harbour is currently a highly valued water-space that allows for activities such as kayaking, rowing, waka ama, dragon boating and swimming.
9. The waterfront is Wellington's biggest urban open space (2.2% of the city's street space) and provides for a variety of commercial and non-commercial activities. The location of large ferries at Kings Wharf would affect the mix of activities that could occur in this important part of the city.
10. The size of parking and traffic management areas required to service a terminal at King's Wharf would decrease the amenity value of the northern end of the waterfront and reduce future development opportunities within 5-10 minutes walking distance from Wellington Central station, Lambton Interchange and the possible future mass transit station.
11. CentrePort's positioning of the King's Wharf area as a development opportunity aligns with our current District Plan where the southern end ('Harbour Quays') is considered an extension of the CBD, and we look forward to continuing to work with CentrePort on its plans for the area.
12. The site is also contiguous with existing developments adjacent to King's Wharf carried out under the Wellington Waterfront Framework. These development decisions, and subsequent investments, took into account the location, proximity, and amenity of the waterfront and inner harbour. As such there is a real risk that existing development value could be undermined if the King's Wharf proposal were to proceed.

Transport

13. While no in-depth analysis has been done officers have identified a number of concerns with the King's Wharf proposal. It would bring a significant amount of vehicle, passenger, and rail volume into the immediate area as well as drawing significant rail freight into the CBD.
14. It would overload existing intersections at Waterloo Quay/Bunny Street and Waterloo Quay/Whitmore Street and likely conflict with activity at Sky Stadium.
15. Officers also note that development costs, including grade separation of Waterloo Quay to accommodate additional rail movements, will be very high and are likely to be challenging from an urban design perspective.

Resilience

16. As noted in the background report while King's Wharf scores better from a resilience perspective, both sites will have resilience issues that will need to be addressed.

17. Development at Kaiwharawhara will require a higher level of mitigation than King's wharf to reach the required earthquake standards.

Attachments

Notice of motion: KiwiRail's Proposed Ferry Terminal

Authors	Cyrus Frear, Senior Democracy Advisor Moana Mackey, Chief Advisor to Chief Planning Officer and Chief Infrastructure Officer
Authoriser	Jennifer Parker, Democracy Services Manager Stephen McArthur, Chief Strategy & Governance Officer

Memorandum

Date: 18 November 2020
To: The Chief Executive
From: Councillors Nicola Young & Jill Day
Subject: Notice of Motion: KiwiRail's Proposed Ferry Terminal

In accordance with standing orders 23.1 and 23.2, it is proposed to move the following motion at the meeting of the Wellington City Council on 16 December 2020.

Notice of Motion:

That the Council:

1. Express its formal support for the new multi-use inter-island ferry terminal to be sited at Kaiwharawhara.
2. Agree that the Mayor communicate the Council's decision to the respective parties, in particular KiwiRail's shareholding ministers (The Hon Grant Robertson and The Hon David Clark).

Summary:

KiwiRail proposes a single-user ferry terminal at King's Wharf in downtown Wellington to accommodate its two new rail-enabled Wellington-Picton ferries, contrary to the Kaiwharawhara option selected by the Future Ports Forum (comprising the Greater Wellington Regional Council, Centreport, NZ Transport Authority, BlueBridge ferries, and Wellington City Council).

The new ferries, more than double the gross tonnage of the *Kaitaki* (currently KiwiRail's largest ferry), would require the finger wharf to be extended by 200m into the Inner Harbour together with five-storey link spans, an extensive marshalling yard, rail links to the main truck line at the Wellington Railway Station, and a road flyover. There would be three sailings per ferry each day – six arrivals and six departures.

This would have a significant effect on the inner harbour's amenity value, now one of the city's treasured leisure areas. The inner harbour would, effectively become a no-go area for Wellingtonians. Wellington takes pride in its attractive waterfront area, but the construction of this proposed terminal would mean:

- Water sports (rowing, dragon boat racing, kayaking, yachting, ocean swimming) would be at best severely curtailed and possibly dangerous, according to the Harbourmaster.
- Wellingtonians' use of the waterfront promenade would be restricted.
- The construction of a large, four lane road flyover along Waterloo Quay (stretching approximately from just north of the Sky Stadium to just south of the Railway Station) to allow trains to cross Waterloo Quay from the proposed terminal to the station.
- Increased traffic in the area, including Thorndon. Each ferry would accommodate 6-7 kilometres of cars and trucks, many of which will be heading to/from State Highway 1.
- A large marshalling yard encompassing the area now used for log storage. Marshalling yards are noted for being noisy, and the ferries would be operating around the clock.
- Light and noise intrusion in the inner city, particularly noticeable for those living in apartment blocks or working near the waterfront.

Background:

1. Wellington City Council and the Greater Wellington Regional Council have been working for approximately two years with partners BlueBridge, KiwiRail, CentrePort and the NZ Transport Agency on options for a location of a Multi-User Ferry Terminal (MUFT). This terminal would replace the two Single-User Ferry Terminals (SUFTs) currently used by KiwiRail and BlueBridge.
2. Eight sites initially identified for a MUFT were reduced to two key sites, Kaiwharawhara and King's Wharf – the sites of the current two operators. In early 2019, a business case was completed on the Kaiwharawhara site. The Programme Control Group (comprising the chief executives of the first five partners and the Regional Director for the NZ Transport Agency) also agreed Kaiwharawhara was the preferred site, with King's Wharf retained as a backup option.
3. The partners then continued with the programme to establish Kaiwharawhara as the preferred site, including seeking endorsement of the decision from the related governing bodies.
4. During this time KiwiRail decided to buy new, longer ships with 50 percent more capacity. The ferries would be rail-enabled. KiwiRail expects these ships to arrive in 2024, before the new terminal would be ready. This requires KiwiRail to develop an interim solution for its new ferries on the Kaiwharawhara site.
5. To assist with the interim solution, KiwiRail hired both Beca and GNS Science to provide advice on the seismic aspects of the Kaiwharawhara site and to suggest engineering solutions.
6. GNS Science's geotechnical work identified new and more detailed information on the location and the extent of the fault line at the Kaiwharawhara site. This work increased the understanding of the likely scale and cost of the structures necessary to address life safety during an earthquake event and to achieve the desired level of resilience post-event, including the likely effects of an earthquake event on future operability of a ferry terminal on that site.
7. Following this geotechnical work, the Programme Steering Group (made up of senior staff from each of the six partner organisations) assessed the options, and then approved a multi criteria analysis reassessment of four site options – King's Wharf, Kaiwharawhara, Aotea Wharf and the container wharf.
8. Work was completed earlier in 2020 on the reassessment along with work by CentrePort on alternative layout options for these four sites. This reassessment shows Kaiwharawhara again performs best.
9. The information below analyses the key reasons why Kaiwharawhara is the preferred site (both for the short-term and long-term):

Site Selection – Preferred site

10. The key aspects regarding the selection of the Kaiwharawhara site are:
 - a A decision is required within three to six months to ensure:
 - i A site is provided for KiwiRail's new ferries when these arrive in 2024;
 - ii The need for CentrePort to invest in infrastructure for its current operations and lifelines obligations; and
 - iii Any fit with Let's Get Wellington Moving's long-term direction and plans is not lost

- b KiwiRail will need to invest in the Kaiwharawhara site to ensure the site is ready for its new ships; it considers this site as a short-term option only. Kaiwharawhara's seismic concerns would need to be addressed if it is considered a long-term option. Infrastructure (built for the short-term) could be retained as a back-up berth for the long-term option, if a different long-term location is chosen.
- c King's Wharf is not considered a credible long-term option as it would restrict city activities and public access to the inner harbour, with serious effects for leisure activities (rowing, kayaking, dragon boat racing, ocean swimming, yachting), adjacent apartment residents, and public amenity. It is also likely to mean cruise ships could not use the inner harbour (to connect more closely to the city and tourism activities) and would have significant traffic effects on the central city and key urban roads – contrary to the intentions of Let's Get Wellington Moving.
11. Kaiwharawhara performs better than the other three sites when analysing traffic, transport and economic effects. Kaiwharawhara scores less well for resilience and consenting criteria (although this partly depends on the extent of the development).
12. The table below summarises the results of the reassessment:

Site	Overall score	Resilience score	Experience score	Economy score	Delivery score
Kaiwharawhara	27	6	17	7	-3
King's Wharf A	12	9	2	3	-2
King's Wharf B	12	9	2	3	-2
Container Wharf A	10	9	-1	4	-2
Container Wharf B	12	9	1	4	-2
Aotea Wharf A	21	8	9	5	-1
Aotea Wharf B	13	8	1	5	-1

Resilience

13. Beca undertook the resilience reassessment on the four sites, covering life safety and operational resilience (for example, restoring the business after an earthquake). Key points from Beca's reassessment are:
- a The evaluation assumes the seismic risks at each site have been mitigated 'as low as reasonably practical'. This means the fault movement and liquefaction risks are mitigated to a similar extent as for buildings under ultimate and serviceability limit states (as appropriate)
- b The criteria evaluated were:

- i Resilience to High Impact Low Probability (HILP) – Life Safety
 - ii Resilience to HILP – 0 to 20 days
 - iii Resilience to HILP - more than 20 days
 - iv Resilience to Moderate events.
- c The comparative cost score provided is the indicative cost of mitigating the seismic risks at each site to meet the expected performance requirements. The ratings for this score are High for the Kaiwharawhara site and Moderate for the other three sites.
- d The seismic risks at each site are general earthquake shaking, Wellington Fault movement, liquefaction, lateral spreading of the ground and tsunami.
- e The location of the Wellington Fault is uncertain, complex and could vary from its historical position. This position passes diagonally North East-South West through the current Inter-Islander ferry terminal, with a possible zone of disturbance of about 100m wide, through to the north abutment of Thorndon overbridge.
- f The evaluation considers only the ferry terminal sites and the immediate access to the transport network and excludes the wider transport systems.
- g The reassessment outlines a number of engineering solutions to mitigate the risks to life safety and facilities for each of the four sites, and notes for each that ‘the above mitigation measures will not completely remove the risks.’ These mitigations will also assist in restoring business after an event.

Impact on CentrePort’s business

14. A number of the site options for a MUFT affect land currently used by CentrePort, due to the space required on port land for each of those options, including wharf space and land currently used to operate CentrePort’s container, logs and other business. Kaiwharawhara is the least intrusive of the options for CentrePort’s provision of a full-service port.
15. Based on the information above and a range of other information, GWRC resolved that the King’s Wharf, Aotea Wharf and container wharf sites (if developed as a MUFT) would have a significant negative affect on CentrePort’s ability to undertake its business and could not be supported from a shareholder perspective.
16. Since April 2020 KiwiRail has approached Centreport and Greater Wellington to undertake further work on the King’s Wharf proposal, apparently because KiwiRail has decided King’s Wharf is its only option. KiwiRail prefers King’s Wharf to Kaiwharawhara for seismic reasons, although there may be underlying commercial reasons – including the potential to disrupt the operations of both CentrePort and BlueBridge.












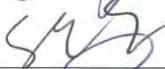
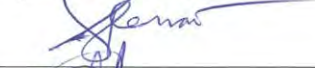


ORDINARY COUNCIL MEETING
16 DECEMBER 2020

Absolutely Positively
Wellington City Council
 Me Heke Ki Pōneke

Mover: Councillor Nicola Young

Seconder: Councillor Jill Day

Members' Signatures

Name	Signature
Mayor Andy Foster	
Councillor Diane Calvert	
Councillor Jenny Condie	
Councillor Jill Day	
Councillor Fleur Fitzsimons	
Councillor Laurie Foon	
Councillor Sarah Free	
Councillor Rebecca Matthews	
Councillor Teri O'Neill	
Councillor Iona Pannett	
Councillor Tamatha Paul	
Councillor Sean Rush	
Councillor Malcolm Sparrow	
Councillor Simon Woolf	
Councillor Nicola Young	

PROPOSED CHANGES TO REGIONAL CLIMATE CHANGE WORKING GROUP TERMS OF REFERENCE

Purpose

1. The report asks Council to endorse the draft amended terms of reference (TOR) for the Wellington Regional Climate Change Working Group (WRCCWG).

Summary

2. The WRCCWG was established in 2017 to provide a forum via which councils and mana whenua from across the Wellington Region can network, discuss issues, share information and where appropriate, achieve a consistent approach across all jurisdictions on climate change mitigation and adaptation.
3. With the start of the new triennium, the new members of the WRCCWG agreed to reconsider the objectives and composition of the group, to assess whether the original TOR were working and still current given the change in emphasis on climate action between 2017 and 2020. Subsequently an amended TOR were drafted. Of note are the changes to provide for increased mana whenua views on the group and changes which reflect the general practice of the group.
4. The draft amended TOR were sent to all six mana whenua entities in the region and all members of the WRCCWG for feedback. At a meeting of the WRCCWG on 27 November the elected members approved the draft amended TOR for circulation to the councils of the Wellington Region for their endorsement.

Recommendation/s

That the Council:

1. Receive the draft amended terms of reference for the Wellington Regional Climate Change Working Group. Of note are the changes to provide for increased mana whenua views on the group and changes which reflect the general practice of the group.
2. Endorse the draft amended terms of reference for the Wellington Regional Climate Change Working Group – which will subsequently be submitted to the Greater Wellington Regional Council for consideration and adoption at its meeting on 25 February 2021.

Background

5. The WRCCWG was established in 2017 to provide a forum via which councils and mana whenua from across the Wellington Region can network, discuss issues, share information and where appropriate, achieve a consistent approach across all jurisdictions on climate change mitigation (reducing greenhouse gas emissions) and adaptation (preparing for impacts such as sea level rise, drought and enhanced natural hazards effects). The WRCCWG is an advisory body without decision-making powers or a budget

6. The current TOR are held by Greater Wellington Regional Council (GWRC). The WRCCWG includes one main and one alternate elected member from each council in the Wellington region and three mana whenua representatives, which cover three amalgamated areas, Ōtaki to Porirua, Wellington and Hutt Valley and the Wairarapa.
7. The WRCCWG has been effective in bringing together mana whenua, elected officials and officers to share information, build efficiencies and bring consistency to climate change action in the region.
8. With the start of the new triennium, the new members of the WRCCWG agreed (on 15 May 2020) to reconsider the objectives and composition of the group, to assess whether the original TOR were working and whether it was still current given the change in emphasis on climate action in between 2017 and 2020. Subsequently, further discussions were held at two meetings of the WRCCWG, at which the issues were clarified, the process for the review was discussed, and amended TOR were drafted.
9. All members of the WRCCWG have been informed of these discussions, including the current mana whenua representatives on the working group. The Ātiawa ki Whakarongotai representative has confirmed support of the changes on behalf of Ātiawa ki Whakarongotai.
10. The proposed changes were also sent to all six mana whenua entities in the region for feedback, and there were no concerns raised.

Discussion

11. Attachment 1 compares the existing TOR with the proposed TOR and provides the rationale for the changes. Of note are the changes to provide for increased mana whenua views on the group and changes which reflect the general practice of the group. In summary it is proposed that:
 - a) The same provision would be made for mana whenua entities to participate in the group as is provided for elected members - which is two members per entity.
 - b) A regional iwi view on climate change is difficult to bring to the advisory group in the current form, and all six mana whenua entities can be involved and bring their rohe knowledge to the table.
 - c) Each council or iwi authority appoint its own representatives directly, rather than GWRC having this responsibility. However, as GWRC remains accountable for the advisory group, and new section 3.2 adds a formal notification process.
 - d) A new Co-Chair arrangement for a co-governance model of one elected member and one mana whenua member.
 - e) A new objective be added which explicitly seeks to reflect te ao Māori and address climate change issues specific to mana whenua and Māori.
12. At a meeting of the WRCCWG on 27 November the elected members approved the draft amended TOR for circulation to the councils of the Wellington Region for their endorsement.

Options



13. Endorsing the draft amended TOR will help ensure increased mana whenua views on the group, and that the general practice of the group is reflected.

14. If Council wishes to suggest changes to the TOR, feedback can be provided by officers and this would subsequently be submitted to GWRC for consideration.

Next Actions

15. Council can feedback its endorsement for the amended TOR through the elected member to the WRCCWG. Following feedback from all the councils in the Wellington region, the draft amended TOR will be submitted to GWRC for consideration and adoption at its meeting on 25 February 2021.
16. Once the amended TOR are adopted there will be a lag time before it comes effective to allow time for the new membership to be put in place. This requires:
- a) Working with mana whenua to bring members on board
 - b) Working with each council in the region to appoint two members directly
 - c) Holding the election for co-chairs.

Attachments

- Attachment 1. WRCCWG Terms of Reference - current and proposed comparison [↓](#)  Page 19
- Attachment 2. WRCCWG proposed Terms of Reference [↓](#)  Page 29

Author	Melissa Keys, Principal Advisor Zero Carbon
Authoriser	Alison Howard, Manager Climate Change Response Liam Hodgetts, Chief Planning Officer

SUPPORTING INFORMATION

Engagement and Consultation

Discussions on the proposed changes to the TOR took place at two meetings of the WRCCWG. Subsequently all members were informed of the discussions, including the current mana whenua representatives. A Ātiawa ki Whakarongotai representative confirmed their support. The proposed changes were sent to all six mana whenua entities in the region for feedback, who raised no concerns. All councils in the Wellington region have been invited to note and provide feedback on the proposed changes.

Treaty of Waitangi considerations

Supporting the draft amended TOR will help ensure increased mana whenua views on the group.

Financial implications

There are no financial implications for council arising from supporting the draft amended TOR.

Policy and legislative implications

This decision supports the direction of the Te Atakura – First to Zero and Te Taurapa, our strategy for Māori growth. There are no legislative implications.

Risks / legal

There are no risks or legal implications.

Climate Change impact and considerations

The purposes of the WRCCWG directly assists the Council in its commitments and approach to climate action.

Communications Plan

None included – any potential communications would be discussed in the first instance by the WRCCWG members.

Health and Safety Impact considered

Wellington is exposed to a range of climate-related impacts which are expected to increase in frequency and severity. These climate risks pose a significant health and safety risk for Wellingtonians. The WRCCWG provides a forum through which the Wellington Region's councils and mana whenua can learn, discuss issues, and share climate change-related information to better mitigate and plan for these impacts.

Greater Wellington Regional Council – Proposed terms of reference for the Wellington Region Climate Change Forum

This paper documents the changes between the existing and proposed Terms of Reference for the Wellington Region Climate Change Forum, and explains the rationale behind the key changes. Note that the numbering and the order of the content has changed, so please disregard any mismatched numbers.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
Title	Wellington Region Climate Change Working Group	Wellington Region Climate Change Forum	Reflects more accurately the nature of the group – an advisory body without decision-making powers or a budget. As such, the body becomes a forum for learning, networking, sharing information and approaches etc.
Purpose	To provide a forum through which councils and mana whenua from across the Wellington Region can network, discuss issues, share information and (where appropriate) achieve a consistent approach across all jurisdictions on climate change mitigation (reducing greenhouse gas emissions) and adaptation (preparing for impacts such as sea level rise, drought and enhanced natural hazards effects).	<p>1.1 To provide a platform to facilitate alignment and recommend actions to address climate change mitigation and adaptation for the Wellington Region’s councils and mana whenua.</p> <p>1.2 To provide a forum through which the Wellington Region’s councils and mana whenua can network, learn, discuss issues, and share climate change-related information.</p>	To distinguish between activities which promote learning, networking and discussion and those that actively promote alignment of, and accountability towards, recommended policy developments.
Objective ¹ 1	-	2.1 Identify and promote regional and local initiatives to address climate change issues with and for:	New objective to identify the need to emphasise the specific focus on the benefits of working with Māori and mana whenua.

¹ Retitled as ‘Specific responsibilities’ to align with the approach for other terms of reference.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
		<p>a Māori and mana whenua</p> <p>b The wider community.</p>	
Objective 2	2.1 Provide a forum for the region's councils and mana whenua to network, discuss issues, share information and build capability.	2.2 Provide a collaborative forum for the Wellington Region's councils and mana whenua to network, discuss issues, and share information.	Note that for all objectives small changes to language have been made in order to better reflect that the Forum is an advisory body with has no decision-making powers nor budget.
Objective 3	2.2 Provide a regional forum for dialogue with stakeholders.	2.3 Provide a regional forum for dialogue with stakeholders.	No change.
Objective 4	2.3 Oversee strategies, plans, research and initiatives being implemented or developed by councils within the region and (where appropriate) align these activities to achieve greater consistency and efficiency	2.4 Consider strategies, plans, research and initiatives being implemented or developed by councils within the Wellington Region and (where appropriate) recommend how to align these activities to achieve greater consistency and impact.	As above for Objective 2.
Objective 5	2.4 Utilise the full range of skills and capabilities available in the region's local authorities, and amongst other organisations, to address the economic, social, environmental and cultural Objective opportunities and consequences related to climate change	2.5 Recommend options to utilise the full range of skills and capabilities available in the Wellington Region's councils, and amongst other organisations, to address the economic, social, environmental and cultural opportunities and consequences related to climate change.	As above for Objective 2.
Objective 6	2.5 Initiate joint projects/initiatives/campaigns that impact on, or require the active involvement of, more than one	2.6 Recommend joint projects, initiatives, and campaigns that impact on, or actively involve, more than one council (e.g. by sharing	As above for Objective 2.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
	local authority (e.g., by sharing capacity, budgets or having a joint steering committee)	capacity, funding, or governance through a joint steering committee).	
Objective 7	2.6 Enable the development of regionally consistent recommendations that could be considered and adopted by each council individually (within a timeframe that meets individual councils' needs)	2.7 Enable the development of regional recommendations, consistent with the Forum's purposes, that could be considered and adopted by each council individually (within a timeframe that meets each council's needs).	As above for Objective 2.
Objective 8	2.7 Act as a reference group to ensure consistent, integrated and coherent messaging for climate change-related outreach and awareness-raising activities	2.8 Act as a reference group to recommend to councils consistent, integrated and coherent messaging for climate change-related outreach and awareness-raising activities by those councils, including the development and dissemination of joint communications by councils to the public.	As above for Objective 2.
Objective 9	2.8 Provide a platform for joint advocacy and leadership – enabling Wellington Region's councils to speak with one voice when appropriate (for example by advocating to central government through the preparation of joint submissions on policy proposals)	2.9 Provide a platform for joint advocacy and leadership – enabling the Wellington Region's councils to speak with one voice when appropriate (e.g. preparing, for adoption by the councils, draft joint submissions on policy proposals).	As above for Objective 2.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
Objective 10	2.9 Enable the development and dissemination of joint communications to the public.	-	Included in new section 2.9.
Background	<p>3.1 Councils in the Wellington Region are addressing a broad range of climate change-related issues, with individual councils implementing initiatives designed to reduce emissions and adapt to the impacts of a changing climate.</p> <p>3.2 At a meeting in August 2017, representatives from councils across the region agreed that each council would benefit from participating in a regional working group that would provide coordination, facilitate joined up action, and enable consistent leadership, advocacy and communications in relation to climate change.</p>	-	Removed as unnecessary element for a terms of reference.
Members	4.1 An elected member from each council in the Wellington Region ² .	<p>3.1 The Forum has up to 30 members as follows:</p> <p>a Up to 18 Councillor members, being two elected members</p>	Past common practice has been to invite both the primary and alternate member (in the case there are two) from each council to meetings and for them to have the same participation rights as the primary member.

² Greater Wellington Regional Council; Wellington City Council; Hutt City Council; Upper Hutt City Council; Porirua City Council; Kāpiti Coast District Council; Masterton District Council; Carterton District Council; and South Wairarapa District Council.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
	4.2 Three mana whenua representatives from Ara Tahi ³ .	<p>appointed by each council in the Wellington Region⁴.</p> <p>b Up to 12 mana whenua members, being two members appointed by each iwi signatory to the Memorandum of Partnership (iwi authority).</p> <p>3.2 Each appointment, and any change to an appointment, takes effect when it is notified formally in a letter from the relevant council or iwi authority to Greater Wellington Regional Council's Chief Executive.</p>	<p>This change adjusts the Terms of Reference to match the common practice.</p> <p>The group members want this framework to help bring a Māori voice to agenda setting, work programme development, and general meeting correspondence. It was agreed that to assist with this, the same provision would be made for mana whenua entities to participate in the group as is provided for elected members.</p> <p>It was also agreed that a regional iwi view on climate change is difficult to bring to the advisory group in the current form, and all six mana whenua entities are able to be involved and bring their rohe knowledge to the table.</p> <p>Lastly, to reflect the collaborative nature of the advisory group, it seems appropriate for each council or iwi authority to appoint its own representatives directly, rather than the Greater Wellington Regional Council having this responsibility. However, as that council</p>

³ Ara Tahi is a leadership forum comprising Council and its six mana whenua partners, who meet to discuss strategic issues of mutual interest. Ara Tahi members comprise two representatives from each mana whenua authority, two Councillors, and Greater Wellington's Chief Executive. Council will appoint up to three of these representatives to the Working Group, with each representing one of: East Coast - Wairarapa; West Coast - Otaki to Porirua; Central - Wellington and Hutt Valley. Ara Tahi representatives are entitled to receive Greater Wellington's standard daily meeting fee and mileage allowances for each meeting they attend.

⁴ Greater Wellington Regional Council; Wellington City Council; Hutt City Council; Upper Hutt City Council; Porirua City Council; Kapiti Coast District Council; Masterton District Council; Carterton District Council; and South Wairarapa District Council.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
			remains accountable for the advisory group and to ensure sufficient probity around appointments, new section 3.2 adds a formal notification process.
Alternate members	Each council may nominate an alternate elected member. This alternate may sit at the table, speak, and vote at Working Group meetings; but only if the related elected member is unable to attend.	-	The position of alternate member has been removed, and is replaced with the proposal to appoint two members for each council and iwi authority (see 'Members' section above).
Arrangements	<p>6.1 The Working Group is a collaborative group of representatives from each of the councils in the Wellington Region and mana whenua. It is not a joint committee under the Local Government Act 2002, and any recommendations of the Working Group are for consideration by each council.</p> <p>6.2 Servicing of the Working Group is shared across the councils of the region, including arranging and hosting meetings on a roster basis.</p> <p>6.3 The Working Group meets four times a year, on a quarterly basis.</p> <p>6.4 The Working Group will agree at the beginning of each calendar</p>	<p>7.1 The Forum is a collaborative group of representatives from each of the councils and iwi authorities in the Wellington Region. The Forum is not a subordinate decision making body of Council and is not a joint committee under the Local Government Act 2002. Any recommendation of the Forum is for consideration by each council⁵.</p> <p>7.2 The Forum meets at least quarterly, and more often as agreed by the members.</p> <p>7.3 The Forum may form subgroups to meet and pursue specific lines of inquiry or projects.</p>	Content described more simply, and some shifted to 'Administrative Support' section below.

⁵ Including any consultation process that is appropriate to that council.

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
	<p>year where and when meetings are to be held. At any time during the year, a member of the Working Group or a council officer can recommend that the meeting date or location should change. The request will need to receive support from the majority of members to change.</p>		
Participation	<p>7.1 The representatives of each council, or their alternates, will attend meetings and participate in activities relevant to their respective councils. These members will report to their respective councils about the Working Group's activities and will champion recommendations as appropriate to their council.</p> <p>7.2 Ara Tahi representatives will attend meetings and participate in activities relevant to their allocated area (East Coast - Wairarapa; West Coast - Otaki to Porirua; Central - Wellington and Hutt Valley). These representatives will report to Ara Tahi and will champion recommendations as appropriate to their allocated area.</p>	<p>8.1 The members will:</p> <ul style="list-style-type: none"> a Attend meetings and participate in activities relevant to their respective councils and iwi authorities b Report to their respective councils and iwi authorities about the Forum's activities c Champion the Forum's relevant recommendations to their respective councils and iwi authorities. 	<p>Removal of alternate members, content described more simply, and changes to mana whenua representation clarified.</p>

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
	<p>7.3 When relevant, additional councillors from each council and/or representatives of the six mana whenua partners represented by Ara Tahī are welcome to attend meetings.</p> <p>7.4 Relevant stakeholder groups can be invited to attend meetings.</p>		
Chair	<p>8.1 The Working Group elects a Chair and Deputy Chair from its members.</p> <p>8.2 A new Chair and Deputy Chair are elected at least once every triennium, following local government elections.</p>	<p>4.1 At the first meeting of the Forum in each triennium, the Forum will appoint two Co-Chairs:</p> <p>a A Councillor Co-Chair appointed by the Councillor members</p> <p>b Another Co-Chair appointed by the mana whenua members.</p> <p>4.2 The Co-Chairs will arrange amongst themselves who is the presiding Chair of each meeting.</p>	<p>Introduction of a new Co-Chair arrangement to replace the Chair and Deputy Chair roles.</p> <p>Under the existing terms of reference and during the one triennium of the group, there have been two elected members in the Chair and Deputy Chair roles. The proposal allows for a co-governance model of one elected member and one mana whenua member. In order to bring both perspectives to the voting process, the two appointments are made respectively by the elected members and the mana whenua members.</p>
Quorum	-	<p>5 Half the number of members, including one of the Co-Chairs (once appointed).</p>	<p>New section, in line with the approach taken for other terms of reference.</p>
Decision making and voting entitlement	-	<p>6.1 The Forum will seek to make decisions by consensus.</p>	<p>New section, in line with the approach taken in some other terms of reference. This rule reflects that this not a decision-making body, it is collaborative in nature, and that in</p>

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
		<p>6.2 Where a consensus cannot be reached, decisions are made by majority vote.</p> <p>6.3 Each member has full speaking and voting rights. No proxy votes are allowed.</p>	practice, voting generally only applies in the appointment of the Chairs.
Administrative support	<p>9.1 Each council will ensure that its representatives participating in the Working Group are sufficiently supported by officers from their council. Greater Wellington will support the Ara Tahī representatives.</p> <p>9.2 Each council will provide reports and advice to the Working Group as required.</p> <p>9.3 For meetings:</p> <p>a Secretariat support (i.e. developing the agenda and associated content) is provided by Greater Wellington</p> <p>b Administrative support (i.e. venue, catering and logistical support) is provided by the host council.</p>	<p>9.1 Councillor members will be supported by officers from their respective councils. Mana whenua members will be supported by their respective iwi authorities.</p> <p>9.2 For meetings:</p> <p>a Secretariat support (i.e. developing the agenda and associated content) is provided by Greater Wellington</p> <p>b Administrative support (i.e. venue, catering and logistical support) is shared across the councils, including arranging and hosting meetings on a roster basis</p> <p>c Venues will be selected to minimise emissions and travel time for members and officers. Virtual meetings may be held from time to time.</p>	<p>Clarification that members will be supported by the entities that they represent.</p> <p>New section to encourage consideration of the carbon emissions generated from travel to venues for the meetings.</p>

	CURRENT	CHANGED	RATIONALE FOR CHANGE/S
Remuneration and expenses	-	<p>10.1 The expenses of the Councillor members shall be met by the council they represent.</p> <p>10.2 Mana whenua members may claim Greater Wellington's standard daily meeting fee, and mileage allowance or reimbursement of public transport travel expenses.</p> <p>10.3 In addition to the entitlement under section 10.2, a Co-Chair (only if the Co-Chair is a mana whenua member) is eligible to receive an annual taxable honorarium of \$5,000 paid by Greater Wellington.</p>	<p>New section to identify clearly who covers the expenses of the members participating in the advisory group, the expenses for mana whenua members, and the entitlements for the new Co-Chair arrangement.</p> <p>If a Co-Chair is not an elected member, Greater Wellington will provide an honorarium.</p>

Greater Wellington Regional Council

Proposed Terms of reference for the Wellington Region Climate Change Forum

1 Purposes

- 1.1 To provide a platform to facilitate alignment and recommend actions to address climate change mitigation and adaptation for the Wellington Region's councils and mana whenua.
- 1.2 To provide a forum through which the Wellington Region's councils and mana whenua can network, learn, discuss issues, and share climate change-related information.

2 Specific responsibilities

- 2.1 Identify and promote regional and local initiatives to address climate change issues with and for:
 - A) Māori and mana whenua
 - B) The wider community.
- 2.2 Provide a collaborative forum for the Wellington Region's councils and mana whenua to network, discuss issues, and share information.
- 2.3 Provide a regional forum for dialogue with stakeholders.
- 2.4 Consider strategies, plans, research and initiatives being implemented or developed by councils within the Wellington Region¹ and (where appropriate) recommend how to align these activities to achieve greater consistency and impact.
- 2.5 Recommend options to utilise the full range of skills and capabilities available in the Wellington Region's councils, and amongst other organisations, to address the economic, social, environmental and cultural opportunities and consequences related to climate change.
- 2.6 Recommend joint projects, initiatives, and campaigns that impact on, or actively involve, more than one council (e.g. by sharing capacity, funding, or governance through a joint steering committee).
- 2.7 Enable the development of regional recommendations, consistent with the Forum's purposes, that could be considered and adopted by each council individually (within a timeframe that meets each council's needs).
- 2.8 Act as a reference group to recommend to councils consistent, integrated and coherent messaging for climate change-related outreach and awareness-raising activities by those

¹ Including the climate change-related work progressed through the Regional Natural Hazards Management Strategy.

councils, including the development and dissemination of joint communications by councils to the public.

- 2.9 Provide a platform for joint advocacy and leadership – enabling the Wellington Region’s councils to speak with one voice when appropriate² (e.g. preparing, for adoption by the councils, draft joint submissions on policy proposals).

3 Members

- 3.1 The Forum has up to 30 members as follows:

- A) Up to 18 Councillor members, being two elected members appointed by each council in the Wellington Region³.
- B) Up to 12 mana whenua members, being two members appointed by each iwi signatory to the Memorandum of Partnership (iwi authority).

- 3.2 Each appointment, and any change to an appointment, takes effect when it is notified formally in a letter from the relevant council or iwi authority to Greater Wellington Regional Council’s Chief Executive.

4 Co-Chairs

- 4.1 At the first meeting of the Forum in each triennium, the Forum will appoint two Co-Chairs:

- A) A Councillor Co-Chair appointed by the Councillor members
- B) Another Co-Chair appointed by the mana whenua members.

- 4.2 The Co-Chairs will arrange amongst themselves who is the presiding chair of each meeting.

5 Quorum

- 5.1 Half the number of members, including one of the Co-Chairs (once appointed).

6 Decision making and voting entitlement

- 6.1 The Forum will seek to make decisions by consensus.
- 6.2 Where a consensus cannot be reached, decisions are made by majority vote.
- 6.3 Each member has full speaking and voting rights. No proxy votes are allowed.

² This approach is consistent with Local Government New Zealand’s *Local Government Leaders Climate Change Declaration 2017*.

³ Greater Wellington Regional Council; Wellington City Council; Hutt City Council; Upper Hutt City Council; Porirua City Council; Kapiti Coast District Council; Masterton District Council; Carterton District Council; and South Wairarapa District Council.

7 Arrangements

- 7.1 The Forum is a collaborative group of representatives from each of the councils and iwi authorities in the Wellington Region. The Forum is not a subordinate decision making body of Council and is not a joint committee under the Local Government Act 2002. Any recommendation of the Forum is for consideration by each council⁴.
- 7.2 The Forum meets at least quarterly, and more often as agreed by the members.
- 7.3 The Forum may form subgroups to meet and pursue specific lines of inquiry or projects.

8 Participation

- 8.1 The members will:
- A) Attend meetings and participate in activities relevant to their respective councils and iwi authorities
 - B) Report to their respective councils and iwi authorities about the Forum's activities
 - C) Champion the Forum's relevant recommendations to their respective councils and iwi authorities.

9 Administrative support

- 9.1 Councillor members will be supported by officers from their respective councils. Mana whenua members will be supported by their respective iwi authorities.
- 9.2 For meetings:
- A) Secretariat support (i.e. developing the agenda and associated content) is provided by Greater Wellington
 - B) Administrative support (i.e. venue, catering and logistical support) is shared across the councils, including arranging and hosting meetings on a roster basis
 - C) Venues will be selected to minimise emissions and travel time for members and officers. Virtual meetings may be held from time to time.

10 Remuneration and expenses

- 10.1 The expenses of the Councillor members shall be met by the council they represent.
- 10.2 Mana whenua members may claim Greater Wellington's standard daily meeting fee, and mileage allowance or reimbursement of public transport travel expenses.
- 10.3 In addition to the entitlement under section 10.2, a Co-Chair (only if the Co-Chair is a mana whenua member) is eligible to receive an annual taxable honorarium of \$5,000 paid by Greater Wellington.

⁴ Including any consultation process that is appropriate to that council.

REPORT OF THE MAYORAL TASKFORCE: THREE WATERS

Purpose

1. This report asks the Council to receive the report of the Mayoral Taskforce: Three Waters.

Summary

2. The Mayoral Taskforce: Three Waters was established to inquire into specific problems related to water in Wellington. This report presents a report containing the recommendations of the Taskforce.

Recommendations

That the Council:

1. Receive the report of the Mayoral Taskforce: Three Waters.
2. Note that officers will prepare further advice on each of the recommendations.

Background

3. The Wellington Mayoral Task Force: Three Waters (Taskforce) was established by Wellington City Council (the Council) in February 2020. The Taskforce membership comprised the Mayor, two Councillors and other invited individuals either from relevant organisations in Wellington City or with particular expertise in business and technical fields associated with the three waters. Wellington Water Ltd (WWL) was represented by the WWL Chair of the Board of Directors, and the WWL Chief Executive and senior managers provided input to all meetings.
4. The purpose of the Taskforce was:
... to inquire into specific problems relating to water issues in Wellington, and identify initiatives to address these issues by recommending an action plan to Wellington City Council.

The action plan (the report of the Mayoral Taskforce: Three Waters) is attached.

Discussion

5. The Taskforce followed a set process and agreed a set of principles before settling on primary goals. In turn these goals underpin 48 specific recommendations.
6. In conducting its business, the Taskforce noted that the Wellington City Council is not the only agency with responsibility for the three waters. This is reflected in the recommendations, where some are directed at WWL and some at the Greater Wellington Regional Council.
7. In July the Government indicated an intention to implement a Three Waters Reform Programme. This Programme has significant overlap with the purpose of the Taskforce. Taskforce members recognised this and have reflected Government reform in the recommendations.

-
8. While COVID-19 disrupted the business of the Taskforce, and caused some delay, it did not unduly impact on the final report or the recommendations.





Options

9. The Council has options for each of the recommendations. These options will be reflected in future advice.

Next Actions

10. Officers will prepare advice on each of the recommendations and will report back to the Strategy and Policy Committee in the first half of 2021. This will not preclude making progress where there is no barrier to implementing recommendations.
11. Some recommendations are reflected in Long-term Plan discussions that are already underway.

Attachments

- Attachment 1. [Mayoral Taskforce Three Waters Main Report](#)   Page 36
- Attachment 2. [Mayoral Taskforce Three Waters Background Document](#)   Page 58

Author	Mike Mendonca, Chief Resilience Officer
Authoriser	Tom Williams, Chief Infrastructure Officer

SUPPORTING INFORMATION

Engagement and Consultation

The Taskforce was not tasked with engagement and consultation, however several of the recommendations will require engagement and consultation.

Treaty of Waitangi considerations

Te Mana o te Wai is of immense significance to Mana Whenua, who were members of the Taskforce. This level of involvement will remain consistent throughout the next steps.

Financial implications

Where there are financial implications this will be reported back to the appropriate Committee through further advice.

Policy and legislative implications

The Government Reform Programme is likely to include changes to legislation.

Risks / legal

Each recommendation has risk implications; these will be addressed in subsequent advice.

Climate Change impact and considerations

Some of the recommendations of the Taskforce are specifically aimed at climate change mitigation and adaptation.

Health and Safety Impact considered

N/A



The Mayoral Taskforce on the Three Waters Report

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke



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Mayor's Foreword

Ko te wai te ora ngā mea katoa. Water is the life giver of all things.

Collectively, Wellington City Council's (WCC) Three Waters network (drinking water, wastewater and stormwater) includes 2,653 km of pipes, 65 reservoirs, 103 pump stations, and three treatment plants, and is valued at approximately \$3.86 billion.

Our three waters system has for many years been largely out of sight, out of mind. However, in December 2019 and into early 2020 a number of high-profile pipe failures, particularly in the City's wastewater network led to concerns about the condition of the City's underground infrastructure. This Taskforce was established in February 2020 to investigate the condition, funding and management of the network, and to develop recommendations for its future. The WCC responded further by increasing funding in its 2020-21 Annual Plan specifically for enhanced condition assessment and for roving crews to identify and address problems.

The Taskforce unanimously agrees that transformational change in governance, asset ownership, funding and management is required to lift the network's performance to the level appropriate to a modern, inclusive and environmentally sustainable city. During the period the Taskforce has been working, Government announced a national water reform programme which aligns closely with the Taskforce's conclusions.

Key General Conclusions

Although WCC has been fully depreciating its water assets for many years, and providing the funding requested, the actual level of renewals investment has consistently been significantly lower than the depreciation collected. Significant funding has been directed to other projects. The result is that the network is ageing and deteriorating, leading to increases in pipe breakages and increasing water loss and wastewater leakage. The scale of the financial challenge is very significant, and a reset is required.

The Taskforce recommends ring fencing depreciation funding in the first instance, in advance of any transition of assets and funding arrangements to Wellington Water Limited (WWL) or a successor entity resulting from any Government reforms.

The Taskforce found that WWL funding has been squeezed, resulting in reduced investment in asset condition assessment. The Taskforce considers a well-planned and funded condition assessment programme is essential to good asset management, and to ensuring pipes are replaced at the optimal time, not too early, or too late. Better understanding of asset condition would more clearly establish pipes actual lives, rather than expected useful, lifespan and ensure accurate rates of depreciation.

The Taskforce also found that it appears that as the network ages, and possibly exacerbated by earthquake damage, maintenance and renewals are increasingly reactive rather than planned.

The Taskforce supports continued investment to ensure the three waters network is resilient in the face of Wellington's seismic and climate change challenges.

Rapid population growth also means the network is nearing capacity in many areas, and there will need to be well targeted, but extensive investment in new infrastructure to align with urban planning for future population growth. A robust development contributions policy and other funding tools will be needed to ensure that growth pays for the costs it imposes.

Governance, funding, community participation and reporting

The Taskforce recommends that Councils should work together to transition their water assets and appropriate debt to WWL or a successor entity, which must remain owned by its constituent Councils. The Taskforce supports in principle the Government's direction towards

Council owned multi-regional entities providing drinking water and wastewater services.

The Taskforce considers Council ownership must be cemented into the foundation documents of WWL and any successor organisation.

Alongside any new asset ownership and management arrangements the Taskforce considers it important that communities have an enhanced relationship with their water services at a catchment level. This includes the need for increasing transparency of information.

Drinking Water

There is a need to significantly reduce our collective water use to protect the environment and delay or avoid the need for expensive new water storage facilities. Rapid population growth means the four cities are approaching water supply limits. Water consumption per capita and the level of network leakage are high, and leakage is often hard to detect. Consequently, the Taskforce concludes that water metering in time, should replace rates as the means of funding residential water supply. This would enable rapid location and addressing of leaks, encourage water harvesting and reuse, forestalling the need for expensive new water sources, and give an accurate picture of the actual levels of leakage in the drinking water system. The Taskforce is strongly of the view that any charging system must ensure everyone retains access to enough healthy and affordable water.

Wastewater and Stormwater

The Taskforce confirmed that stream systems are polluted by wastewater leaks from both public and private pipes, and by pollutants entering stormwater. The Taskforce agreed that past practices are no longer acceptable and embraced the principle of Te Mana o te Wai. The Taskforce concluded that we will all have a part to play as kaitiaki, in progressively addressing these problems and better looking after streams and coastal waters, whether that is in reducing water use, repairing our own water systems, or in eliminating pollutants

and inappropriate items going into wastewater and stormwater systems.

In addition to recommending more investment in condition assessment, maintenance and renewal of the public network the Taskforce recommends increased investment strengthening compliance processes to progressively identify and address failings within the private pipe network.

The Taskforce has 48 recommendations which together will create a resilient, modern, well managed, sustainable three waters system that continues to provide enough healthy drinking water, and will progressively eliminate adverse effects on the environment.

I want to finish by thanking the Taskforce members. They have given an enormous amount of time, expertise, and passion to ensuring Wellington has a three waters system fit for the future. They have brought inquiring minds and a willingness to explore, discuss and reach conclusions together. The Taskforce comprised myself, Councillors, water infrastructure specialists, iwi, whaitua, community and business representatives and chairs of the WWL Board and Shareholder Committee. We have been supported by WWL and Council officers and our own independent expert. I want to record my deep appreciation for the commitment and expertise of all the Taskforce members and our support team.

I commend the Taskforce's report to the Council for its consideration and adoption.



Andy Foster
Mayor of Wellington

Taskforce recommendations, to the Council

Three Waters Assets and Services

1. With urgency, task and fund WWL to implement a plan for the inspection of critical assets across the three waters network within three years, in order to inform future investments.
2. Task and fund WWL to prioritise increased renewals investment on those critical assets identified as needing maintenance and repair during the condition assessment programme.
3. Task and fund WWL to continue to improve its asset maintenance systems and processes, and asset data collection and management.
4. Substantially increase the level of funding in the WCC 2021/31 LTP for capital funding for renewals (possibly by ringfencing funds collected for water asset depreciation), operational funding for planned maintenance, and operational funding for reactive maintenance to reduce the risk of asset failure.

Stormwater

5. In the event that stormwater asset ownership and management is not transferred to a new entity in the Government reforms, Council should develop a plan for the future of stormwater management that recognises its connections to streams, the other water services, land use, and the roading network.
6. The Council, together with WWL and with input from GWRC must develop a comprehensive suite of regulatory and non-regulatory interventions to require property developments and roading infrastructure to adopt water sensitive urban design such as the use of water impact assessments, rainwater/stormwater harvesting, rain gardens, constructed wetlands, green roofs, improved sump maintenance, strategic street sweeping and permeable pavements to mitigate water quality impacts and reduce peak wet weather flows.

7. The chosen interventions should be incorporated into the Council's Codes of Practice and District Plan and mandated for all new development (both greenfield and infill/brownfield) supported by education for contractors, community groups, and the design and engineering community.
8. Propose changes to the District Plan so that all new land development consents are required to improve the stormwater effects of the site (a higher bar than maintaining the current level of effects). Where this is not possible or sensible within development sites, a formal stormwater offsetting programme could be adopted to fund more efficient centralised systems in the public realm.
9. Work with WWL and GWRC to develop catchment-scale stormwater planning which considers opportunities to 'daylight' currently piped streams, restoration of remaining streams, and implementation of green infrastructure to treat stormwater prior to discharge into streams, harbour or the open coast.
10. Work with WWL to develop an approach to the ownership and management of green infrastructure for private property developments and ensure that these assets meet design and performance requirements when being vested to Council ownership.
11. Ensure all green infrastructure is adequately capitalised and depreciated to provide ongoing maintenance and renewals funding.
12. With input from WWL, consider the development of a stormwater bylaw to help manage the input of potential contaminants into the stormwater system.
13. Develop standardised estimation and reporting of stormwater effects for all Council projects and require the assessment of options to offset these effects.

14. With WWL, further integrate the use of roads and open spaces (such as parks and sports grounds) to act as overland flow paths and flood storage, to reduce the effects of stormwater flooding on public health, safety, and property.

Drinking Water

15. Rapidly progress the business case for universal residential 'smart' water meters across Wellington City, building on the economic case recently completed for GWRC and as endorsed by the WWL Shareholders Committee, and include budget provision for installing these meters in the out years of the 2021/31 LTP.
16. Consult with ratepayers on the merits of these smart meters for reducing water loss and enabling more water-efficient behaviour as part of consultation on the 2021/31 LTP.
17. Establish a suite of policy measures, including changes to the District Plan, relevant bylaws, and Codes of Practice that result in reduced drinking water use in new residential developments, such as through requiring rainwater harvesting and storage.
18. Request WWL to investigate the opportunity to harness international innovations around smart water networks and other technologies that support efficient water use and network operations.

Wastewater

19. Task and fund WWL to develop a road-map for consideration in the 2024/34 LTP that would see WWL (or a future entity) funded to achieve compliance with the National Policy Statement - Freshwater Management by 2040.

20. Task and fund WWL to progress the Owhiro Catchment pilot programme as a high priority to inform the development of the road-map and to develop and implement a programme that strategically works through catchments to identify and repair cross-connections or asset failures in both public and private assets, where catchments with open streams and community connection are prioritised.
21. The road-map should include activities to address wastewater network capacity issues (including stormwater ingress) to progressively reduce the requirement for untreated wastewater discharges into the environment from constructed overflows, with the goal that constructed overflows should only be used in genuine emergencies.
22. Urgently review and strengthen consent and code of compliance processes to ensure there are clear accountabilities and a low risk of future illegal cross-connections.
23. Establish a complete set of regulatory and policy measures to ensure that Council can require landowners to undertake repairs to failed private assets, record failures on Land Information Memoranda until repaired, and provide a funding mechanism to support landowners to make these repairs, such as through installments on their rates bill or by enabling Council to recover the costs when the property is sold.

Network resilience

24. When evaluating future sludge treatment options, consider the resilience risks involved in piping wastewater sludge across earthquake faultlines.
25. Request that WWL develops greater understanding of the compounding effects of seismic activity on buried water infrastructure.
26. Task and fund WWL to identify critical three waters infrastructure at risk from natural hazards and prioritise them for upgrade, having regard to the previous work undertaken for the Wellington Lifelines Group resilience project.
27. Continue working with other utility service providers to identify joint earthquake and climate change adaptation strategies, such as alternative 'shared corridors' for utility services to be moved away from hazard areas.

Low carbon transition and resource recovery

28. Task and fund WWL to measure carbon and to pursue projects that will reduce the carbon emissions generated by the three waters services.
29. Advance the sludge minimisation project to deliver more efficient treatment of biosolids, including beneficial reuse of biosolids and treated wastewater where feasible.

Improving governance and achieving sufficient, sustainable funding

30. Commit to the concept of an independent, publicly-owned, not-for-profit, water management and asset-owning entity that is governed and operates in accordance with a statement of intent from shareholding Councils
31. Actively participate in the Government's national Water Reform agenda, to ensure that it delivers on the principles and goals agreed by the Taskforce

32. Engage positively and proactively with the other Councils in the region to agree on how the region's people and the environment can best benefit from the reform programme and associated funding
33. Work with other Councils to develop a plan to transfer three waters debt and asset ownership off Councils' at the 2024/34 LTP, to either WWL or a new entity formed through the Government reforms
34. Ensure the entity has the ability to borrow against its assets, thereby smoothing water infrastructure investment over time
35. Enable the entity to raise revenue directly through customer charges, while protecting incentives for rainwater harvesting
36. Communicate the benefits of switching from the current water charging model to a method based on actual water consumption to reduce demand on drinking water and incentivise property owners to repair leaks
37. Evaluate any future water charging system to ensure that it is transparent to all users, fair and reasonable in terms of providing a long term ability to deliver sufficient, affordable water to low income households and ensuring that it does not limit the uptake of rainwater tanks for harvest and reuse for non drinking uses
38. Review the Council's development contributions policies to ensure these are requiring new developments to meet the infrastructure costs that they create, and require the new asset owning entity to ensure that upgrades to asset capacity due to population growth are paid for through development contributions and use of the Infrastructure Funding and Financing Act
39. Synchronise three waters investment to enable city growth in identified areas in the new District Plan

Community Participation

40. With iwi, key stakeholders and the wider community develop a process for the formation of catchment governance groups and catchment plans, within the framework of the Natural Resources Plan and associated resource consents.
41. Engage iwi, key stakeholders, and the wider community around the Government's reform proposals to develop governance mechanisms that enable direct democratic input while achieving the economies of scale offered by a large corporate entity.
42. Investigate ways to connect people with their catchment using measures such as landscaping and signage to identify the location of piped streams.

Performance and Transparency

43. Establish clear lines of accountability and communication so that customers know who to contact about all water-related matters and where to find and easily access water-related information and performance data.
44. Review the effectiveness of receiving waters quality monitoring processes, such as LAWA and Baywatch, and noting Auckland Council's 'Swim Safe' system, including a specific focus on whether the selected monitoring sites are consistent with the needs of communities and whether public health notices and signage are clear, unambiguous, and well located.
45. With iwi and partner agencies, develop a cultural health and ecosystem health monitoring programme at selected sites around the Wellington streams and coastline.

46. In collaboration with partner agencies, build on the Water That Counts pilot to develop and progressively expand an open-access data portal for water, including measures such as drinking water quality and consumption, water leakage, fresh and marine water quality monitoring, and other key performance measures including compliance with consent conditions.
47. Redesign and align WCC and WWL customer satisfaction surveys to better reflect community aspirations and expectations about three waters services.
48. Support the benchmarking of cost and operations for three waters services against other comparable providers to better assess the performance of WWL, additional benchmarking of the condition of the assets to assess the performance of the network, and make these results publicly available where possible.

Mana whenua

Taranaki Whānui and Ngāti Toarangatira have a long history in the settlement and development of Whanganui-a-Tara. At the start of the 19th Century there were many hapū and kainga along the coastal harbours. Hapū and whānau had access to mahinga kai (food gathering places rich with many kai sources and supplies) from various bush areas, cultivated gardens, freshwater streams and marine areas. This enabled much contact and trade between kainga and hapū and eventually Pākehā who arrived at the shores. Traditionally, Māori were kaitiaki (guardians) of their environment.

Today, our connection with Te Whanganui-a-tara continues to be based on a set of values which are about our relationships with people and the environment (including the built-up one). This plays out in a range of forms including our role as kaitiaki and through the provision of advice across a range of government, local government and policy forums. For mana whenua we have always taken our responsibilities as kaitiaki seriously. However, over the past 180 years our rights as mana whenua have eroded and our voices have been ignored. The establishment of the Pākehā system of law, regulation, funding models and public policy settings have been difficult mechanisms to influence. However, our interests have remained and our desire to ensure that the mana whenua and other citizens who have chosen to live, enjoy and play in our city – can do so safely and without harm to our environment.

Both Taranaki Whānui and Ngāti Toarangatira of this whaitua (region) share a vision – “Kei te pūtake o te whaitua o te Whanganui-a-Tara tōna mauri mana motuhake hei oranga mō te katoa / the mauri

of te Whanganui-a-Tara and the communities who live within it is nurtured, strengthened and able to flourish”.

In March 2020, Mayor Andy Foster extended an invitation to both Taranaki Whānui and Ngāti Toarangatira to participate in the Mayoral Taskforce on Three Waters in the wake of a number of infrastructural and environmental problems in late 2019. These included:

- the partial collapse of a tunnel under Dixon Street leading to the discharge of raw wastewater into our harbour
- the failure of the wastewater sludge pipes under Mt Albert leading to over \$100k a day in transporting costs, so as to ensure the untreated sludge would not enter our harbour
- increased volume of wastewater and drinking water leaks across the city impacting on te mana me te mauri o te wai
- public criticism over wastewater entering our freshwater and coastal marine environment – reminding everyone of their lack of care when it came to our important role as kaitiaki of our streams and coastal catchments.

The costs and impact of these issues have unfairly impacted on many who reside in our city including tangata whenua. Members have lost trust in our City Council, WWL and the Greater Wellington Regional Council (GWRC) in terms of its ability to manage and look after our precious water assets and infrastructure for the people of the today and most of all for our mokopuna (grandchildren) of tomorrow.

We have sat and listened to the issues and participated in the various discussions about the possible solutions. As mana whenua, we are left in no doubt that the political nature of local politics and local politicians has had an important part to play in the poor infrastructure decision making over many decades. We know this will likely impact inequitably on Māori who live in our city. One thing is clear to us, the costs that we bear today should be an investment in a city for the future and this will impact on rate payers.

As mana whenua, our input to this important work has occurred amongst a great many of other issues like a Wellington housing crisis, a national increase in the costs of living, inequities across our social and health systems, pressure from our communities about environmental impacts of climate change and the COVID-19 pandemic. Despite this, we continued to meet online and engage in the debates.

Both Taranaki Whānui and Ngāti Toarangatira will continue to uphold our mana whenua rights, interests and responsibilities within our tribal boundaries. Our waterways are of huge significance to us, reflecting the sustenance they provide to us and the shared identity we have with them. Keenly we want to see a radical and meaningful shift that sees the active kaitiakitanga / guardianship of our waterways being led out by ourselves as mana whenua but also all people of our city. If we want to secure the future for those who come after us – we must together be bold and lead in a new direction that ensures our waterways no longer suffer from our human abuse.

The Taskforce Journey

Nga mihi nui i a koutou katou.

The 13 members of the Mayoral Taskforce on Three Waters come from diverse backgrounds and interest groups. Taskforce representatives were drawn from mana whenua, Whaitua, community and environmental activists, water infrastructure specialists, Councillors and the WWL Board and Shareholders Committee.

Despite our different political, industry and cultural perspectives there is unanimous agreement on the way forward.

Put simply, we all agree that tinkering is not going to cut it. Transformational reform is required.

Current arrangements have failed. Some fundamentals must be addressed, and our recommendations do so.

It is important to note, the following recommendations are directed to those elected members of the WCC who will ultimately make the decisions.

The Taskforce, which was chaired by the Mayor, followed a structured process that started with developing a shared understanding of the services and the issues, before considering potential solutions:

- Situational awareness around recent failures in the wastewater network and information sharing from WWL.
- Understanding asset management, funding and budgeting for three waters operation and management in Wellington City.
- Understanding community and regional concerns about the quality of the water environment in the region.
- Understanding the major risks that face the Wellington three waters systems currently and in the future.

- Understanding the Government's three waters service delivery reform programme and proposals.
- Reflection on the shared information and forming of main conclusions and recommendations for Council's consideration.

The recommendations that are contained in this report seek to set Wellington on a path to be a water-efficient city - having its water infrastructure well-governed, resilient, efficient and delivering affordable water services to all citizens.

This will require a fundamental reorganisation of the funding, governance, asset ownership and management of our water assets to make the significant improvements necessary.

In the period since the Taskforce commenced its deliberations, the Government has announced its three waters reform programme. This programme has identified many of the same issues and responses as the Taskforce, such as the need to transition both asset management and ownership into dedicated, standalone entities. The Taskforce supports these reforms in principle and their ability to unlock central government funding to help address the enormous funding required over the coming years.

Moving from the current charging system, where customers pay a charge that does not reflect their actual use, to a system that monitors use so that those who use less, pay less and those that use more, pay more is a key tool for moving the city's water services onto a sustainable environmental footing. This is in line with the world's most water efficient cities, who all have forms of water metering and charging. Metering enables both the asset operator and water users to understand where and how water is being used and take action to reduce wasteful use, address leaks, and improve efficiency. It is not part of this Taskforce's

mandate to recommend the design of this charging model, but it is important that we acknowledge that great care is required to ensure the water services remain accessible and affordable for everyone, with the necessary regulatory oversights and safeguards in place.

The Taskforce recognises that serious measures must be taken to address issues that communities rightly feel deeply about. We agreed on the following key principles in guiding the development of our recommendations:

- Embrace the concept of Te Mana o te Wai and the passage of water "ki uta, ki tai - from mountain to sea".
- Act with urgency to respond to challenges in the city's three waters services while nationwide reforms are finalised and enacted.
- Fully participate in Government-led change to improve management of three waters infrastructure and operations while maintaining public ownership.
- Ensure everyone has access to sufficient healthy, affordable drinking water.
- Protect public health from water-borne illnesses.
- Align with mana whenua and Wellingtonians' expectations to deliver ecological restoration and a transition to low carbon emissions for future generations.
- Promote community participation as essential for success.
- Ensure transparency through use of open-data, and in decision making and communication.
- Ensure provision of water services is secure and with minimal interruption, including resilience to natural hazards and the effects of climate change (while accepting that small, isolated disruptions are a necessary compromise for an affordable, cost effective system).

- Ensure the management of water assets and provision of water services run efficiently and provide Wellingtonians with value for money.
- Implement a funding model that is stable and sufficient and delivers intergenerational equity.

We believe we have done our job in giving sound and practical advice. It is now up to the Council and the community to take the necessary actions.

The current state of the three waters, and what it means for our city

The Mayoral Taskforce on the Three Waters was launched in the wake of infrastructure and environmental problems in our water that came to a head in late 2019 - early 2020. This followed the failure of a tunnel in Dixon Street that saw wastewater enter the harbour, broken pipes in a tunnel under Mt Albert that resulted in trucks carrying wastewater sludge to the landfill around the south coast, and public criticism of the increased number of wastewater and drinking water leaks across the city. The public were increasingly concerned about the effect these asset failures have on our freshwater and coastal marine environments.

At the heart of these problems is water infrastructure that has not received sufficient investment to maintain the levels of performance expected by the public, or to accommodate the impacts of growth and to reduce the impact of the services on the environment. Around 30% of our drinking water networks and 20% of our wastewater networks have already passed their expected useful economic life, and 50-60% of pipeline assets require replacement in the next 30 years. As these assets age they are becoming increasingly prone to failure. These leaks, bursts and breaks are absorbing an increasing amount of available funding, making less available for planned maintenance and renewals and increasing the risk of future problems. Couple this with the looming threat of climate change-related stressors on our water system from drought, high intensity rainfall and sea level rise and it is clear that there is urgency to take action now.

The impact of this under-investment is not limited to lower quality services for customers. Water losses could be as much as 30% of the total water supplied, depleting our valuable water sources and increasing carbon emissions. Leaking wastewater pipes are contributing to poor freshwater and harbour water quality. This degradation is not sustainable and does not meet the expectations of mana whenua or the public. None of the city's water bodies meet the environmental limits anticipated under the National Policy Statement for Freshwater Management 2020.

The state of the city's three waters infrastructure also has implications for its future population growth. Much of the network is already operating at or close to its design capacity, but current forecasts anticipate population growth of 25-40% over the next 30 years. Investment is also required to meet the carbon emission reduction targets in the Council's Te Atakura/First to Zero strategy, and to ensure the services are resilient to the impacts of climate change.

Wellington's water infrastructure clearly requires urgent upgrades and an ongoing programme of renewal and enhancement to address the legacy of past under-investment. Achieving the desired level of performance will require a daunting sum of money over the next 20-30 years.

If we do not act now, deferring these renewals and upgrades will lead to more burst pipes, more money being spent on unplanned, reactive pipe repairs, more environmental pollution, and costly solutions such as hundreds of millions of dollars for additional drinking water storage capacity.

The situation in Wellington is not unique - cities and towns across New Zealand are facing similar challenges with maintaining their three waters services while also responding to growth, lifting environmental performance and preparing for climate change. Building on the findings from the Government Inquiry into Havelock North Drinking Water, the government is now introducing regulation and pursuing structural reforms intended to help ensure all communities have access to safe, reliable and sustainably funded water services¹. In addition to structural reforms that are expected to lead to better outcomes for the water services in Wellington City, the process is also likely to include central government funding support.

The moment has come to seriously address our water management systems and marshal all resources - including rates, borrowing, central government funding, conservation measures and operational efficiencies - to bring the situation under control and put the city's water infrastructure back on a sound footing.

The scale of the financial challenge is significant

There is now almost total community awareness that water infrastructure is a critical asset that the city needs to survive and thrive. It has been out of sight, out of mind, for a very long time. This is clearly no longer the case.

Assets need to be maintained and renewed if their value is to be sustained

Wellington City owns around \$3.86 billion worth of three waters infrastructure, providing services that are fundamental to the city's function, livability and prosperity. Providing these services requires an ongoing investment in maintenance and renewal. If these assets are not looked after, their condition and, consequently, their performance, will deteriorate. Insufficient funding for WWL's work looking after the services has led to inefficiency and delayed maintenance and upgrade projects, as well as a lack of funding to raise the environmental performance of the current infrastructure at the time of renewals. This, in turn, has led to the deteriorated network and unreliable services that the city is living with.

Rates revenue has kept pace with maintenance and renewal requirements...

WCC's approach to ensuring there is enough ongoing investment for renewals is through funding depreciation. This involves collecting rates funding equal to the value of the asset that is 'consumed' during that year, recognising that an asset's value decreases over time as it wears out². Wellington City residential ratepayers are currently levied for their water services as part of their rates assessment through a combination of uniform (i.e. per household) and property value-based charges. For a house with a capital value of \$800,000, the share of the rates attributable to the three waters services is around \$1,275 per year. Commercial operators with water

meters pay for the water they use, with wastewater and stormwater charges recovered in a similar manner to residential households.

This rates funding is used to pay off debt, ensuring that enough borrowing capacity is available to replace the asset at the end of its assumed working life. This approach leads to inter-generational equity, as it means that current ratepayers are paying for the portion of the assets 'used' in the current year. While the investment in renewals required can vary from year-to-year, depreciation and investment need to balance out over time to avoid a funding and performance deficit.

...but this revenue has not been fully reinvested in the services

While WCC has set the rates for these services to fully recover the depreciation of its three waters assets from ratepayers, and has done so for many years, these funds have not been fully reinvested into the services. Data presented to the Taskforce showed that renewals have typically been \$10-20 million per year less than depreciation revenues, or only 50-60% of what is required for investment to keep pace with asset depreciation. This situation was forecast to continue into the foreseeable future. Collectively this adds up to hundreds of millions of dollars of underinvestment. This investment deficit is also being compounded by rising capital and operating costs, water asset revaluations that increase the rates funding required for depreciation, and the need to improve the functional and environmental performance of the network.

¹ See www.dia.govt.nz/three-waters-review for more information.

² Depreciation rates are based on the expected useful life of the asset. Better condition assessment information can lead to changes in the expected useful life that is used to calculate depreciation.

At WCC the debt, depreciation and rates revenue associated with water assets has not been ring-fenced. So, while rates collected for water depreciation were used to pay down debt, the debt 'headroom'³ created by this was not specifically tagged for future investments in water renewals. Given that renewals spending has been consistently less than depreciation funding for many years, it is likely that this debt has been used to fund other city infrastructure that is not water related.

This misalignment between depreciation collected through rates and expenditure on renewals means that when assets reach the end of functional life there is unlikely to be the necessary borrowing capacity available to renew them.

Operating assets beyond their useful lives

In addition to this underfunding of renewals, political pressure for lower rates has resulted in other decisions to increase efficiency that have had unintended consequences, leading to the underfunding of asset renewals in three waters.

As assets age, their condition deteriorates and they become increasingly prone to failures such as leaks, bursts, breakages and overflows that require a reactive, operational response. This is becoming increasingly evident in Wellington where the average asset age is increasing and so is the number of leaks and other reactive activities, together with the costs.

However, it is also wasteful to replace assets too soon, when they still are in good condition. For example, you wouldn't replace a lightbulb at your house until after it has stopped working. If an asset is still in good condition at the end of its expected useful life it is financially prudent to maintain it in operation. The most efficient time to replace any asset is at the point where the costs of failure (including costs to customers) exceed the cost of renewal.

Running assets past their expected useful lives can be an efficient and prudent strategy, if you have good information about the condition of the assets. However, it can be difficult to judge when an asset is likely to fail, especially when those assets are buried underground.

As a result of funding pressures, WWL has had to reduce the amount of asset condition assessment that it undertakes.

On their own, any of these three decisions - running assets past their expected useful life, reduced spending on asset condition assessment, and consistently spending less on renewals than depreciation - could be a reasonable strategy for cost reductions. Taken together they have created an environment that has allowed significant underfunding of renewals.⁴

The failure of the Mt Albert sludge transport pipes and the Dixon Street wastewater pipes are both examples of the consequences - the costs of the failure, including the operational response, were much higher than might have been incurred if awareness of the pipe condition had enabled a planned renewal before the failure occurred.

Requirements are not standing still - demand and customer expectations are also increasing

Unfortunately, the financial challenge is not limited to the maintenance and renewal of existing assets. Meeting forecast population growth of around 30% over the next 30 years will require both the upgrade of existing assets and the construction of new assets.

³ i.e. the amount of debt below the permissible level.

⁴ It appears that these decisions were all made separately, potentially across several electoral cycles. The compounding effect of these decisions does not appear to have been easily visible to Councillors.

Additional investment is also required to meet increasing standards for discharges to freshwater and the harbour, such as by incorporating treatment processes into stormwater systems that have historically drained directly into these environments. The services also need to mitigate and adapt to the impacts of climate change.

A step change in investment is now required

Taken collectively, WWL has proposed that the level of capital investment across the region, including Wellington City, needs to increase from around \$140m per year to around \$240m per year. Independent advice from the Water Industry Commission for Scotland suggests that even this increase will be insufficient, with \$300-\$350m as a more realistic estimate. This represents a 200-250% increase on current levels.

WWL has now commenced discussions with WCC about funding requirements for the 2021/31 Long-term Plan (LTP). This has included outlining that capital investment of around \$1.5b over 10 years together with more than \$30m per year of operating expenditure (on average) is necessary to start making inroads into the investment deficit and to start making progress on key strategic challenges such as growth, water demand reduction, improving water quality and acting on climate change. WWL understands that this is likely to be beyond what the Council could afford in the short term and is working with Council staff to advise Councillors on the critical priorities.

Three Waters Assets and Services

The 'three waters' are drinking water, wastewater and stormwater and the assets and services provide safe drinking water, protect communities from the hazardous effects of wastewater, reduce disruptions to our lives from wet weather events, and convey urban stormwater into the environment. The services are very interdependent, for example, much of the drinking water becomes wastewater after it has been used in toilets, showers, baths, basins and appliances. If captured, some can be used in place of drinking water for internal demands like flushing toilets and laundry in addition to watering gardens.

The Taskforce agreed on goals related to three waters assets and services in each of the following areas: stormwater, wastewater, drinking water, low carbon transition and resource recovery, and network resilience. The sections below describe the Taskforce's goals and recommendations for how these can be improved.

From WWL briefings the Taskforce became acutely aware that, due to the lack of funding, WWL had not been able to undertake anything like sufficient condition assessment of critical three waters assets. Condition monitoring and assessment is an essential part of good asset management, particularly for the most critical assets. Some of the recent failures such as the Dixon Street wastewater tunnel failure can be attributed to this lack of condition monitoring and assessment. Accordingly, the Taskforce is recommending WCC urgently funds the inspection and maintenance of critical assets, and other improvements to WWL asset management processes. The Taskforce was pleased to see that investments in this area are now underway using funding allocated through the Government's recent three waters stimulus package and an additional \$500k of Council funding through the 2020-21 annual plan.

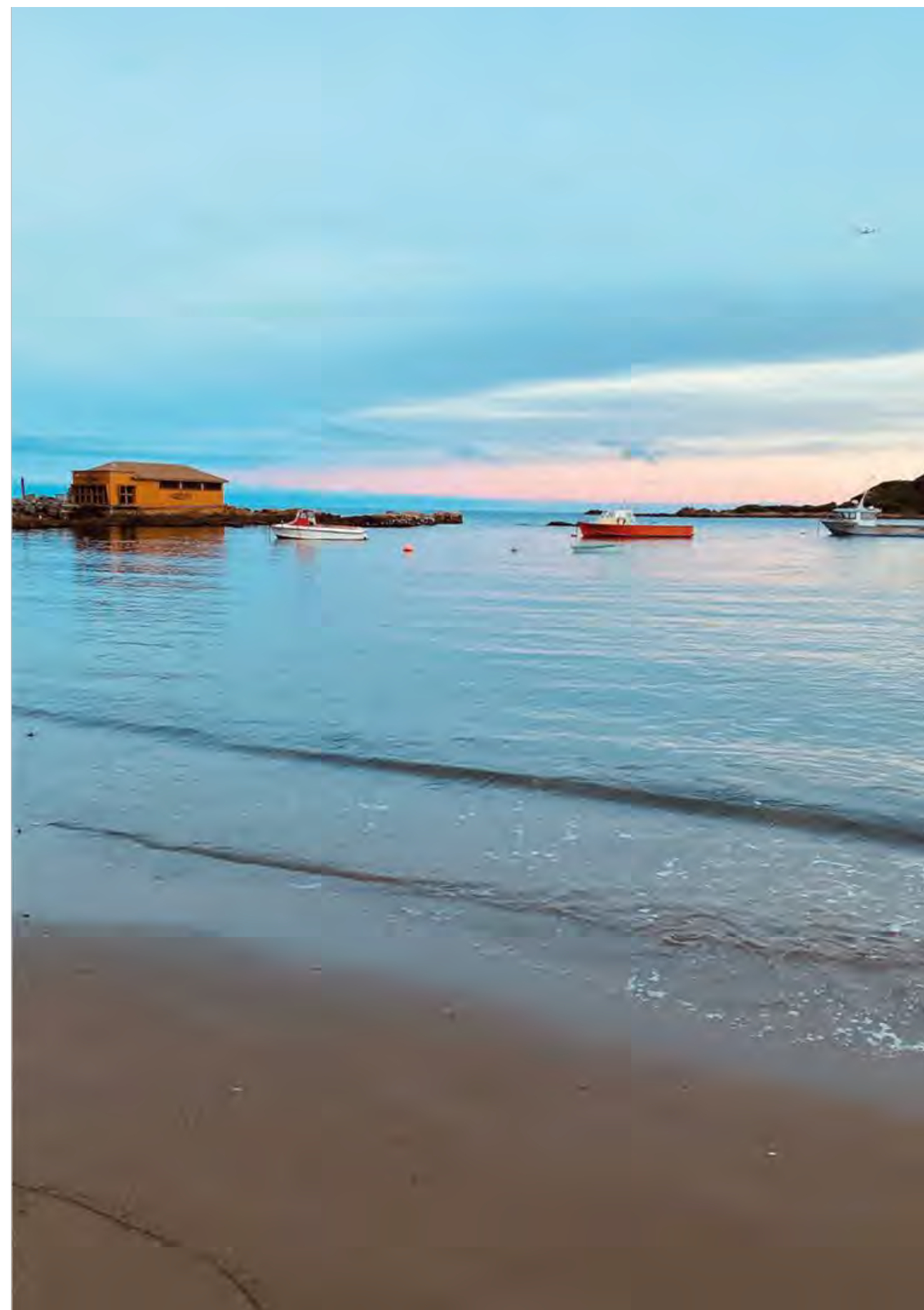
Recommendations

1. With urgency, task and fund WWL to implement a plan for the inspection of critical assets across the three waters network within three years, in order to inform future investments.
2. Task and fund WWL to prioritise increased renewals investment on those critical assets identified as needing maintenance and repair during the condition assessment programme.
3. Task and fund WWL to continue to improve its asset maintenance systems and processes, and asset data collection and management.
4. Substantially increase the level of funding in the WCC 2021/31 LTP for capital funding for renewals (possibly by ringfencing funds collected for water asset depreciation), operational funding for planned maintenance, and operational funding for reactive maintenance to reduce the risk of asset failure.

Stormwater

Co-design with nature to make water sensitive design and green infrastructure solutions to stormwater the default for development within the city; retain, restore and enhance existing elements of the natural drainage system, and integrate these elements into the urban landscape to connect communities with their water bodies.

Historically, the purpose of our stormwater system has been to drain rainwater from homes, premises and roads to prevent flooding that creates risks for public health and safety. The physical assets include pipes, culverts and sumps, but the performance of the system is also highly dependent on overland flow paths that carry the water around, rather than through, individual properties and enable the safe passage of stormwater when the pipe network is at capacity. Streams have also been piped over time to enable the development of roads, buildings and other city infrastructure. The stormwater systems around



the city have been designed to a range of standards for the amount of rainfall they can accommodate, meaning that some parts of the city are more prone to flooding than others. The challenges with managing stormwater are expected to increase over time as the frequency of heavy rain events increases, sea level rise makes it more difficult for stormwater to discharge, and as growth and intensification reduces ground permeability and impacts on overland flow paths.

The existing stormwater systems discharge directly into the environment, but it is now recognised that stormwater is a source of contaminants that can impact on water quality and ecosystem health. Heavy metals (such as zinc and copper), hydrocarbons, sediments and nutrients enter the water from areas of urban development causing acute and chronic toxicity to the indigenous fish and invertebrates that once thrived in our city's waterways. Changes in flow during small to moderate rainfall can also cause erosion in streams, and the discharge of 'hot' stormwater in summer rainfall can be detrimental to downstream ecosystems. Taken all together, the adverse environmental impacts of the stormwater system can extend through the entire stream system to the harbour, where sediments smother life on the seafloor.

Wastewater that enters the stormwater system either through leaking wastewater pipes, overflowing wastewater pipes or illegal connections, creates a significant public health risk and prevents safe swimming in our streams or coastal waters following even moderate rainfall. It also impacts on the aquatic life and biodiversity of these water bodies. Having access to water bodies that are safe for human contact and that sustain their natural ecosystems is highly valued by iwi and our communities. Our stormwater systems have not been designed to remove these contaminants, but the National Policy Statement on Freshwater Management requires their performance to be improved. The existing water quality is poor and none of the city's water bodies are likely to meet the targets that are expected to be set

under the region's Natural Resources Plan without significant investment.⁵

Other national and international cities have shown moving away from a focus on drainage to a more integrated approach can have a range of positive ecological, cultural and economic benefits. The use of nature-based solutions such as wetlands, rain gardens and green roofs to treat stormwater within the urban landscape provides a more natural solution instead of traditional underground pipes and improves water quality and ecosystem health. These 'green and blue' networks that can be enjoyed by local citizens and increase their contact with and appreciation of water and water services. This approach, often called 'water sensitive urban design' or 'green infrastructure' is now widely recognised as the standard for stormwater management across New Zealand but has yet to see widespread uptake in the Wellington region.

As our city has developed, many of the original streams have been piped creating a disconnect for communities and creating barriers to the migration of indigenous fish species which once thrived in these. Further piping of existing streams should be avoided if at all possible.

Improved management of existing piped streams should be prioritised. They should be recognised as streams and strategies put in place to progressively protect and restore the water quality and ecological connections within them. Daylighting of these 'lost' streams can be challenging and needs to be considered within a strategic, catchment-wide context. Opportunities to integrate the daylighting of piped streams as part of urban renewal and development projects should be investigated in early optioneering as a way to reinstate urban ecology into the city.

⁵ All streams in Wellington city are currently rated D or E for water quality by GWRC, the lowest ratings available.

The public also has a role to play in improving water quality outcomes, such as avoiding littering and other forms of pollution and helping to care for and maintain their local waterbodies through activities such as riparian planting and weed removal. Regenerative planting in the upper catchment of these streams also contributes to their biodiversity value.

Recommendations:

5. In the event that stormwater asset ownership and management is not transferred to a new entity in the Government reforms, Council should develop a plan for the future of stormwater management that recognises its connections to streams, the other water services, land use, and the roading network.
6. The Council, together with WWL and with input from GWRC must develop a comprehensive suite of regulatory and non-regulatory interventions to require property developments and roading infrastructure to adopt water sensitive urban design such as the use of water impact assessments, rainwater/stormwater harvesting, rain gardens, constructed wetlands, green roofs, improved sump maintenance, strategic street sweeping and permeable pavements to mitigate water quality impacts and reduce peak wet weather flows.
7. The chosen interventions should be incorporated into the Council's Codes of Practice and District Plan and mandated for all new development (both greenfield and infill/brownfield) supported by education for contractors, community groups, and the design and engineering community.
8. Propose changes to the District Plan so that all new land development consents are required to improve the stormwater effects of the site (a higher bar than maintaining the current level of effects). Where this is not possible or sensible within development sites, a formal stormwater offsetting programme could be adopted to fund more efficient centralised systems in the public realm.
9. Work with WWL and GWRC to develop catchment-scale stormwater planning which considers opportunities to 'daylight' currently piped streams, restoration of remaining streams, and implementation of green infrastructure to treat stormwater prior to discharge into streams, harbour or the open coast.
10. Work with WWL to develop an approach to the ownership and management of green infrastructure for private property developments and ensure that these assets meet design and performance requirements when being vested to Council ownership.
11. Ensure all green infrastructure is adequately capitalised and depreciated to provide ongoing maintenance and renewals funding.
12. With input from WWL, consider the development of a stormwater bylaw to help manage the input of potential contaminants into the stormwater system.
13. Develop standardised estimation and reporting of stormwater effects for all Council projects and require the assessment of options to offset these effects.
14. With WWL, further integrate the use of roads and open spaces (such as parks and sports grounds) to act as overland flow paths and flood storage, to reduce the effects of stormwater flooding on public health, safety, and property.

Sanctuary to Sea, a whole of catchment restoration project

The Sanctuary to Sea – Kia Mauriora te Kaiwharawhara is a ZEALANDIA-led, multi-stakeholder project that involves mana whenua, local authorities, businesses, community groups and schools. This whole-of-catchment waterway improvement effort aims to restore freshwater and forest ecosystems in the Kaiwharawhara water catchment. Seven strategic partners, including Taranaki Whānui, GWRC and WCC, Department of Conservation, WWL, and Morphum Environmental, are implementing a comprehensive 10-year plan, with the broader aim of being an ‘exemplary’ model for other national and international environmental restoration projects. Ultimately this project aims to demonstrate how we can work together to enhance the environmental values of a waterway in an urban landscape.

Beginning within the ZEALANDIA sanctuary for Te Mahanga stream and at Mt Kaukau for Korimako stream, the Kaiwharawhara catchment is the largest in Wellington city, covering over 16 square kilometres. It also is one of the few remaining tributaries with a natural estuary mouth into the harbour. The Sanctuary to Sea project currently focuses on the Te Mahanga arm of the stream to the estuary.

Our native fish are among the hidden treasures of New Zealand’s animal life because they are seldom seen. Yet the Kaiwharawhara Stream catchment is known to have 13 species of fish out of the 21 in the Wellington Region. The Sanctuary to Sea project helps to raise the profile of these fish downstream from ZEALANDIA’S headwaters to prevent further impacts on the waterways, and also aims to improve aquatic

habitats throughout the catchment and restore fish migration pathways. This is important because many native fish species need to migrate between freshwater and the sea (known as diadromy) during their lives; their survival depends on it.

The catchment is also important for people. It is a much-loved recreational destination with links to the Sanctuary to Sea Walkway and the proposed Great Harbour Way – Te Aranui o Pōneke project.

Like many catchments in Wellington, the Kaiwharawhara stream has been affected by pollution from wastewater and stormwater, and from the legacy effects of landfills and development. Over the last 25 years, efforts have been made to remedy some of these issues, including checking and repairing cross-connections, and fixing known wastewater pipe faults.

There are already numerous community groups involved in the restoration of the area, who are already making huge strides in enhancing the environmental values of the area.

Once the vision for the Sanctuary to Sea project is achieved, the entire catchment will be a healthy and forested ecosystem which sustains an abundant native biodiversity and enhances the opportunities for Wellingtonians to have a nature-rich future. To put it plainly, ika and tuna will once again be able to access the stream from the estuary, move freely in unpolluted waters and healthy connected habitats from sea to sanctuary. Forest remnants, riparian zones and urban gardens will connect and support native wildlife.

Drinking Water

Significantly reduce consumption in order to protect our source waters and avoid the expense of constructing new dams and reservoirs, while maintaining compliance with national Drinking Water Standards; promote and support the appropriate use of non-potable water to assist in achieving this.

Wellington City shares its water supply with the three other cities in the Wellington metropolitan region, drawing water from Te Awa Kairangi/the Hutt River, the Waiwhetu Aquifer and the Wainuiomata and Orongorongo rivers using treatment, storage and transport assets owned by GWRC.

As part of their Waitangi Tribunal Claims Settlement Acts, both Taranaki Whānui and Ngāti Toarangatira have statutory acknowledgement over several tributaries and waterways (statutory areas) across Whanganui-a-tara, including the rivers we draw water from. This means that WCC (as a consenting authority) has an obligation to engage, converse and consult on remedial and/or additional changes to those tributaries and waterways. Ways of achieving this has been through the use of the Resource Management Act, consenting process and/or inclusion in forums such as the Mayor’s Taskforce for Three Waters.

The catchments for this water are protected, well managed and of high quality. GWRC and WWL should be commended for ensuring the drinking water supplied to the city is of a high standard and consistently meets public health requirements.

Unfortunately, the distribution of this water around the city and the level of consumption do not meet as high a standard of performance.

Around 30% of the drinking water network has already passed or is approaching the end of its expected lifetime, and more than 50% is expected to require replacement within the next 30 years.⁶In many cases the pipelines will require replacement ahead of

their useful expected end-of-life due to the impacts of factors such as operating pressure and ground movement (including from seismic activity). These factors are considered to be a particular issue for the asbestos-cement pipes that make up around 25% of the existing water distribution network.

The aged network is also more susceptible to bursts and leakage, and the amount of water lost in the network has been increasing accordingly. This problem has been exacerbated through reduced funding being allocated to active leak management. Water loss across the city’s water network is difficult to calculate due to the relatively limited extent of consumption metering, but the calculated mean water loss for the region is 19% of the total water taken from the environment.⁷ The performance is poor when compared against international leakage benchmarks, and this high level of waste is no way to treat a precious taonga.

At more than 200 litres per person per day, average household water consumption is also well in excess of national and international benchmarks. The experience from the installation of household water meters at Kāpiti suggests that a reasonable proportion of this high water use is likely to come from water leaks on private property, especially given the relatively older age of Wellington’s housing stock.

The high level of loss and consumption, together with population growth, is putting the bulk water network system under stress, and significant investment in additional water storage and treatment will be required within the next 10 years unless action is taken, which will add significantly to water rates.

⁶ Asset age is useful as an initial proxy for asset condition but, as noted earlier in this report, good practice asset management requires an effective inspection and assessment regime to develop understanding of actual condition. This inspection and assessment regime has also not been sufficiently funded to-date.

⁷ The mean is within a 95% confidence interval of 6-31%. Other relevant data, such as the amount of flow overnight indicate that losses are unlikely to be at the lower end of that band.

This high level of loss and consumption also increases energy use and greenhouse gas emissions and reduces the amount of water available to river ecosystems.

It is not possible to identify leaks on private property, or to provide customers with information on their specific water consumption to support their desire to change their water use behaviour without water metering. The information provided by these meters can also help to more rapidly identify leaks in the network. The Taskforce supports the conclusion of the recently completed economic case that has identified the use of 'smart' meters with remote meter reading capability as delivering overall economic, environmental, customer and operational benefits and the proposal to move forward with the development of a detailed business case. The WWL Shareholders Committee has agreed to progress the business case to the next stage and will be supporting Councils in the region to consult with their communities about the proposals in future.

Greater use of alternative water sources will be essential to reduce the consumption of drinking water in Wellington. Several measures related to stormwater harvesting and water re-use set out in the section on stormwater will also contribute to our goals to reduce consumption of drinking water.

Wellington has very low levels of rainwater/stormwater harvesting to provide alternative water sources suitable for a range of non-potable uses. This reliance on the reticulated water supply for all domestic and commercial water uses results in the need to divert, treat and distribute large volumes of water across the city for uses such as garden watering and toilet flushing where this high level of water treatment is not required.

The reluctance to harvest and reuse water at source is often attributed to the view that 'water is free' and that 'we have plenty of water'. Both of these statements are increasingly recognised as being false and the range of other benefits offered by alternative water use are becoming better understood. These benefits include

ecological benefits from reducing roof runoff, increased seismic and operational resilience, and connecting communities with the water cycle and supply.

Recommendations

15. Rapidly progress the business case for universal residential 'smart' water meters across Wellington City, building on the economic case recently completed for GWRC and as endorsed by the WWL Shareholders Committee and include budget provision for installing these meters in the out years of the 2021/31 LTP.
16. Consult with ratepayers on the merits of these smart meters for reducing water loss and enabling more water-efficient behaviour as part of consultation on the 2021/31 LTP.
17. Establish a suite of policy measures, including changes to the District Plan, relevant bylaws, and Codes of Practice that result in reduced drinking water use in new residential developments, such as through requiring rainwater harvesting and storage.
18. Request WWL to investigate the opportunity to harness international innovations around smart water networks and other technologies that support efficient water use and network operations.

Wastewater

Comply with the freshwater quality standards set out in the National Policy Statement-Freshwater Management (2020) by 2040 to reduce the risks to public health from recreation/food gathering, prevent further degradation to receiving waters, and respect the aspirations of iwi and communities to restore Te Mana o Te Wai.

The primary purpose of the wastewater service is to protect public health by ensuring the wastewater is safely removed from private property and other public spaces. There is now an increasing focus being placed on reducing the risk of illness and the environmental effects of discharges to waterways and the sea. Legacy design

decisions, where wastewater is diverted to freshwater or stormwater when there are high flows or blockages, makes achieving the objective of keeping wastewater out of freshwater a very challenging proposition.

More than 1,000 km of public wastewater network has been developed over the past 125 years and many parts of it are now ageing and in poor condition. Recent high profile failures have highlighted the risks associated with this ageing infrastructure, and evidence shows that more than 30% of wastewater pipes are now in poor or very poor condition. The failure of the Dixon Street wastewater tunnel, which saw approximately 6,500 m³ of wastewater enter the harbour in the CBD just before Christmas 2019 attracted widespread public and media attention and saw a rahui placed on the harbour to recognise the environmental harm and increased health risk from swimming. The Taskforce would like to acknowledge the work of WWL staff and subcontractors who worked around the clock to resolve this.

The wastewater system experiences regular blockages and overflows which are offensive and harmful to people and the environment. The system can be overloaded in rainfall and also leaks, letting stormwater in during wet weather and letting wastewater out during dry weather. Private lateral pipes also leak and are sometimes mis-connected to the stormwater system, allowing pollution directly into our streams and coast. The lack of maintenance of those private pipes, which most owners are not even aware of, also needs to be made a priority. Blockages are also occurring as a result of people flushing materials such as wet wipes that the system is not designed to accommodate.

The solution lies in taking better care of these ageing pipes and pump stations and treating wastewater to a standard that meets our communities' aspirations. Public and private wastewater pipes should be maintained in a water-tight condition, so they do not leak or spill any wastewater before it reaches

the treatment plants, where it is treated to a suitable standard to return to the ocean. We should capture the nutrient and energy value of the sludge by-products from the treatment plants rather than burying them in the landfill. The pipes should also be resilient, not only to natural hazards like earthquakes but also to other interruptions like blockages and maintenance.

In mid-2020 a pilot project was formed in the Owhiro catchment with the objective of restoring the water quality in the stream (and, as a result, the marine reserve) to a level that is safe for swimming and to act as a reference and benchmark for the water quality and ecology improvements that can be made to urban streams. It is a joint action group comprised of the community, mana whenua, WWL, GWRC, WCC and Regional Public Health. Parties meet monthly and data is shared across all agencies. Wellington's first 'roving crew', operated by WWL, will start work in the catchment in January 2021 to identify failures in both the private and public wastewater networks.

Recommendations

19. Task and fund WWL to develop a road-map for consideration in the 2024/34 LTP that would see WWL (or a future entity) funded to achieve compliance with the National Policy Statement - Freshwater Management by 2040.
20. Task and fund WWL to progress the Owhiro Catchment pilot programme as a high priority to inform the development of the road-map and to develop and implement a programme that strategically works through catchments to identify and repair cross-connections or asset failures in both public and private assets, where catchments with open streams and community connection are prioritised.
21. The road-map should include activities to address wastewater network capacity issues (including stormwater ingress) to progressively reduce the requirement for untreated wastewater discharges

into the environment from constructed overflows, with the goal that constructed overflows should only be used in genuine emergencies.

22. Urgently review and strengthen consent and code of compliance processes to ensure there are clear accountabilities and a low risk of future illegal cross-connections.
23. Establish a complete set of regulatory and policy measures to ensure that Council can require landowners to undertake repairs to failed private assets, record failures on Land Information Memoranda until repaired, and provide a funding mechanism to support landowners to make these repairs, such as through installments on their rates bill or by enabling Council to recover the costs when the property is sold.

Network resilience

Urgently improve the resilience of critical assets; steadily improve network resilience as assets are renewed; plan ahead for adaptation to the effects of climate change, particularly in coastal areas

With the majority of the assets buried beneath the ground, the three waters services are particularly at risk to the impacts of shaking and ground movement during earthquakes. These risks are then exacerbated by the nature and age of the materials used in the past. Asbestos-cement and cast iron drinking water pipes and ceramic wastewater pipes are relatively brittle, but are relatively widespread around the networks. Age further increases their susceptibility, with asbestos-cement pipes eroding over time and the ceramic pipes impacted by factors such as ground settling and the penetration of tree roots.

The Kaikoura earthquake in 2016 saw an immediate spike in service call-outs, but it is anticipated that the quake has also contributed to accelerated asset failures and the uptick in call-outs that has occurred over subsequent years. Due to the challenges in identifying damage to pipes that can be directly attributed to the

Kaikoura earthquake, no central government funding was ever provided to compensate WCC for this.

The renewal of these assets provides an opportunity to increase their resilience, as well as ensuring that they maintain their required levels of service. Pipe renewals have been undertaken with more resilient materials for many years.

Recommendations

24. When evaluating future sludge treatment options, consider the resilience risks involved in piping wastewater sludge across earthquake faultlines.
25. Request that WWL develops greater understanding of the compounding effects of seismic activity on buried water infrastructure.
26. Task and fund WWL to identify critical three waters infrastructure at risk from natural hazards and prioritise them for upgrade, having regard to the previous work undertaken for the Wellington Lifelines Group resilience project.
27. Continue working with other utility service providers to identify joint earthquake and climate change adaptation strategies, such as alternative 'shared corridors' for utility services to be moved away from hazard areas.

Low carbon transition and resource recovery

Reduce carbon emissions from three waters in order to help to meet Council's Te Atakura goal of net zero carbon by 2050

The city's water services are highly integrated into climate processes, and climate change will have impacts on all three waters:

- Drinking water will be affected by changes in seasonal water availability and sea level rise (for the aquifer).
- Wastewater will be affected by rainfall intensity, temperature, groundwater levels and coastal erosion.
- Stormwater will be affected by rainfall intensity, sea level rise, groundwater levels and coastal erosion.

These impacts are understood at a general level, but in most cases (with the notable exception of the availability of drinking water from the catchments) they have not been explored in detail.

The delivery of the three waters services generates a range of carbon emissions. These include energy use for pumping and treatment processes, emissions from wastewater treatment and sludge disposal, the embodied carbon in water treatment chemicals, and the emissions from construction activities and materials. The recent passing into legislation of the Zero Carbon Act will see the establishment of national greenhouse gas emissions 'budgets' (limiting the total amount of emissions) and the Council has also set its own emissions reduction target in its Te Atakura/First to Zero strategy and declared a climate change emergency.

The generation of methane from the disposal of wastewater bio-solids ('sludge') to landfill is understood to be the most significant source of emissions from the city's three waters operations.

The bio-solids contain nutrients and energy that have potential value that is not being captured through the existing (very limited) treatment process and landfill disposal. WWL has been undertaking an analysis of different options to minimise the volume of sludge produced and reduce the carbon emissions that is nearing its conclusion.

Recommendations

28. Task and fund WWL to measure carbon and to pursue projects that will reduce the carbon emissions generated by the three waters services.
29. Advance the sludge minimisation project to deliver more efficient treatment of biosolids, including beneficial reuse of biosolids and treated wastewater where feasible.

Governance, funding, community participation & reporting

Under the current governance and funding arrangements, WCC and WWL work together to provide water services to residents in Wellington City. WCC owns the pipes and other infrastructure that makes up the three waters network across the city.⁸ They raise revenue through rates and charges and also use some loans (debt) to fund the necessary capital investment and operational expenses to run the network. WCC agrees the expenditure plans and annual budgets to deliver the agreed level of service and then contracts with WWL to operate and manage the water network on their behalf.

WWL is a Council-controlled organisation, jointly owned by six Councils in the region as the service provider and operator of the water system. WWL advises each of the client Councils on the spending requirements to achieve desired levels of service in their city. They operate the network, carry out necessary repairs and maintenance, and build new infrastructure such as Omāroto reservoir. WWL reports back to each client Council on the delivery of their programme. WWL is governed by a board appointed by the WWL Shareholders Committee, that is made up of one elected member from each owner Council, together with mana whenua representatives. In addition to appointing the board members, the Committee also agrees the company's Statement of Intent on behalf of the owners.

You could think of WCC as the landlord and WWL as the property management company. The property management company manages tenants day to day and advises the landlord on setting the rent and necessary repairs to the property. The landlord makes the final decision about any repairs or upgrades, as well as setting the rent.

⁸ The bulk water supply for the Wellington metropolitan region is owned by GWRCo and operated for them by WWL. Bulk water is delivered to reservoirs owned by WCC for distribution around the city. The costs for the bulk water service are recovered through a dedicated rate.

This separation of functions has led to occasional disconnects and miscommunications between Councillors, WCC officers and WWL. This has contributed to the underfunding of WWL and the deterioration of the condition of the water assets over time.

The Taskforce agreed on goals related to governance and funding in each of the following areas: governance and funding, community participation, and performance and transparency. The sections below describe the Taskforce's goals and recommendations for how these can be improved.

Improving governance and achieving sufficient, sustainable funding

Leverage economies of scale to improve efficiency and affordability by transferring water assets to a multi-Council, publicly-owned entity which Council participates in governing; give the water entity powers to borrow, raise revenue direct from customers and require fully-funded depreciation of assets so that funding is sufficient to finance replacement and quality improvement, with a premise that growth pays for growth;

A key governance failure has been political pressure to keep rates lower than what is actually required to maintain the infrastructure assets and services. Rates collected for funding depreciation of three waters assets have been used to pay back debt, which was likely then invested in non-water capital projects. In recent years, the budget process has typically involved WWL being set a funding envelope to prioritise within, rather than the budget being built up from an understanding of asset management and service levels. Activities essential to achieving the required service levels, such as asset condition assessment and leak detection, were severely curtailed in order to meet the funding limits provided. These service cuts were not easily visible to Councillors who believed that,

since WCC was fully funding depreciation of water assets, WWL must be receiving sufficient funding for renewals and maintenance of existing assets.

The Taskforce proposes that the ownership of the assets is transferred to the same entity that operates the network, whether that be WWL or a new entity created through the government reforms. This asset-owning company would have economies of scale, clearer accountability and the ability to borrow unconstrained by Council borrowing limits in line with the government's proposed water sector reforms. WCC could not make this change alone, all Councils with a shareholding in WWL would need to agree to this approach.

By transferring the ownership of the assets to WWL (or a new entity) the budgeting and prioritisation decisions will occur within the same entity, lessening the risk of similar 'invisible' underfunding occurring in the future. Water revenue would not be able to be spent on other unrelated activities.

Water is a precious resource. The Taskforce unanimously supports public ownership of the recommended water entity and urges WCC to ensure it is cemented into the foundation documents of any successor organisation to WWL so it remains in public trust for future generations. We note that the Government is committed to ensuring ongoing public ownership and has signalled its intention to put in place mechanisms that secure an enduring public ownership model.

WCC has strict borrowing covenants that limit the amount they can borrow as measured against the revenue that is collected. Given the significant investments required in three waters assets and other infrastructure in Wellington city, WCC is likely to hit its debt limit within the next decade. If the water assets are transferred to a separate entity which did not need to be consolidated into the WCC balance sheet, that entity would be able to borrow significantly more

against the same asset base. This increased borrowing will enable the large-scale investment that will be required over the next 30 years.

To give full control over its own funding sources the Taskforce also recommend enabling the entity to raise revenue directly from customers. This could be through flat rate charging, volumetric charging, or a mix of the two. Water rates would then no longer be charged by WCC. The Taskforce has not considered what the appropriate charging structure should be, however the Taskforce are agreed that key principles are that everyone should have access to sufficient, healthy, affordable water and that ownership of the water entity must remain in public hands through shareholding Councils. It is also essential that the process for determining charges, and the charges themselves, are transparent to all water users.

A key argument against volumetric charging for water is the concern about how it will affect low income households. There are many ways to design a charging system, the case study below shows how Kāpiti tackled this challenge when implementing water meters and volumetric charging. The view of the Taskforce is that charging systems can be designed to protect the interests of low-income households and we strongly recommend that any charging system must be evaluated on whether it will deliver sufficient, affordable water to low income households.

WCC has committed to stage 1 of the government's water sector reforms - the investigation of structural changes that, if endorsed by Councils, would see the formation of publicly-owned, multi-regional, asset-owning water entities. In return for this commitment, the government has provided millions of dollars to support improvements to three waters services.⁹ The Taskforce has been pleased to see this funding allocated to activities such as increased renewals, asset condition assessment and leak detection that are consistent with the priorities we have identified. Further funding will be made available if the Council commits to the structural changes that are ultimately recommended, and the Taskforce encourages WCC to participate in this process with a view to achieving the principles and goals set out in this report.

Wellington city is forecasting significant population growth in the next 30 years. WWL will need to upgrade the network capacity to support additional housing development. WCC is developing a Spatial Plan and District Plan that will determine where future housing growth can occur around the city. Investment in upgrading the network will need to be synchronised and integrated with the new District Plan so that extra housing capacity is delivered to market efficiently and effectively.

Recommendations

30. Commit to the concept of an independent, publicly-owned, not-for-profit, water management and asset-owning entity that is governed and operates in accordance with a statement of intent from shareholding Councils
31. Actively participate in the Government's national Water Reform agenda, to ensure that it delivers on the principles and goals agreed by the Taskforce

⁹ The group of Councils that own WWL have agreed a funding package of \$47.3m to be allocated primarily across the metropolitan cities.

32. Engage positively and proactively with the other Councils in the region to agree on how the region's people and the environment can best benefit from the reform programme and associated funding
33. Work with other Councils to develop a plan to transfer three waters debt and asset ownership off Councils' at the 2024/34 LTP, to either WWL or a new entity formed through the Government reforms
34. Ensure the entity has the ability to borrow against its assets, thereby smoothing water infrastructure investment over time
35. Enable the entity to raise revenue directly through customer charges, while protecting incentives for rainwater harvesting
36. Communicate the benefits of switching from the current water charging model to a method based on actual water consumption to reduce demand on drinking water and incentivise property owners to repair leaks
37. Evaluate any future water charging system to ensure that it is transparent to all users, fair and reasonable in terms of providing a long term ability to deliver sufficient, affordable water to low income households and ensuring that it does not limit the uptake of rainwater tanks for harvest and reuse for non drinking uses
38. Review the Council's development contributions policies to ensure these are requiring new developments to meet the infrastructure costs that they create, and require the new asset owning entity to ensure that upgrades to asset capacity due to population growth are paid for through development contributions and use of the Infrastructure Funding and Financing Act
39. Synchronise three waters investment to enable city growth in identified areas in the new District Plan



**Water Meters and Volumetric Charging
- Kāpiti Case Study**

The role of water meters and usage-based charging in achieving more sustainable outcomes

An average, four-person Wellington household currently uses around 900 litres of drinking water per day. This is the equivalent of around nine baths, or around 90 minutes of showering. This usage is about 50% more than the equivalent house in Auckland. One important difference between the two cities is that Auckland ratepayers are metered and are charged for their water based on how much they use. In Wellington the charges do not include any usage component but are mainly based on the capital value of the property.

The use of metering and charging in Auckland is not unusual, it is a very common practice internationally. In fact it is Wellington that is unusual for allowing people to take water - our most precious resource - and use as much as they like without any direct consequences.

The experience from Auckland and from numerous other cities around the world has repeatedly demonstrated residential water metering, coupled with a form of charging that reflects water use, is an effective mechanism to reduce demand for water through both leak reduction and behaviour change. Reducing water loss and consumption defers the significant capital investment required for new water supply infrastructure (as well as providing many other economic, environmental and customer benefits) which, in the case of the Wellington region may be up to \$400 million.

Tracking water use through water metering provides a mechanism to reduce water losses;

- In local authority networks, by improving their understanding of how much water is being used in the network, and where, enabling a more accurate water balance and more efficient and rapid leak identification. Water losses in Wellington may be as much as 30% of the water supplied to the network.
- In private properties, by identifying leaks on the customer side of the meter, which otherwise are likely to go undetected. Most recently the roll-out of residential metering in Marlborough in September found a property leaking 67,000 litres per day (24.5 million litres of water a year).

Metering also facilitates behaviour change by providing customer-specific information on their actual water consumption and enabling targeted education and other prompts such as in-home water use audits or subsidised water-efficient plumbing fittings.

The meters also enable the development of a charging approach that fairly assigns costs to reflect water use as well as the costs of developing and maintaining the network. A fair charging approach would:

- Provide an incentive for consumers to use water more efficiently and consider alternative sources for water that does not need to be drinking quality, such as rainwater harvesting.
- Ensure customers that use less pay less, and those that use more, pay more. In general, this is a more equitable approach to charging for water services and is consistent with other utility services such as mobile phones, gas and electricity.
- Provide a mechanism to raise consumer consciousness of the water and, in turn, encouraging consumers to appreciate and value the services they are receiving or to challenge the levels of service where the value is perceived to fall short. This in turn raises the accountability of water suppliers.

Case Study from the Kāpiti region - Steps taken to address consumer equity/affordability arising from water metering;

In 2014 Kāpiti Coast District Council introduced residential water metering and use-based charging as a mechanism to reduce water demand in the district and avoid the cost of major new infrastructure investment. The initiative was successful and reduced total water demand by around 25%. In the process, around 65% of ratepayers also ended up paying less for their water than they did under the existing rates-based charging model.

The Council put in place a number of measures to address equity and affordability issues arising from the shift. Mechanisms they put in place provide a useful case study for Wellington City and included:

- The formation of a community-based advisory group to develop the charging structure: The Charging Regime Advisory Group (CRAG) was made up of representatives from iwi, low-income households, the Chamber of Commerce, landlords/tenants, Greypower, Older Persons' Council and elected members.
- Water rates remissions: Large families in financial hardship can apply for a remission on their water rates of up to \$120 per year. The total annual budget for water rates remissions is \$50,000. To be granted a remission, a property owner or tenant must have more than three dependents (18 years or younger) living at the property and receive a Working for Families tax credit.

- Credits for water loss from leaks: In the first year of the new scheme, more than 200 people who fixed leaks on their properties applied for credits on their water bills (for the estimated cost of water lost from leaks). People can still apply for credits if they have their leaks fixed promptly, once discovered.
- Cost of fixing leaks: There is up to \$300 per household available for ratepayers in financial hardship who have had to pay to get a leak fixed. There is a total of \$25,000 per year available for these grants.

Community Participation

Develop effective community participation mechanisms to enable catchment-level governance within a large scale, regional water entity.

Reconnecting communities with their water is a critical element of embracing Te Mana o te Wai. It is increasingly evident that the way communities use and interact with the water and water services has a major impact on the investment that is required to deliver them. The amount of water we use and leaks on our own properties influences investment in water supply infrastructure; how we look after our properties' wastewater pipes, and what we flush down the toilet influences the performance of the wastewater network; and how we build our properties and roads, and the activities we undertake on them influences the flow and quality of water in the stormwater system. Connecting our communities to the water, and bringing them into decision-making will help everyone to understand the scale of the challenge we face in rehabilitating our waterways and upgrading and developing the services to meet customer expectations.

The natural scale at which a community engages with the water cycle is at the catchment level. This is the water they see and interact with everyday, and where there is the greatest potential for the impacts of people and the three waters services to be understood. We are now seeing increasing levels of this community connection to their local catchments, with interest groups forming around the city to protect and restore their local waters for the enjoyment of this and future generations. There is a relative lack of systems and processes for them to utilise to make the most of their interest and enthusiasm, and the initiatives underway in Ōwhiro, Kaiwharawhara, and through the Water That Counts pilot (see the section on performance and transparency, below) need to be developed in a way that enables them to be adopted and adapted across all catchments.

While communities are often engaged at the catchment level, the economies of scale required to efficiently manage the three waters asset network exist at a regional level and will include many different catchments. There is a risk with the proposed formation of a new, large, multi-regional water services entity of the required scale, that community participation will be lost. With this in mind, we recommend that mechanisms for community governance and participation at both the regional and catchment level are designed into the overall governance of the new water entity. This will require deliberate planning to develop and integrate catchment level plans and governance processes into the new entity's structure.

Recommendations

40. With iwi, key stakeholders and the wider community develop a process for the formation of catchment governance groups and catchment plans, within the framework of the Natural Resources Plan and associated resource consents.
41. Engage iwi, key stakeholders, and the wider community around the Government's reform proposals to develop governance mechanisms that enable direct democratic input while achieving the economies of scale offered by a large corporate entity
42. Investigate ways to connect people with their catchment using measures such as landscaping and signage to identify the location of piped streams.

Waiwhetu upgrading of private drains project

This is a successful example of a project where a Council formally engaged with the community to upgrade their leaky private wastewater drains. The issue was that many of these drains were old and leaking. During times of moderate rainfall, combined with high-water table levels, ground water flowed into the private wastewater drains through cracks and defective joints, overloading the Council's wastewater network and treatment plant. The resulting overflows had adverse environmental impacts and created additional financial costs for the Council's wastewater operations.

The Council and the community, with support from GWRC and the Ministry for the Environment, worked together to improve the quality of the water in the stream. The Council paid for the costs of identifying the leaky private drains and the ratepayers paid for any necessary upgrades. The Council further assisted ratepayers by setting up contracts with drainlayers to fix the private drains that lowered their costs and through establishing several payment options including spreading the cost of repairs across multiple years through the rates bill.

The Council also appointed a dedicated project manager and provided enough funding to enable them to respond to citizens' queries and suggestions. The project timeline and policies were also developed in conjunction with the affected ratepayers.

Performance and Transparency

Review the effectiveness of the current public health monitoring of beaches and streams; develop performance measures in partnership with iwi, key stakeholders and the wider community; provide open-data on water quality, water leakage and other key performance measures.

Access to relevant, accurate, reliable and timely performance information is essential for asset owners, customers and other key stakeholders to be able to understand how well the services are being delivered and whether investment and operational decisions are efficient and effective. This is especially important for these essential community services that are being delivered through publicly-owned assets and operate without any competition. Access to this information, and the public scrutiny and participation it enables, will become even more important when the services are delivered by a standalone entity that is not under the umbrella of Council and needs to be able to demonstrate its value for money story.

Access to data and information needs to be improved

Community expectations around accessing water-related data are rising and must be met. The Council, WWL, and the future asset-owning company are all public entities whose products, including data, belong to the citizens and should only be withheld by exception (for example, for personal privacy issues). At the moment, access to this data is difficult and relatively limited. When available, data is often in difficult to use formats and not provided in a timely fashion.

WWL, WCC and GWRC have, in 2020, made significant steps towards better models of openness and this should accelerate. The Water That Counts pilot, commissioned by GWRC and funded by the Government's Tech Accelerator programme, is

intended to progressively develop a digital 'home' for each catchment that brings together all of the relevant data from across all of the interested parties and make it accessible to everyone. This data is expected to include a range of information such as water quality sampling results, resource consents and discharge management plans, information on restoration projects, and investigations and remediation reports accessible.

Assuming this pilot is successful it could then be rolled out across all the City's catchments.

Performance measures should reflect community expectations

The performance of the networks and WWL is currently assessed through a wide range of measures including those set by the Council in the LTP, mandatory measures prescribed by the Department of Internal Affairs, and measures set by the company under its Statement of Intent. This wide range of measures makes it difficult to interpret actual performance and this is also made difficult through inconsistent measures being applied across Councils despite their receiving the same services and having measures that do not align with what customers want, are sometimes outside of what the company can control (e.g. some are weather-dependent) and that do not reflect the funding and investment that has been provided.

The WWL Shareholders Committee has recently endorsed a recommendation to develop a more consistent set of measures across the cities being served by WWL, as a first step towards rationalising the measures and making them reflective of customer expectations and funding. Establishing a suite of customer-focussed measures will also be a key activity for the new asset-owning entity so their performance requirements are clear for all stakeholders.

Benchmarking is a key component of demonstrating value for money

The delivery of the city's water services is essentially a monopoly - there are no other choices available and so no competition to support efficiency and innovation. In the absence of competition or the economic regulation that is typically used to spur efficiency in monopoly businesses, the best way to test whether the services are being delivered efficiently and effectively is through benchmarking against other, similar entities. WWL has been participating in Water NZ's National Performance Review since its inception, but in 2020 has also committed to participating in the annual benchmarking process run by the Water Services Association of Australia and has engaged the Water Industry Commission for Scotland to undertake an independent review of its 2021/31 LTP proposals. The Taskforce supports and encourages these additional benchmarking approaches and looks forward to seeing the outcomes and resulting recommendations and actions.

Recommendations

43. Establish clear lines of accountability and communication so that customers know who to contact about all water-related matters and where to find and easily access water-related information and performance data.
44. Review the effectiveness of receiving waters quality monitoring processes, such as LAWA and Baywatch, and noting Auckland Council's 'Swim Safe' system, including a specific focus on whether the selected monitoring sites are consistent with the needs of communities and whether public health notices and signage are clear, unambiguous, and well located.

45. With iwi and partner agencies, develop a cultural health and ecosystem health monitoring programme at selected sites around the Wellington streams and coastline.
46. In collaboration with partner agencies, build on the Water That Counts pilot to develop and progressively expand an open-access data portal for water, including measures such as drinking water quality and consumption, water leakage, fresh and marine water quality monitoring, and other key performance measures including compliance with consent conditions.
47. Redesign and align WCC and WWL customer satisfaction surveys to better reflect community aspirations and expectations about three waters services.
48. Support the benchmarking of cost and operations for three waters services against other comparable providers to better assess the performance of WWL, additional benchmarking of the condition of the assets to assess the performance of the network, and make these results publicly available where possible



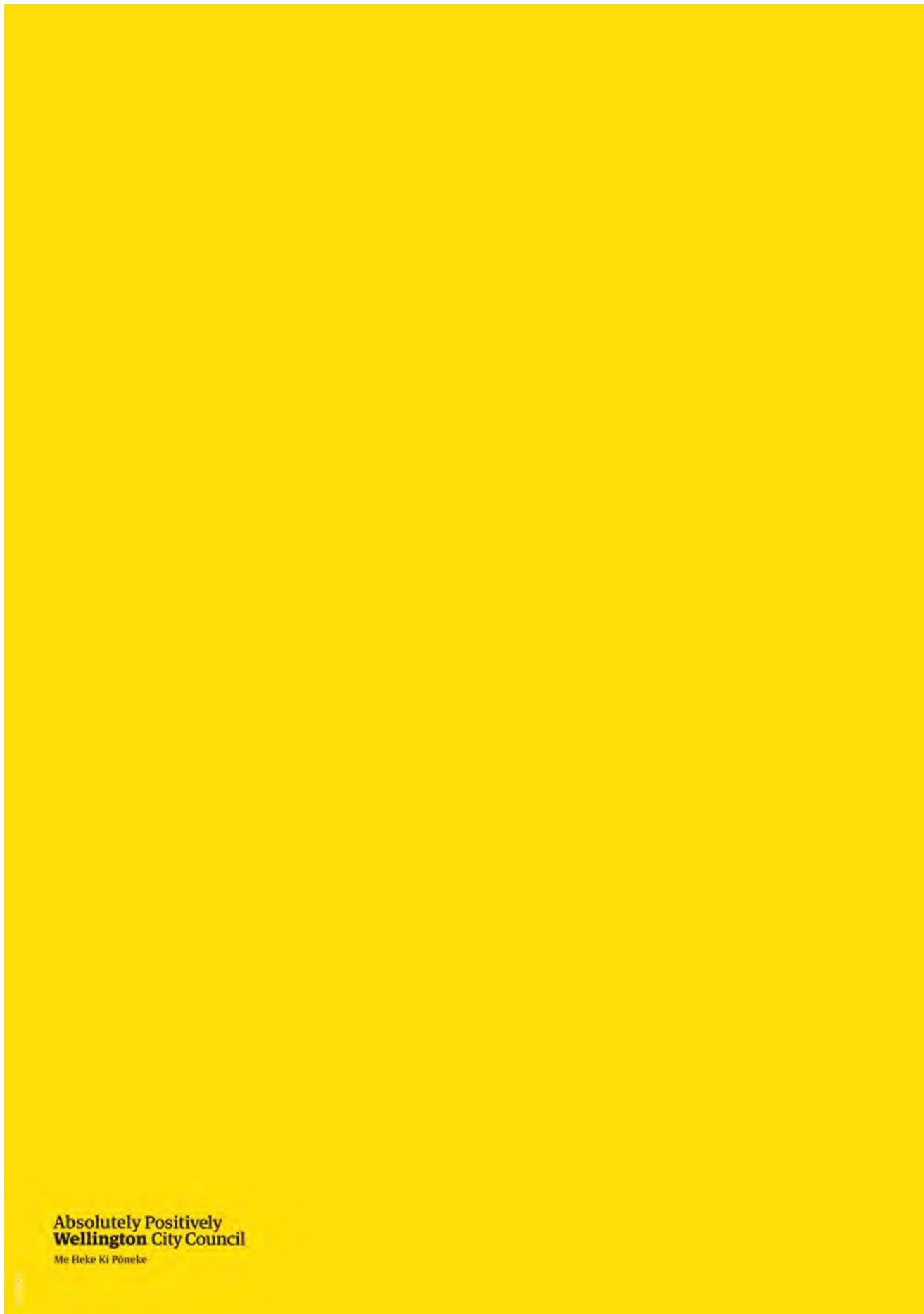
Taskforce members



Members of the Taskforce would like to thank the staff from WCC and WWL Limited and Garry Macdonald from BECA who supported the work of the Taskforce, and all those who presented to the

Taskforce to develop our understanding of the three waters network and operations in Wellington City, the challenges we face and the potential solutions available to us.

All presentations are available online:
wellington.govt.nz/services/environment-and-waste/water/mayoral-water-taskforce



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

The Mayor's Taskforce: Three Waters Background Document

Purpose

The Mayoral Taskforce: Three Waters (the Taskforce) was established in February 2020 to inquire into specific problems relating to water issues in Wellington and identify initiatives to address these issues by recommending an action plan to Wellington City Council. The terms of reference are appended.

This document describes the findings of the Taskforce and provides explanatory background information. It does not make recommendations; these can be found in the main report.

This report is arranged as follows:

- Background
- Process followed by the Taskforce
- The state of Wellington's water infrastructure
- Asset management
- Service level key performance indicators
- Resilient and sustainable long-term water services
- Contractor model for delivery of services
- Governance
- Communications protocols
- Note on Government reforms
- Conclusion

Background

In Wellington City, three public agencies are responsible for the lion's share of water management:

- The Greater Wellington Regional Council (GWRC) is responsible for regulating and monitoring the amount of water taken from catchments (including for drinking water supply) and the quality of the 'receiving waters' for the discharges from the water services. In Wellington, GWRC has established the *Whaitua Te Whanganui-a-Tara* Committee ('Whaitua') to develop a framework to meet the intent of the National Policy Statement - Freshwater Management (NPS-FM) – the Government's blueprint for improving freshwater quality in New Zealand.
- GWRC is also responsible for the provision of bulk drinking water to Wellington, Porirua and the Hutt Valley.
- The Wellington City Council (WCC) owns the majority of public three waters infrastructure in the City and is responsible for the effective and efficient conveyancing of waters. Most of the responsibility for providing water services, and the provision of advice is in turn contracted to Wellington Water Limited (Wellington Water).
- Wellington Water Limited (Wellington Water) is a Council Controlled Organisation jointly owned by six Councils. It manages all water assets and services on behalf of those Councils, and is responsible for the provision of advice, but it does not own water infrastructure. Wellington Water has its own Board of Directors. The Board is appointed by the Wellington Water Committee, which is comprised of one representative from each of the shareholding Councils.

Nationally, Taumata Arowai the Water Services Regulator is currently being established. When Taumata Arowai is fully functionally, in essence its role will be to:

- Oversee and administer an expanded and strengthened drinking-water regulatory system, to ensure all New Zealand communities have access to safe drinking water. This includes holding suppliers to account, if need be.
- Oversee from a national perspective the environmental performance of waste water and storm water networks. (Regional councils will remain the primary regulators of waste water and storm water).

Process

In order to provide structure, the Taskforce designed and followed a framework to arrive at a clear set of recommendations:

- Situational awareness around recent failures in the wastewater network and information sharing from Wellington Water.
- Understanding asset management, funding and budgeting for three waters operation and management in Wellington City.
- Understanding community and regional concerns about the quality of the water environment in the region.
- Understanding the major risks that face the Wellington three waters systems currently and in the future.
- Understanding the Government's three waters service delivery reform programme and proposals.
- Reflection on the shared information and forming of main conclusions and recommendations for Council's consideration.

The Taskforce received a number of presentations from Wellington Water, the Department of Internal Affairs, WCC Officers and others. These presentations can be found at:

<https://wellington.govt.nz/environment-and-sustainability/water/mayoral-water-taskforce>

The State of Wellington's Infrastructure

Review the state of Wellington's water services infrastructure which includes:

- *The amount of water leakage along private connections and public networks prior to water reaching its destination.*
- *The quality of drinking water within Wellington City*
- *The amount of leakage from wastewater networks (and private connections) into stormwater networks and their impact on natural waterways and beaches.*
- *Management of stormwater into the future*

While the three waters are strongly interdependent, for the purpose of the Taskforce it is useful to treat them as independent.

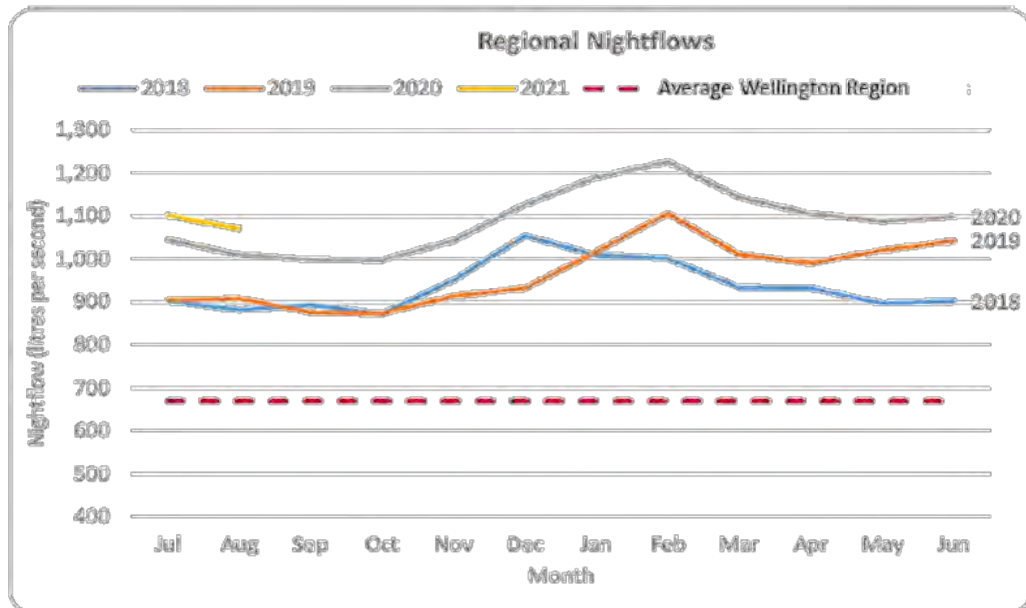
Drinking Water. The public network consists of 907km of Council water pipes, 34 pump station and 65 reservoirs. An additional 281 km of private services are also part of the City's network. Through the region's water assets, around 140 million litres of drinking water are delivered on average per day across the Region. This is around 365 litres of water per person per day, of which approximately 200-220 litres is residential consumption – one of the highest City consumption rates in New Zealand¹. High water use in households generally relates to high wastewater yield as well – Watercare in Auckland uses a ratio of just under 80% water use as a measure of wastewater discharge in Auckland households for charging purposes².

The drinking water network is under pressure from:

- Ageing infrastructure, with a significant amount of water being lost to leaks (estimated at potentially as much as 30% across the region in 2018/19), and disruptive service outages caused by the need to effect urgent repairs. It is estimated that around 75% of leaks are not visible at the surface and can only be located with appropriate technology. [There is no suggestion that these leaks in any way affect water quality]. WWL undertakes high level and regional monitoring of night flows – measuring the consumption of drinking water overnight when there is expected to be little domestic consumption. The figure is showing year-on-year increases that are well in excess of anything that could be explained away as being the result of growth:

¹ The figure of 365lpd should be used with caution. It represents commercial + domestic + losses at a regional level. A proportion of the losses can be attributed to leaks, but we do not know the extent of the leaks or where they occur because we have limited means of measuring water loss. The equivalent figure for Auckland is around 270lpd with domestic use just over 150lpd.

² The sizing of the wastewater network itself includes consideration of peak flows and the expected infiltration of rainwater and stormwater into the wastewater system.



- Forecasted population growth of 25%-40% over the next 30 years.
- Significantly increasing public expectations that water supply is sustainable, with fewer leaks, reduced demand and an aversion to building more large dams and storage lakes, at an estimated capital cost of at least \$250m. Demand needs to reduce by 10% in the next five years if this investment is to be avoided.
- An expectation of low carbon emissions from managing the water network. Construction, operation and maintenance of water assets are currently significant generators of carbon.
- Seismic resilience – a significant earthquake in Wellington is inevitable. While progress has been made, some areas of Wellington could be without a reticulated water network for up to 100 days after a major earthquake. It is widely considered that the compounding effects of smaller earthquakes is already affecting some parts of the network.

Wellington Water advises that 50-60% of WCC’s water supply and wastewater pipe assets are due for renewal in the next 30 years based on age and expected lifetime. This includes an existing theoretical ‘backlog’ of assets that have already passed their nominal, age-based lifetime. Wellington Water is signaling a need to increase the level of funding for operations and maintenance, renewals, and for asset condition assessment in the 2021/31 Long Term Plan. The condition assessment will enable Wellington Water to further optimise maintenance and renewal activities. If and where this assessment indicates longer average lifetimes of the three water assets, this will enable forecast estimates of capital expenditure for renewals to be reduced.

Significant infrastructure failures at Dixon/Willis Streets and the Mt Albert tunnel in late 2019 and early 2020 have highlighted shortcomings in asset condition knowledge and asset management practices. The funding for and investment in asset renewals has been shown to not keep pace with requirements. This is exacerbated in some areas by the

premature failure of assets before the end of their economic life, such as the Mt Albert tunnel, the Moa Point inlet interceptor and asbestos cement water mains.

Underinvestment in drinking water pipe renewals appears to have manifested in an increasing incidence of water leaks, although the limitations of the available evidence means it is impossible to be sure. The current level of service is for low priority leaks to be attended to within five days. Wellington Water has not been able to achieve this level of service within current funding levels, and due to recent operational challenges. This causes conflict with Wellington Water's and WCC's own water conservation messaging.

In Wellington City, around 4,000 commercial water users are metered, and pay volumetric charging. This sets out to provide an incentive to drive conservation and leak repairs. There is no metering or volumetric charging at the domestic level. Meters are installed at 440 residential properties across the wider region to provide the basis for residential water use and network loss estimates in the relevant water use models.

While models can give an indication, it is not possible to accurately measure the volume of water lost through leaks without residential water meters. This applies equally to private pipes and the public network. Without a good understanding of how much water is lost, and where, it is difficult for Wellington Water to target repairs.

GWRC has commissioned Wellington Water to complete an economic case that considered the costs, benefits and risks of various options, including water meters, for improving leak detection and to support demand reduction.

Wastewater. 1060km of public pipes, 15km of tunnels and 68 pump stations convey 85 million litres per day of Wellington City wastewater to three treatment plants. Wellington City owns the Moa Point and Karori treatment plants, and owns a share of the Porirua treatment plant with Porirua City. All plants are managed by Wellington Water via a long-term contract with Veolia Water Services (ANZ) Pty Limited that commenced in early 2020.

In the wastewater network:

- Wellington Water has records of inspections of approximately a third of the wastewater network in Wellington City over the past 15 years. These records reveal historical management practice of a network maintained for dry weather conveyance. More than 30% of our wastewater pipes have structural cracking and poor joints and other defects that mean they suffer from infiltration and exfiltration and are graded "poor" or "very poor" under New Zealand condition grading guidelines. Hydraulic modelling and physical monitoring of the network confirms its vulnerability to wet weather with frequent overflows of untreated wastewater to the environment. While the impact of a leaky wastewater network varies from catchment to catchment, we have enough information from water quality monitoring to know that wastewater contamination of our urban water ways is directly related to both WCC-owned wastewater network and private laterals and sewers.
- Frequent blockages occur, leaking wastewater onto land or water. In the 2019/20 year there were 762 such blockages. These are mainly caused by people inappropriately disposing items such as wet wipes and fat but are exacerbated by faults in the wastewater pipes which can catch wet wipes or allow tree roots to penetrate.
- The Karori and Porirua treatment plants are near capacity (particularly in wet weather) and need investment to accommodate growth and meet regulatory environmental performance requirements. Additionally, all plants are under stress during rain events

due to rainwater inflow and infiltration into the wastewater system, causing overflows and the expensive treatment of rainwater. Moa Point processes and the low-lying pipe network also suffer from seawater intrusion, often causing corrosion and premature failure of pipes.

- Dewatered sewage sludge is currently disposed by landfill. Transport and disposal of sludge is very problematic, with high carbon emissions and operating costs and other adverse environmental effects. This is an area requiring close attention, and is currently the subject of detailed analysis by Wellington Water that was presented to Council in October 2020. Wellington Water's analysis is considering combinations of technologies such as thermal hydrolysis, anaerobic digestion and thermal dryers in order to sustainably dispose of the sludge.
- Like water, the wastewater system is a lifeline in the event of an earthquake. The current state of the network does not suggest that it will perform well in a major earthquake.

Wellington Water estimates that around half the wastewater overflows are caused by stormwater entering private sewers. Incorrectly connected sewers ('cross connections') are a major cause, and leaks from private sewer defects also contribute to water quality issues during dry weather. This issue and the associated cost to remedy is not widely understood within the community.

At around 70 known sites in the network we have legacy constructed overflows. This means that we have designed our wastewater network to overflow into the stormwater or direct into waterways when flows in the network exceed capacity. This usually happens during heavy rain events, the average volume of these overflows is around 40 million litres per year. Many of these are in the CBD area. Unfortunately, with the current state of the network these are essential as without them wastewater would flow onto private property or from manholes into streets during heavy rain as there is excessive stormwater infiltration into the wastewater network during rainfall. Overflows are so frequent that they are not publicly notified and rely on a general warning that the harbour is not safe for swimming 48 hours after heavy rain.

Stormwater. 671km of pipes, 874 culverts, 30,000 sumps (check), 3 km of tunnels and one pump station form the Wellington stormwater network. While there are a number of open streams in Ngaio, Tawa, Karori, Makara, Ohariu Valley and Owhiro Bay, many of the original waterways in Wellington are now piped over much of their length. 'Daylighting' of streams and better water sensitive urban design have long been an undelivered aspiration for many Wellingtonians.

Piped stormwater has the effect of making water 'invisible' until it discharges into the region's streams or coast. This has led to disconnection of the community from its waterways and the neglect of the quality of the water in the pipes.

Water quality standards are measured in the water bodies into which the stormwater system discharges. There is reduced community tolerance for discharging contaminated stormwater. Currently in wet or dry conditions, almost all of the monitored freshwater sites in Wellington City have *E. coli* recordings in band E - the worst grade in freshwater standards.

Historically, management of water quality has focused on the protection of public health from microbiological contamination. This has changed, with cultural and environmental

values now more heavily weighted, and an aversion to contaminants such as heavy metals, sediment and litter.

In many cases, stormwater enters the system via the roading network, which can also act as an overland flowpath when pipes are at capacity. The relationship between land use, roading and stormwater is critical. WCC holds a five year interim year 'global' stormwater consent (i.e. it applies to all discharges in the City boundaries) that is focused on monitoring and reporting of the quality of stormwater discharges to fresh and coastal waters. The purpose of this interim consent is to develop a stormwater management strategy, which seeks to improve the management of adverse effects of stormwater discharges.

The global stormwater consent will require the discharges to meet the water quality requirements of the National Policy Statement - Freshwater Management (NPS-FM). Meeting these requirements will necessitate a significant increase in investment in stormwater treatment and in eliminating sources of pollution. Taumata Arowai will also have the mandate under new Water Services legislation to review all Councils' Stormwater Management Plans against what is considered by the Regulator to be "Good Practice".

The stormwater system is also under pressure from new development creating more impervious areas to drain as well as sea level rise and more intense rainfall. We know that a one in 100-year event today will occur every year in 30 years³ from now. Currently, for new-builds we model a level of risk that aims to prevent flooding of habitable spaces for a one in 100 year event including consideration of climate change, but there are thousands of existing dwellings and businesses in Wellington that do not meet this standard and will flood in events much more frequent than this.

Some residents store rainwater collected from roofs, which can ease pressure on stormwater systems, and can help build resilience and ease water consumption. However this practice has not been strongly supported in Wellington. Stormwater neutrality has been achieved in some catchments in Auckland and in some new developments in the Region where this has been enforced through the consenting process.

Findings

- In general, there is a limited understanding of the condition of our three waters assets.
- It is not possible to comment definitively on the amount of drinking water lost on private connections or public networks because we do not measure water use other than at a very high level.
- There is no issue with the quality of drinking water in Wellington City, however Wellington City's three waters infrastructure is generally in a poor condition and a significant increase in investment is required to both operate the networks to the required standard and to improve the condition.
- The amount of wastewater leaked into the natural environment cannot be measured with any degree of accuracy. However there are around 70 known constructed overflows that undoubtedly contribute to pollution in wet weather and they operate frequently during wet weather. There is also a strong correlation between the age and condition of pipes, and water quality. Poor quality pipes are both publicly owned and privately owned.

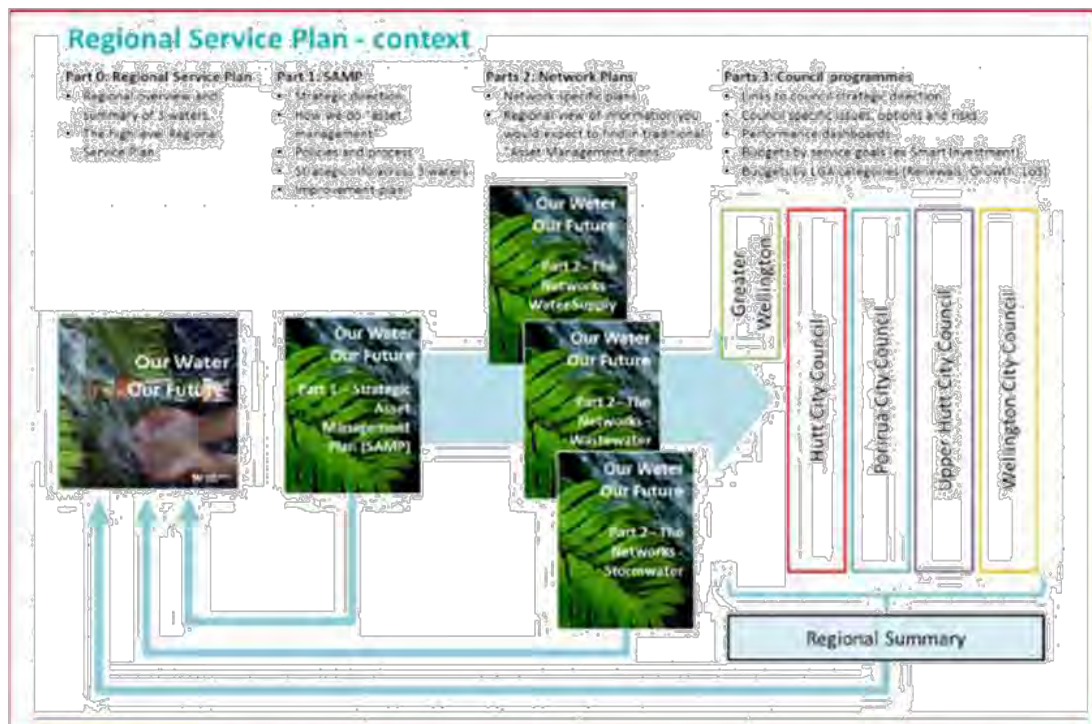
³ Parliamentary Commissioner for the Environment: Preparing New Zealand for rising seas: Certainty and Uncertainty November 2015

- There is increasing evidence of a relatively widespread problem with incorrectly connected private pipes. As a result of this, and other factors, water quality in natural waterways is generally of an unacceptable standard.
- The NPS-FM is seeing an increase in the obligations of consent holders to substantially lift their games to meet the standard expected.

Asset Management

Review the current asset management plans for three waters and adequacy of the current renewals and maintenance programme.

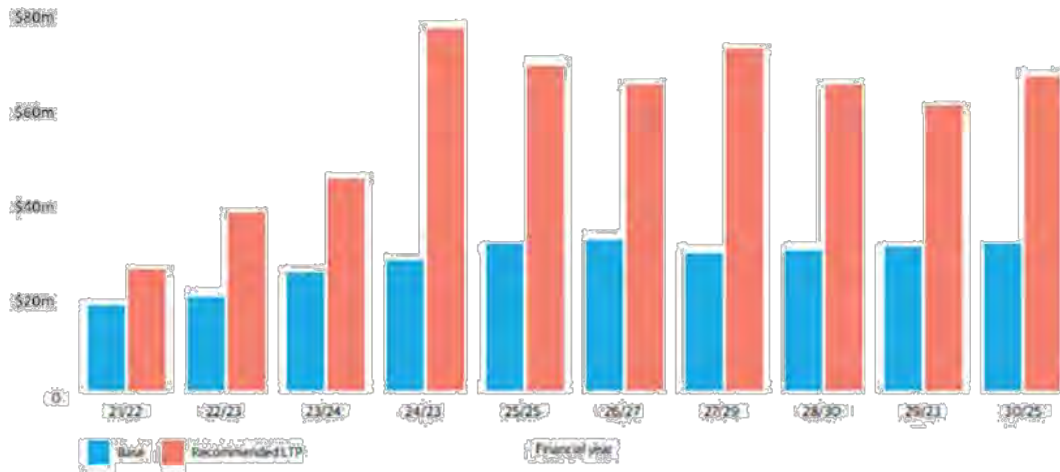
Wellington Water is responsible for managing assets. This is undertaken through a series of asset management planning documents collectively called the Regional Services Plan (RSP) that aim to achieve regional consistency while accommodating District differences. The book value (depreciated replacement cost) of the Wellington City assets is significant, \$466M for water, \$726M for wastewater and \$606M stormwater. The full replacement cost is \$3.86B in the 2020 valuation.



The current Parts 1 and 2 of the RSP are 2017 working drafts and have not been formally adopted or published, they do however provide the background that informs the Wellington City Council investment plan, which is Part 3.

The Taskforce found that asset management plans were not driving investment, were not well understood and were in need of attention. This has resulted in the following effects:

- Gaps in knowledge about expected asset life.
- Reduced spending on condition assessment, particularly of critical assets, without understanding the risk, as evidenced at Mt Albert tunnel and Dixon/Willis Street sewers.
- Spending less on renewals than depreciation funding. WWL estimated that the spend on renewals needs to be trebled over the next ten years:

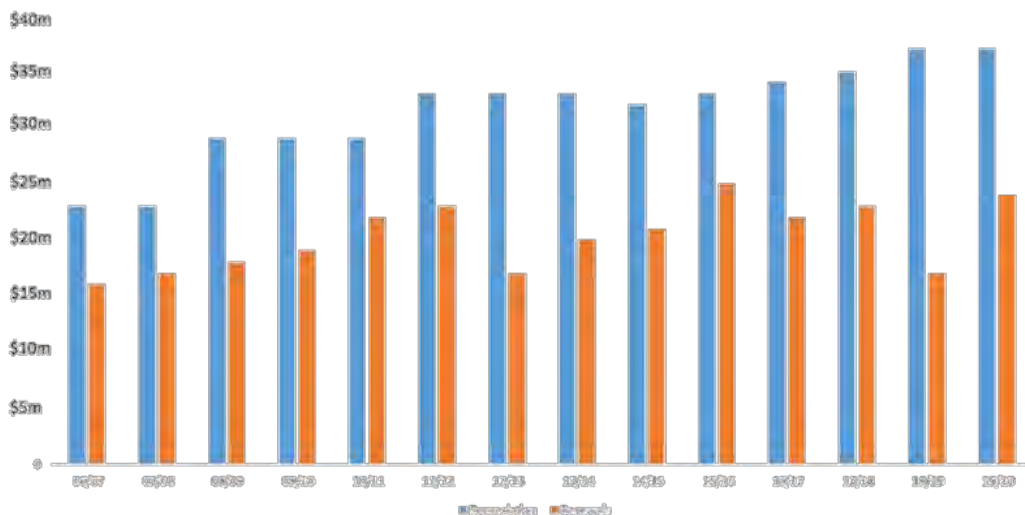


The Taskforce found that water revenue was not clearly accounted for and is aggregated with other Council activities. As a result, depreciation and revenue that ought to have been earmarked for water assets has been reprioritised to other Council activities.

The current model is for capital expenditure to be debt-funded for new and upgraded assets that are associated with improved levels of service, and to use development contributions for new assets that are growth related. Replacements of existing assets (renewals) are to be funded by depreciation. While depreciation of the assets is fully funded and collected each year in the water rates, in reality waters renewals expenditure is typically 50-60% (typically \$10m-\$20m) of the depreciation income.

Three waters depreciation funding has not been automatically reinvested in renewing water infrastructure.

Comparing Historic Depreciation Funding and Renewals Expenditure



WCC has limits on the level of debt it can raise. The investments required in three waters assets and other infrastructure is likely to see this debt limit reached within the next decade.

Findings

- Wellington City's three waters asset management plans are partially completed.
- While some work has commenced, the understanding of the condition of critical assets is inadequate.
- The funding of current renewals and maintenance programs is inadequate.
- Renewals funding has rarely met depreciation which has often been reprioritised to other assets.
- Three waters financial and non-financial reporting is complicated and has not presented decision makers with an accurate picture of either the state of the network or the risks of funding decisions.
- There are limits to the level of debt WCC can take on – future three waters investments are likely to push WCC beyond this limit.

Service Level Key Performance Measures

Review the adequacy of service level key performance indicators, including:

- *Timeframes for response and repair issues;*
- *Reviewing the support available to residents in times of disruption.*

Unlike the electricity sector's lines companies, Wellington Water has a unique governance arrangement and is not currently regulated by Local or Central Government (although the Department of Internal Affairs is looking at this as part of the Government's three waters reforms). While not a substitute for regulation, the Department of Internal Affairs does have 35 mandatory performance measures that Wellington Water (and all other water service providers) must meet and report for benchmarking purposes.

Over and above the DIA measures, an additional 22 measures are found in the Wellington Water Statement of Intent, these are mostly focused around company performance. Under the current model, where Wellington Water manages a service and WCC owns the assets, it is often not possible to hold either to account.

Wellington Water has struggled with response and repair times due to a backlog caused by an ageing network but also operational challenges resulting from a transition to a new alliance contract with an external supplier that did not proceed smoothly. While this transition is now concluded, there are still systems issues to be ironed out.

Wellington Water does measure customer satisfaction, which covers support available to residents in times of disruption. In Wellington, water outages are generally uncommon, although increasing in regularity, and when they occur residents tend to be unprepared. There have been gaps in communications during such outages, however the Taskforce noted that Wellington Water has made improvements in this regard. But improved communications around disruptions does not mask the underlying failure of assets, and in particular the increased frequency of failure of asbestos cement water mains.

The Taskforce explored benchmarking as a possible alternative. Water entities in different regions and countries operate in different ways, so care needs to be taken to normalise data, however there are specialist organisations who compile such information.

Wellington Water could be benchmarked against Auckland's Watercare – although Watercare does not extend to stormwater. Wellington Water has recently signed up to participate in the Water Services Association of Australia regional benchmarking programme, and the Water Industry Commission of Scotland is compiling preliminary views of how Wellington Water's 2021/31 LTP investment proposals compare to other, similar entities and with reference to existing system performance.

Findings

- There is an abundance of performance measures; many of these have little relevance to citizens or to WCC.
- There are limited consequences for failing to meet the performance standards.
- It is difficult to hold WCC and Wellington Water to account for the measures because of the split between asset ownership and service provision.
- Support to residents in times of disruption is adequate, but can always be improved.

Resilient and Sustainable Long Term Water Services

Investigate what is required to deliver a resilient and sustainable long term water services network particularly in relation to climate change, the 2016 Kaikoura earthquake and future earthquake risks including:

- *The nature of investment required and whether the current Long-term Plan and draft Annual Plan budgets are sufficient to meet the current and future needs of Wellington City.*

Resilience. In October 2019 the Wellington Lifelines Group published a Business Case *Protecting Wellington's Economy Through Accelerated Infrastructure Investment Programme*. Both Wellington Water and WCC are members of the Group and contributed to the business case.

The business case details how investing in infrastructure resilience will reduce the national economic impact of a large Wellington earthquake by more than \$6 billion. In addition to the avoided economic losses, there will be significant social benefits achieved through Wellington's communities surviving and thriving after a major seismic event.

The business case is the first of this size and complexity undertaken in New Zealand. It considers the interdependencies of 16 infrastructure providers in order to identify a step change improvement to the Wellington region's resilience to a large earthquake.

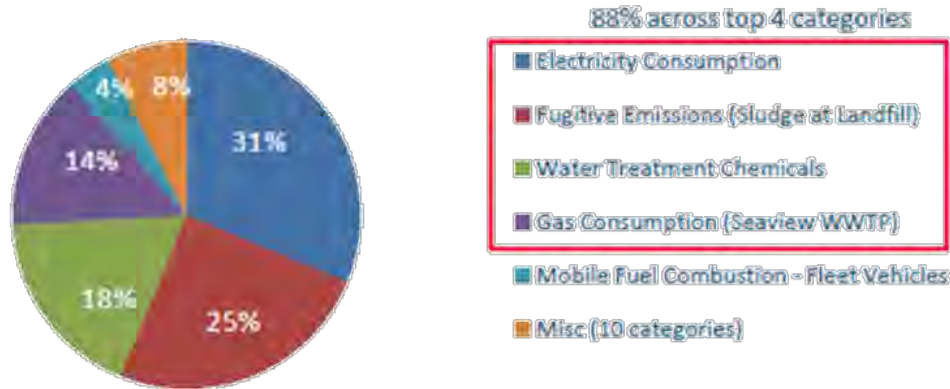
Water projects identified in the business case include Omāroro and Bell Road Reservoirs, Carmichael to Johnsonville and Karori pipelines and general "toughening" of bulk drinking water pipes. As and when assets are replaced or upgraded, more resilient materials are specified. In this way, the speed of resilience investment is linked to overall asset planning, and renewals or upgrading.

Additionally, Wellington Water's Community Infrastructure Resilience project demonstrates how Wellington Water intends to deliver water after an earthquake. This initiative aims to provide residents with up to 20 litres per person per day, one week after a major event. The project is not yet complete, as decisions still need to be taken as to how the necessary water will be provided to the CBD and eastern suburbs.

While there is a clear picture of the damage and cost to networks in the Christchurch earthquake, which was largely covered by insurance, we do not have the same certainty following the Kaikoura earthquake's effects on Wellington, and Wellington Water can only provide a very high level estimate. Regular, smaller earthquakes do not cause widespread damage, however they do cause deterioration of the networks, which will not usually be covered by insurance, and does not always manifest itself in visible damage requiring repairs, and therefore the deterioration goes unnoticed.

Sustainability. On the Kapiti Coast, the Taskforce learned that the introduction of residential water meters reduced consumption by around 25%, most of which was being lost through leaks on just 2% of private properties. There are similar examples elsewhere where measurement has effectively reduced consumption. Reduced consumption means less pumping, and reduced requirement for new storage dams and lakes.

Conservatively, the region's three waters activities produce more than 17,500 tonnes of CO2 equivalent per year as follows:



Wellington Water is undertaking a project looking to reduce sewage sludge volumes from the Moa Point treatment plant to the landfill. The analysis is to be assessed as part of the development of the 2021-31 Long Term Plan. The project aligns with the City's Zero Carbon, Resilience and Waste Strategies, and looks to reduce sludge and carbon and, if possible, derive environmental co-benefits from the disposal of sludge.

Wellington Water is also seeking to optimise electricity usage (where this is under its control) and investigating measuring carbon as a standard KPI for all capital projects.

Climate change is expected to impact on the stormwater network but also land use planning. More intense rainfall and sea encroachment are built into Wellington Water's flood models that are currently being socialised with communities.

Findings

- As and when assets are upgraded and renewed, greater resilience is designed into assets.
- The Omāroro reservoir and proposed sludge minimisation investment are positive examples of where this can occur.
- Further work is required to better understand the effect of multiple small earthquakes on the three waters networks in particular, and whether this effect might trigger insurance provisions.

Contractor Model for Delivery of Services

Review the use of the contractor model for the delivery of services by Wellington Water.

At one time the City Council's own Works Department was deeply involved in the lives of Wellingtonians. Milk treatment and supply, horse drawn sewage collection, bus services, quarrying and operating an abattoir have all been carried out in house. As recently as the 1980s the workforce was several hundred strong, mostly involved in building and maintaining assets owned by the City, such as parks, roads and pipes, and providing services such as waste collection and street cleaning.

Central Government deregulation in the 1980s saw a transformation in the way this work was performed. The reforms drove substantial efficiencies and transparency into the water sector, and subsequent changes to the Local Government Act provided for the establishment of Council Controlled Organisations that could operate on a commercial basis. Many Councils took the opportunity to establish such organisations, including City Care in Christchurch, Watercare Services in Auckland and NelMac in Nelson and Marlborough. Wellington City did not establish a CCO, and the Works Department (later known as CitiOperations) was effectively wound up from 2012.

Responsibility for carrying out physical water works was shifted to Capacity, a Council Controlled Organisation, and then to Wellington Water. Wellington Water has chosen not to carry out some elements of the physical work and some professional services in-house – it prefers to contract certain specialised services to appropriately skilled and resourced organisations. This is the same model used by the electricity, transport and telecommunications sectors. Contracting is now a highly specialised discipline that requires substantial investment in:

- Technical skills training and career progression.
- Plant, equipment and IT specialist information systems.
- Industrial premises.
- Health and safety – this sector has substantial risk.

Wellington Water has structured service delivery around formal arrangements:

- Most maintenance work is delivered via a region-wide alliance arrangement with Fulton Hogan Limited.
- A services agreement is in place with Veolia for wastewater treatment plants.
- Wellington water operates and maintains the regional water treatment plants.
- Contractor and consultant panels for capex projects and professional services respectively, although Wellington Water also retains some in-house design and project management capability.

There are some perceived downsides to contracting:

- Some local citizens prefer to have workers directly working for the City.
- The more contractually removed from the City, the harder it may be to instill pride in working for the City on City assets.
- In house workers are sometimes perceived to be more responsive and flexible than contractors.

These downsides are offset by the reduced health and safety risk, the level of technical expertise available and the more efficient deployment of resources available from the use

of specialist contractors and advisors. Keeping people and communities safe demands that work is undertaken by specialists with the right skills, training and equipment to undertake tasks, to understand the risks and to be able to mitigate them.

It is also important that Wellington Water remain an 'informed client' that knows what it is buying and is able to hold contractors to account. With around 200 staff, the Taskforce felt that Wellington Water had grown a gravity of mass that attracted the right kind of talent to enable it retain the right blend of experience and turnover, and in a way that individual Councils could probably not achieve.

Wellington Water recently submitted two unsuccessful 'shovel ready' proposals for the Government's stimulus package to support the country's economic recovery from covid-19. These projects were aimed at growing the capacity of the contracting market in Wellington. One of these focused on the establishment of a trade training centre in Wellington based around three waters contracting, the second was around investment in trenchless technology aimed at high specification mechanisation to improve efficiency in the Wellington market. None of this thinking is likely to have occurred without the aggregated model of Wellington Water.

Findings

- The Taskforce was comfortable with the use of the contractor model for the delivery of services by Wellington Water.

Governance

Review the Governance arrangements in place relating to water services infrastructure in Wellington (acknowledging that it is a regional entity and that the Council has committed to working regionally for a number of years) including:

- *The governance arrangements between Wellington City Council and Wellington Water Limited;*
- *Identifying whether improvements can be made to the way in which Wellington Water and Wellington City Council work together;*
- *The relationship between iwi mana whenua, Wellington City Council and Wellington Water in relation to water services issues in Wellington, whether it is consistent with Te Tiriti o Waitangi and what can be done to progress the relationships further.*

Currently governance of Wellington Water is the domain of the Wellington Water Board of Directors. The Board is appointed by the Wellington Water Committee, which comprises elected members of shareholding Councils.

Wellington City Councillors do not have governance responsibility other than approving the annual Statement of Intent. Yet because WCC owns assets, members of the public assume that WCC is directly responsible for the performance of the network.

Because of this split accountability it is difficult to distinguish between Wellington Water's performance and the performance of the network, and it is difficult for WCC to be sure it is receiving value for money.

The relationship between Wellington Water and WCC is very complex and extends beyond asset issues and into other areas including land use planning, finance, transport, emergency management, contact centre, customer relationships, communications and legal. Generally this works well at an operational level. While undoubtedly the relationship has been sometimes challenging, this is hardly surprising given the natural tension between the asset owner and the asset manager. The recent appointment of a Chief Infrastructure Officer at Wellington City Council has resulted in a more structured approach and a tangible improvement in the business relationship.

A Management Service Contract (known as the Service Level Agreement) describes the respective responsibilities around asset planning, financial planning and reporting and underpins the relationship.

The Taskforce highlighted that communities are not currently substantially involved in decision making, and that communications and engagement in general around the three waters was inadequate. Citizens have lost connection with their water, and the Taskforce considered that this requires addressing.

Mana whenua have strong views on this; these views have been expressed in the main report.

Findings

- The Taskforce was uncomfortable with the current governance of water assets.
- Under current settings, governance of Wellington Water's performance cannot be separated from the performance of the network.
- The accountability split is unsustainable and the Taskforce's view is that asset ownership should be reviewed with a view to shifting assets into Wellington Water or a new standalone water services entity as is anticipated by Central Government.

- Community participation is not currently well provided for, although a pilot underway at Owhiro Bay appears to be yielding positive results.
- In general, Wellingtonians are not 'connected' to their water.

Communications protocols

Implement a Communications and Engagement approach that keeps businesses, communities and interested parties well informed including:

- *Reviewing communication with residents including in times of disruption;*
- *Reviewing the communication systems in place between Wellington City Council, residents and other bodies including Greater Wellington Regional Council and Regional Public Health including the determination of health warnings.*

Wellington Water has developed a communications protocol for disruptions caused by network faults. The Taskforce has reviewed this protocol and found it to be adequate, with linkages to public health and the Greater Wellington Regional Council.

Network fault communication protocols

When a network failure occurs which has an impact on the community, operational protocols are well established. It is equally important that we have a clear process in place for how information about the incident will be communicated through the organisation, to our stakeholders and our customers.

This protocol outlines this process and what everyone's roles are within it.

Because each step in the protocol feeds into the next, it is essential that everyone acts quickly to play their part. This will ensure we are able to provide clear, timely information to the people who are affected, and maintain Wellington Water's reputation as the trusted operator of our region's water services.

STAGE	ACTIONS	WHO				
1. Alert	<ul style="list-style-type: none"> • Customer Hub becomes aware of network fault, incident is triaged and crew is dispatched to site • Crew provides immediate assessment of failure to Customer Hub (within 30 mins of arrival) • TL Customer Hub completes Incident Alert Memo (see pg 2) and sends to: <ul style="list-style-type: none"> a) Communications manager: Michelle.Viel@wellingtonwater.co.nz, Aaron_Givandei@wllingtonwater.co.nz b) Manager Customer Experience: Lee.Donald@wellingtonwater.co.nz c) SLT - if fault is considered major 	<ul style="list-style-type: none"> • TL Customer Hub • Responding crew 				
2. Message development	<p style="text-align: center;">Using the Incident Alert Memo:</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Communications Manager:</p> <ul style="list-style-type: none"> • Develops a statement based on the Incident Release Template (see page 2) </td> <td style="width: 50%; vertical-align: top;"> <p>Team Leader, Customer Hub:</p> <ul style="list-style-type: none"> • Drafts a short list of most likely customer questions and responses (Q&A) </td> </tr> <tr> <td colspan="2" style="text-align: center;"> <p>Both</p> <ul style="list-style-type: none"> • Share and align release and Q&A </td> </tr> </table>	<p>Communications Manager:</p> <ul style="list-style-type: none"> • Develops a statement based on the Incident Release Template (see page 2) 	<p>Team Leader, Customer Hub:</p> <ul style="list-style-type: none"> • Drafts a short list of most likely customer questions and responses (Q&A) 	<p>Both</p> <ul style="list-style-type: none"> • Share and align release and Q&A 		<ul style="list-style-type: none"> • Communications Manager • Team Leader, Customer Hub
<p>Communications Manager:</p> <ul style="list-style-type: none"> • Develops a statement based on the Incident Release Template (see page 2) 	<p>Team Leader, Customer Hub:</p> <ul style="list-style-type: none"> • Drafts a short list of most likely customer questions and responses (Q&A) 					
<p>Both</p> <ul style="list-style-type: none"> • Share and align release and Q&A 						
3. External comms	<ul style="list-style-type: none"> • Communications Manager directs their team to share statement based on scale of incident • Channels may include: website post, social post, email to Council stakeholders, email to residents groups, letter to residents, media release 	<ul style="list-style-type: none"> • Communications manager and team 				
4. Updates & enquiries	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • Crew provides updates to Reporting Manager at least every four (4) hours • COG relays updates to Communications Manager and Customer Hub Team Leader </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • Communications team manages media & Facebook enquiries • Customer Hub manages customer enquiries </td> </tr> </table>	<ul style="list-style-type: none"> • Crew provides updates to Reporting Manager at least every four (4) hours • COG relays updates to Communications Manager and Customer Hub Team Leader 	<ul style="list-style-type: none"> • Communications team manages media & Facebook enquiries • Customer Hub manages customer enquiries 	<ul style="list-style-type: none"> • Communications team • TL Customer Hub • Crew 		
<ul style="list-style-type: none"> • Crew provides updates to Reporting Manager at least every four (4) hours • COG relays updates to Communications Manager and Customer Hub Team Leader 	<ul style="list-style-type: none"> • Communications team manages media & Facebook enquiries • Customer Hub manages customer enquiries 					
5. Resolution	<ul style="list-style-type: none"> • Crew informs Customer Hub when the incident is resolved, Hub relays to TL Communications Manager • Communications Manager determines what external communication of resolution is most appropriate and directs team accordingly 	<ul style="list-style-type: none"> • Crew • TL Customer Hub • Communications Manager 				

Beyond time of disruption, the Taskforce considered that communication with the public should be at a number of levels, right from "grass roots" -as in the Owhiro Bay community of interest - through to catchments and suburbs right up to the City level and then the wider regional level. Audiences for each are different and communication protocols and practices need to recognise this difference.

While information is generally available and discoverable, increasingly it is apparent to the Taskforce that there is a strong appetite for this information to be easily accessible. Central and Local Government are both supporters of open data, yet information around the quality of drinking water and freshwater can be difficult to access. The Taskforce noted that there are a number of web-based tools now available that are specifically designed to make this kind of information publicly available in real time.

GWRC has taken the lead in this area and has allocated staff time and effort to develop better tools and mechanisms to make water quality information easily and publicly accessible for communities.

Findings

- Communications protocols are in place and are adequate.
- Wellington Water and WCC can be more open and transparent with communities around water issues and costs.
- Wellington Water and WCC can support GWRC to deliver better publicly available datasets.

Note on Government reforms

As part of the Government reforms of the three waters system, Taumata Arowai – the Water Services Regulator is in the process of being established to drive system-wide reform of drinking water regulation and targeted reform of wastewater and stormwater regulation.

The Government also proposes changes to service delivery arrangements, and is contemplating establishing a relatively small number of large publicly owned entities to manage assets and services, and determine all funding requirements. These entities could be separated from council balance sheets for greater borrowing capacity through a clean transfer of asset ownership.

The Government is actively encouraging Councils to collaborate in managing three waters assets, and in this way Wellington is something of a forerunner with the establishment of Wellington Water Limited with six shareholding Councils.

The Government has also enacted, and has recently revised the National Policy Statement for Freshwater Management (NPS-FM). The NPS-FM provides direction to local authorities on managing the activities that affect the health of freshwater. Councils are required to implement the NPS-FM in their policies and plans by 2025.

The findings of the Taskforce are generally aligned with the Government's intent and direction.

Conclusion

The Taskforce felt that the current approach to water will not meet future demand, aspirations or community expectations. The City and WCC have underinvested in the three waters infrastructure for many years. The very high water leakage rate and poor performance of the sewerage network are unacceptable, and will be expensive to fix.

The reform proposals recently announced by Central Government give Wellington the opportunity to create a different model for the delivery of water services and the management of water, leading to better outcomes for everyone. In the Taskforce's view, the Government reforms are a step in the right direction.

Appendices:

1. Mayoral Taskforce Terms of Reference
2. Presentations to the Taskforce

Mayoral Taskforce: Three Waters
Terms of Reference

Purpose

The purpose of the Mayoral Taskforce: Three Waters is to inquire into specific problems relating to water issues in Wellington, and identify initiatives to address these issues by recommending an action plan to Wellington City Council.

Scope

The Scope of the Taskforce is to review matters within the boundaries of Wellington City as follows:

- a) Review the state of Wellington's water services infrastructure which includes:
 - The amount of water leakage along private connections and public networks prior to water reaching its destination.
 - The quality of drinking water within Wellington City
 - The amount of leakage from wastewater networks (and private connections) into stormwater networks and their impact on natural waterways and beaches.
 - Management of stormwater into the future
- b) Review the current asset management plans for three waters and adequacy of the current renewals and maintenance programme.
- c) Investigate what is required to deliver a resilient and sustainable long term water services network particularly in relation to climate change, the 2016 Kaikoura earthquake and future earthquake risks including:
 - The nature of investment required and whether the current Long-term Plan and draft Annual Plan budgets are sufficient to meet the current and future needs of Wellington city.
- d) Review the adequacy of service level key performance indicators, including:
 - a. Timeframes for response and repair issues;
 - b. Reviewing the support available to residents in times of disruption.
- e) Review the use of the contractor model for the delivery of services by WWL.
- f) Review the Governance arrangements in place relating to water services infrastructure in Wellington (acknowledging that it is a regional entity and that the Council has committed to working regionally for a number of years) including:
 - the governance arrangements between Wellington City Council and Wellington Water Limited;
 - Identifying whether improvements can be made to the way in which Wellington Water and Wellington City Council work together;
 - The relationship between Iwi mana whenua, Wellington City Council and Wellington Water in relation to water services issues in Wellington, whether it is consistent with Te Tiriti o Waitangi and what can be done to progress the relationships further.
- g) Any other matters that relate to the Purpose and which arise during the Taskforce's operation.
- h) Implement a Communications and Engagement approach that keeps businesses, communities and interested parties well informed including:
 - Reviewing communication with residents including in times of disruption;
 - Reviewing the communication systems in place between Wellington City Council, residents and other bodies including Greater Wellington Regional Council and Regional Public Health including the determination of health warnings.
- i) Make recommendations to Wellington City Council on the issues above which may include recommended action plans, mitigation strategies and opportunities, while ensuring that any proposed solutions strengthens our communities, brings people together and builds a sustainable and resilient community.

Presentations to the Taskforce

The presentations can be found at:

<https://wellington.govt.nz/environment-and-sustainability/water/mayoral-water-taskforce>

- GWRC: Overview of Whaitua Te Whanganui-a-Tara Committee and Stormwater Consent
- Wellington Water briefing: Overview of Three Waters Network and Operational Briefings: Mt Albert Tunnel, Dixon/Willis, Owhiro Bay, Houghton Bay, Critical Operational Risks
- Department of Internal Affairs: Three Waters Review
- Wellington Water Limited Governance
- Wellington Water briefing: Update on Willis/Dixon, Mt Albert Tunnel, Omāroro, Measuring Water Loss/Water Meters, Constructed Wastewater Overflows
- Wellington Water Background Information: Three Waters Priorities and Regional Investment Statement
- Wellington City Council: Three Waters Funding
- Eugene Doyle: Ten Transformative Actions
- Garry Macdonald Beca: Water Reform in NZ

3. Committee Reports

REPORT OF THE STRATEGY AND POLICY COMMITTEE MEETING OF 10 DECEMBER 2020

Members: Mayor Foster (not present at time of voting), Councillor Calvert (Deputy Chair), Councillor Condie, Councillor Day (Chair), Councillor Fitzsimons, Councillor Foon, Deputy Mayor Free (not present for item), Councillor Matthews, Councillor O'Neill, Councillor Pannett, Councillor Paul, Councillor Rush (not present for item), Councillor Sparrow, Councillor Woolf, Councillor Young (not present at time of voting).

The Strategy and Policy Committee recommends:





REVIEW OF THE ADVISORY GROUP MODEL

Recommendation/s

That the Council:

1. Adopt the revised Advisory and Reference Group Terms of Reference as attached to provide greater clarity around the purpose and role of the Council's Advisory Groups.
2. Agree, in principle, to the establishment of a Rainbow Advisory Group, and to direct officers to work with the Rainbow community to enable this.
3. Agree that officers will use the existing criteria for adding new groups, and work with the community to determine whether a Multicultural Advisory Group or some other forum should be established and bring a report back by June 2021.

Attachments

Attachment 1.	AAG - Amended Terms of Reference ↓ 	Page 86
Attachment 2.	ERG - Amended Terms of Reference ↓ 	Page 97
Attachment 3.	PAG - Amended Terms of Reference ↓ 	Page 106
Attachment 4.	Youth Council - Amended Terms of Reference ↓ 	Page 116

Accessibility Advisory Group Terms of Reference – December 2020

*“Disability is not something individuals have. What individuals have are impairments...
Disability is the process that happens when one group of people
create barriers by designing a world only for their way of living,
taking no account of the impairments other people have.”*

NEW ZEALAND DISABILITY STRATEGY 2001

A Glossary of Terms is in Appendix D

1. Purpose of the Accessibility Advisory Group (AAG)

- Advise Council on how to help grow a great and accessible City, where barriers to people with impairments are minimised.
- Bring lived experience and knowledge to Council around accessibility issues in the context of Council’s roles and priorities.
- It is recognised that members come from and remain connected to their communities, it is from this foundation members share their expertise and lived experience in this advisory role, and engage with their communities and others as part of the wider council consultation processes. The expectations around this connection are set out in the *Communication and Involvement of communities* points below¹

The AAG will not be seen as representing all views on accessibility in the City.

2. Expectations

Members will be accountable for their efforts to provide¹:

- Constructive advice – on Council projects and policies, where possible identifying evidence and solutions, whilst taking into account the wider needs, issues and views of people with impairments.
- Communication – engage with the Council and relevant communities to increase information flow and build knowledge of Council processes to increase involvement in Council decision-making.
- Involvement of communities - work with council staff to help the Council involve more people with impairments and from wider communities in the setting and meeting of

¹ Within their capabilities and any legitimate time / resource constraints.

city-wide objectives. The Council is ultimately responsible for full community consultation.

The specific work areas where members will contribute will be set out in the annual work programme. The work programme will be finalised reasonably quickly and in a collaborative way. That annual work programme will be determined jointly between the AAG, Council officers, Chair of the appropriate Committee and Councillor representative. This will take into account the Council's priorities as well as the skills, experience, interests and commitments of AAG members. This will enable members to have early input into the Council's work².

Council officers will report back to the AAG on how advice was considered, and whether or not officers and councillors chose to act on that advice, with reasons given at the appropriate time through e-mail and at AAG meetings.

The Council liaison officer, working with the Chair, will track meeting attendance and contribution to workflows. Issues considered will include:

- Punctuality and attendance of meetings
- Behaviour in relation to the role and Code of Conduct
- Degree of active involvement in the work of the group.

*See number 7 Terms of Appointment.

3. Reporting

The AAG will publicly report to the appropriate Council Committee with the agreed workplan within the first four months of each financial year.

The AAG will publicly report to the appropriate Council Committee within the last four months of each financial year. The report will refer to the agreed work plan and outline progress against this over the previous year, and any issues it wishes to raise with Council.

The names of members, their attendance and minutes of the group's meetings will be available on the Council website and annual report.

4. Meetings

There will be up to 12 paid meetings per year of the full AAG. A provisional meeting schedule will be agreed once the work programme is finalised. This schedule can be varied throughout the year.

5. Training for members

The Council will provide members with:

² Work of Council includes Council's strategy and policy development, planning and service delivery.

- An induction explaining the machinery of local government, the Council's function and processes and the role of the AAG
- Training or resources as necessary to fulfil their roles as an AAG member. For example, Chairing, contributing at meetings, understanding the role of local government and presentation skills as needed or on request.

6. Key membership criteria

The AAG will include up to 12 members.

Members need to:

- have the experience or knowledge around people living with impairments
- have a broad knowledge of 'accessibility' as well as being able to advise on the wider needs and issues affecting people with impairments
- have good relationships and networks with a range of communities
- reside within Wellington City Council's boundaries.

Subject to the above, the Council will during recruitment, have regard to maintaining an appropriate balance of impairment types, age and gender mix, Māori and other ethnic communities needs and issues.

Further details of the roles and accountabilities of members (including Chairs) and non-members that support the AAG are in Appendix A.

7. Terms of Appointment

The standard term of appointment will be three years. An AAG member's membership will cease if that member resigns and may cease if that member:

- misses more than three consecutive meetings without apology or 4 meetings within one year
- does not work proactively during any one-year review period, or
- behaves in a way that violates the Code of Conduct (Appendix B) or is otherwise seen as detrimental to the effective operation of the AAG.

A member can be nominated for two consecutive terms.

No member can sit on the group for more than two consecutive three year terms.

A member may be nominated for a future term not immediately after them completing two consecutive terms.

The process for electing the Chair/Co-Chair is set out in Appendix A.

AAG will have rolling membership to ensure that the group has some experienced members at all times.

8. Payment

Members will be paid \$110 per meeting for up to 12 meetings per year they attend of the full AAG.

The Chair will be paid \$150 for every meeting per year of the full AAG attended. If the group decides to have more than one member in the role of Chair, the additional \$40 available to the Chair will be split between the Co-Chairs.

The Council will also support the group by providing refreshments at up to 12 meetings per year.

Council at its discretion will consider providing extra resources to AAG on a case-by-case basis and where those extra resources enable the group to meaningfully contribute to the Council's objectives.

9. Budget

The AAG is an advisory group set up to inform the work and activities of the Council. The group will not be given an independent budget to commission work or undertake activities outside of this advisory role.

10. Support funds to enable members to fully participate at meetings

Members will be reimbursed for reasonable travel expenses required to allow members to travel to meetings and participate in AAG based activities.

If a support person is required for a member to fully participate in the group's discussions, the Council can pay this person up to \$40 per hour.

The above payments will be at the discretion of the relevant Council directorate.

Payments will not be made to members to provide care for children or other family members to allow attendance at AAG meetings.

The Council will ensure Council-based meeting venues are fully accessible with accessible toilets and that other required assistance (such as New Zealand Sign Language interpreters) is available.

11. Conflict Resolution

Should conflict occur, the Chair/Co-Chairs and group will work with Council Officers to resolve the conflict.

If there are any concerns, members should raise them:

- with the Chair of the group if concerns are about other members
- with the responsible Councillor and/or the Group's ELT member if concerns are about the Chair of the group
- with the Chair of the group (who will decide whether to raise them with the Group's ELT member) if concerns are about employees.

12. Conflict of interest

Members will be asked to complete a conflict of interest form when they join the AAG and at the beginning of each year they sit on the group. This will be provided by the Council liaison officer.

Members are also expected to notify the liaison officer of any new or emerging conflicts of interest at the start of each meeting where the liaison officer is present.

For the purpose of the AAG, conflicts of interest are deemed to occur where a member advises on work-streams that impact on:

- money or other resources the member has invested outside Council
- the member's family, or
- official positions the member holds on groups or bodies outside of Council.

13. Review of Terms of Reference

The Terms of Reference will be reviewed as required. AAG will be involved in any review. All changes to the Terms of Reference will need approval by the appropriate Council Committee and the Council.

Appendix A: Role descriptions for the AAG Chair, members, Liaison Officers, Responsible Council Manager and Appointed Councillor

Members

Member position	Roles and accountabilities
Chair/Co-Chairs	<ul style="list-style-type: none"> • encourage open communication where all members can effectively contribute • work with Council officers to compile meeting agendas • work with Council officers and AAG members to develop, complete and implement the group's annual work programme referred to in section 2 • be the AAG spokesperson representing the views and recommendations of the group • work with the Council liaison officers to review the contribution of AAG members at the yearly review and raise any concerns with the appropriate Council Officer • sign off minutes from the previous meeting • Members of the AAG will elect a Chair and Co-Chair (if applicable) annually each October.
All AAG Members (including Co-Chairs)	<ul style="list-style-type: none"> • be prepared for meetings and consider issues with an open mind • actively participate in AAG meetings and contribute to the actions in the agreed annual work programme • keep a broad knowledge of accessibility issues and issues affecting people with impairments • turn up to meetings on time • be available and attend any other training/meetings that may be planned • establish, maintain and make the most of existing relationships with other groups around the City • be committed to appropriately providing information to the range of organisations and communities supporting or including people with impairments –and seeking their feedback • not take individual issues to AAG that can be dealt with via general enquiries to Council's information Centre • comply with the Code of Conduct in Appendix B • have their contributions reviewed annually against the current "Terms of Appointment".

Non-Members who will work with AAG

Member position	Roles
Council liaison officers	<ul style="list-style-type: none"> • Administration, support and promotion of the group. This will include the induction of new members, development of agendas, recording meeting minutes and following up on action points to report back to the group • work with the Chair/Co- Chair to set the meeting agenda • work with the Chair to track attendance and review the contribution of AAG members at the yearly review • work across Council business units to help them effectively engage with the AAG in the right ways and at the right stages of a work-stream (development and implementation of policy, strategy, planning and service delivery) • ensure officers presenting to the AAG are informed of, and present information to the group that is targeted to the group’s needs • Progress projects agreed between AAG and officers.
Responsible Council Manager	<ul style="list-style-type: none"> • approve the AAG’s annual work programme • help the Council liaison officers ensure officers work with AAG in the right ways and stages.
Accessibility Advisor	<ul style="list-style-type: none"> • offer support on an ‘as required’ basis for communication of certain issues between the wider Council and the AAG • work closely with AAG, including attending meetings and reporting back on AAG’s work-streams • ensure that issues raised are discussed with the AAG and any outcomes/developments are reported back on.
Councillor/s	<ul style="list-style-type: none"> • act as a communication link between Council (councillors and officers) and the AAG by attending meetings on a regular basis. • provide with officers, information, advice and explanation of the Council’s political process and agreed Council policy when required and facilitate feedback from the AAG to Council.

Appendix B: Code of Conduct

1. Objective

The objective of the code is to enhance:

- mutual trust, respect and tolerance between members as a group and with Councillors and Council staff
- The credibility and accountability of the Council within its communities.

The following is the standard of behaviour that is expected from members of Wellington City Council reference and advisory groups.

2. Relationships with others

Members will conduct their dealings with each other, and elected members, in ways that:

- are open, honest and maintain integrity
- focus on issues rather than personalities
- avoid aggressive, offensive and abusive conduct
- maintain confidence in their group.

3. Relationships with Council staff

The effective performance of the group also requires a high level of cooperation and mutual respect between members and Council staff. To ensure this is maintained, members will:

- treat all employees with courtesy and respect (including the avoidance of aggressive, offensive or abusive conduct towards employees)
- observe any guidelines that the Chief Executive puts in place regarding contact with employees
- not do anything which compromises, or could be seen as compromising, the impartiality of an employee
- avoid publicly criticising any employee in any way, but especially in ways that reflect on the competence and integrity of the employee
- raise concerns about employees only with the Chair of the group, who will then decide whether to raise the issue with an appropriate senior Council officer
- not seek to improperly influence staff in the normal undertaking of their duties.

4. Contact with the media

Groups may have the opportunity to input into a number of different initiatives and for consistency, it is important that a single point of contact is established to respond to any media enquiries.

- All media enquiries shall be redirected to Council staff.
- If it is agreed with Council staff that it is appropriate for a view to be expressed by the group, only the Chair, or the Chair's proxy, can represent the group to the media. The

Chair will work with the Council's External Relations team in relation to any public comments.

- Views expressed to the media on behalf of the group must have been previously agreed on by the group as a whole.
- If a member is contacted by a journalist for a view from their group, they must refer the journalist to the Chair or Co-Chair.
- Members are free to express a personal view in the media or the view of other organisations of which they are a member, at any time. However, they must make clear that these represent their private views as an individual, or the view of their organisation.

5. Confidential Information

In the course of their duties, members will receive information that they need to treat as confidential. This will often be information that is either commercially sensitive or is personal to a particular individual or organisation.

Members should be aware that failure to observe confidentiality will impede the performance of Council and could expose the Council to prosecution under the Privacy Act 1993 and/or civil litigation.

6. Individual queries

Members will not bring individual issues to their advisory groups that can best be dealt with by going through the Council's Service Centre.

7. Honesty and Integrity

Members have a duty to act honestly. They must declare any private interests relating to their duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. They must not act in order to gain financial or other benefits for themselves, their families, friends or business interests.

8. Complaints

Any complaints about other group members, officers or Councillors should be addressed confidentially to the Chair who can then raise the issue with relevant Council officers.

Appendix C: Recruitment and Selection Process

Recruitment of new members will be managed by the Council liaison officers (Appendix A).

The Council will call for nominations using contacts with disability consumer groups, the Council's website and local print media.

Applications will be reviewed and shortlisted by a selection panel consisting of:

- the Council liaison officers
- two members of the AAG
- Council's Accessibility advisor.

The role description for members included in Appendix A will be used for the selection process. The selection panel will make the final decision about all appointments to the AAG.

Replacement of Vacancies

Vacancies will be recruited for annually for all Advisory and Reference Groups.

Appendix D: Glossary of Terms

Accessibility	A general term used to describe the degree to which a product, device, service or environment is accessible by as many people as possible. It can consider physical accessibility, social accessibility, people’s attitudes and actions etc. In the context of these terms of reference, the Accessibility Advisory Group will provide advice on Council policy, planning and activities considering physical and social accessibility from the perspective of people living with disabilities.
Disability	The New Zealand Disability Strategy (NZDS) describes disability as a process that occurs when ‘one group of people create barriers by designing a world only for their way of living, taking no account of the impairments other people have’. ‘Impairments’ include physical, sensory, neurological, psychiatric, intellectual and any other impairment, and encompass people with permanent, intermittent, temporary and perceived impairments.
People first	A worldwide advocacy movement that focuses on individuals, not a disability. It uses people-first language.
Social model	A view of disability that recognises people are disabled by barriers in society (systems, attitudes, architecture, services) that exclude or prevent them from participating fully.

Key Guiding Documents

NZ Disability Strategy 2001 - <http://www.odi.govt.nz/nzds>

UN Convention on the Rights of Persons with Disabilities - (New Zealand signed this in 2007. It was ratified in 2008) - <http://www.un.org/disabilities>

Human Rights Act 1993 - http://www.legislation.govt.nz/act/results.aspx?search=ts_act_human+rights_resel&p=1

Environmental Reference Group

Terms of Reference – December 2020

1. Purpose of the Environmental Reference Group (ERG)

- Advise Council on the best ways to improve Wellingtonian's quality of life environmentally, socially, culturally and economically by protecting and enhancing the local environment.
- Bring knowledge and insight into Council around the environment, including water, energy, waste, biodiversity, urban design and transport management, in the context of Council's roles and priorities.

The ERG will not be seen as representing all views on the environment in the City.

2. Expectations

Members will be accountable for their efforts to provide¹:

- Constructive advice – on Council projects and policies, where possible identifying evidence and solutions, whilst taking into account wider needs, issues and views.
- Communication - where practical, provide information about the work of the Council to their networks and provide information from their networks back to the Council.
- Advice on Council engagement – provide advice to Council staff to help Council involve more people from Wellington's communities in the setting and meeting of city objectives, in-line with the Council Engagement Policy. The Council is ultimately responsible for full community consultation.

The specific work areas where members will contribute will be set out in the annual work programme. The work programme will be finalised reasonably quickly and in a collaborative way. That annual work programme will be determined jointly between the ERG, Council officers, Chair of the appropriate Committee and Councillor representative. This will take into account the Council's priorities as well as the skills, experience, interests and commitments of ERG members. This will enable members to have early input into Council's work².

¹ Within their capabilities and any legitimate time / resource constraints.

² Work of Council includes Council's strategy and policy development, planning and service delivery.

Council officers will report back to the ERG on how advice was considered, and whether or not officers and councillors chose to act on that advice, with reasons given at the appropriate time through e-mail and at ERG meetings.

The Council liaison officer, working with the Chair, will track meeting attendance and contribution to workflows. Issues considered will include:

- Punctuality and attendance of meetings
- Behaviour in relation to the role and Code of Conduct
- Degree of active involvement in the work of the group.

*See number 7 Terms of Appointment.

3. Reporting

The ERG will publicly report to the appropriate Council Committee with the agreed workplan within the first four months of each financial year.

The ERG will publicly report to the appropriate Council Committee within the last four months of each financial year. The report will refer to the agreed work plan and progress against this over the previous year, and any issues it wishes to raise with Council.

The names of members, their attendance and minutes of the group's meetings will be available on the Council website and annual report.

4. Meetings

There will be up to 12 paid meetings per year of the full ERG. A provisional meeting schedule will be agreed once the work programme is finalised. This schedule can be varied throughout the year.

5. Training for members

The Council will provide members with:

- An induction explaining the machinery of local government, the Council's function and processes and the role of the ERG
- Training or resources as necessary to fulfil their roles as an ERG member. For example, Chairing, contributing at meetings, understanding the role of local government and presentation skills as needed or on request.

6. Key membership criteria

The ERG will include up to 12 members.

Members need to have:

- a familiarity with the natural or built environment of Wellington City
- some involvement (or knowledge of) practical environmental initiatives

- demonstrated awareness of and enthusiasm for natural or built environmental issues
- links into the community and a willingness to make use of those links for contributing to the agreed work programme
- an ability to give a balanced view that aims to find solutions.

Subject to the above, the Council will try to include in ERG an appropriate balance of experience and expertise and of men, women and youth, and representation of tikanga Māori and other communities

In addition, a representative from Council's mana whenua partners will be invited to be a member of the ERG. Council officers will maintain a communication link between mana whenua partners and the ERG.

Further details of the roles and accountabilities of members (including Chairs) and non-members that support the ERG are in Appendix A.

7. Terms of Appointment

The standard term of appointment will be two years. An ERG member's membership will cease if that member resigns and may cease if that member:

- misses more than three consecutive meetings without apology or 4 meetings within one year
- does not work proactively during any one-year review period, or
- behaves in a way that violates the Code of Conduct (Appendix B) or is otherwise seen as detrimental to the effective operation of the ERG.

A member can apply to be appointed for up to three terms.

No member can sit on the group for more than three consecutive two year terms.

8. Payment

Members will be paid \$110 per meeting for up to 12 meetings per year that they attend of the full ERG.

The Chair will be paid \$150 for every meeting of the full ERG attended per year. If the group decides to have more than one member in the role of Chair, the additional \$40 available to the Chair will be split between the Co-Chairs.

The term and election of the Chair is set out in Appendix A.

The Council will also support the group by providing refreshments at up to 12 meetings per year.

Council at its discretion will consider providing extra resources to ERG on a case-by-case basis (including for planning) and where those extra resources enable the group to meaningfully contribute to the Council's objectives.

9. Budget and representation issues

The ERG is an advisory group set up to inform the work and activities of the Council. The group will not be given an independent budget to commission work or undertake activities outside of this advisory role.

10. Conflict Resolution

Should conflict occur, the Chair/Co-Chairs and group will work with Council Officers to resolve the conflict.

If there are any concerns, members should raise them:

- with the Chair of the group if concerns are about other members
- with the responsible Councillor and/or the Group's ELT member if concerns are about the Chair of the group
- with the Chair of the group (who will decide whether to raise them with the Group's ELT member) if concerns are about employees.

11. Conflict of Interest

Members will be asked to complete a conflict of interest form when they join the ERG and at the beginning of each year they sit on the group. This will be provided by the Council liaison officer.

Members are also expected to notify the liaison officer of any new or emerging conflicts of interest at the start of each meeting where the liaison officer is present.

For the purpose of the ERG, conflicts of interest are deemed to occur where a member advises on work-streams that impact on:

- money or other resources the member has invested outside Council
- the member's family, or
- official positions the member holds on groups or bodies outside of Council.

12. Review of Terms of Reference

The Terms of Reference will be reviewed as required. ERG will be involved in any review. All changes to the Terms of Reference will need approval by the appropriate Wellington City Council Committee and the Council.

Appendix A: Role descriptions for the ERG Chair, members, Liaison Officers, Responsible Council Manager, and Appointed Councillor/s

Members

Member position	Roles and accountabilities
Chair	<ul style="list-style-type: none"> • encourage open communication where all members can effectively contribute • work with Council officers to compile meeting agendas • work with Council officers and members of the ERG to develop, complete and implement the group’s annual work programme referred to in section 2 • be the ERG spokesperson representing the views and recommendations of the group, including presentations to Council and other groups as required • work with the Council liaison officer to review the contribution of ERG members at the yearly review and raise any concerns with the appropriate Council Officer • sign off minutes from the previous meeting. <p>Members of the ERG will elect a Chair. The Chair will hold the position for a maximum of two consecutive years.</p>
Co-Chair	<ul style="list-style-type: none"> • support the other Co-Chair in their role • act in place of the other Chair if the other Chair is unavailable or has a conflict of interest
All ERG Members (including Co-Chairs)	<ul style="list-style-type: none"> • be prepared for meetings and consider issues with an open mind • actively participate in ERG meetings and contribute to the actions set in the agreed annual work programme • keep a broad knowledge of issues affecting the natural and built environment • turn up to meetings on time • be available and attend any other training/meetings that may be planned • be committed to appropriately providing information between their networks and Council • not take individual issues to ERG that can be dealt with via general enquiries to Council’s information Centre • comply with the Code of Conduct in Appendix B • have their contributions reviewed annually against the current “Terms of Appointment”.

Non-Members who will work with ERG

Member position	Roles
Council liaison officers	<ul style="list-style-type: none"> • administration, support and promotion of the group. This will include the induction of new members, development of agendas, recording meeting minutes and following up on action points to report back to the group • work with the Chair/Co-Chair to set the meeting agenda • work with the Chair to track attendance and review the contribution of ERG members at the yearly review • work across Council business units to help them effectively engage with ERG in the development and implementation of policy, strategy, planning and service delivery in the city • ensure officers attending the ERG are informed of, and present information to the group, in accordance with the ERG’s presentation guidelines • progress projects agreed between ERG and officers, including ensuring officers across Council’s business units engage with ERG in the right ways and at the right stages of a work-stream.
Responsible Council Manager	<ul style="list-style-type: none"> • approve the ERG’s annual work programme • help the Council liaison officers ensure officers work with ERG in the right ways and stages.
Councillor/s	<ul style="list-style-type: none"> • act as a communication link between Council (councillors and officers) and the ERG by attending meetings on a regular basis • provide with officers, information, advice and explanation of the Council’s political process and agreed Council policy when required and facilitate feedback from the ERG to Council.

Appendix B: Code of Conduct

1. Objective

The objective of the code is to enhance:

- mutual trust, respect and tolerance between members as a group and with Councillors and Council staff
- the credibility and accountability of the Council within its communities.

The following is the standard of behaviour that is expected from members of Wellington City Council reference and advisory groups.

2. Relationships with others

Members will conduct their dealings with each other, and elected members, in ways that:

- are open, honest and maintain integrity
- focus on issues rather than personalities
- avoid aggressive, offensive and abusive conduct
- maintain confidence in their group.

3. Relationships with Council staff

The effective performance of the group also requires a high level of cooperation and mutual respect between members and Council staff. To ensure this is maintained, members will:

- treat all employees with courtesy and respect (including the avoidance of aggressive, offensive or abusive conduct towards employees)
- observe any guidelines that the Chief Executive puts in place regarding contact with employees
- not do anything which compromises, or could be seen as compromising, the impartiality of an employee
- avoid publicly criticising any employee in any way, but especially in ways that reflect on the competence and integrity of the employee
- raise concerns about employees only with the Chair of the group, who will then decide whether to raise the issue with an appropriate senior Council officer
- not seek to improperly influence staff in the normal undertaking of their duties.

4. Contact with the media

Groups may have the opportunity to input into a number of different initiatives and for consistency, it is important that a single point of contact is established to respond to any media enquiries.

- All media enquiries shall be redirected to Council staff.
- If it is agreed with Council staff that it is appropriate for a view to be expressed by the group, only the Chair, or the Chair's proxy, can represent the group to the media. The

Chair will work with the Council's Communication and Engagement team in relation to any public comments.

- Views expressed to the media on behalf of the group must have been previously agreed on by the group as a whole.
- If a member is contacted by a journalist for a view from their group, they must refer the journalist to the Chair or Co-Chair.
- Members are free to express a personal view in the media or the view of other organisations of which they are a member, at any time. However, they must make clear that these represent their private views as an individual, or the view of their organisation.

5. Confidential Information

In the course of their duties members will receive information that they need to treat as confidential. This will often be information that is either commercially sensitive or is personal to a particular individual or organisation.

Members should be aware that failure to observe confidentiality will impede the performance of Council and could expose the Council to prosecution under the Privacy Act 1993 and/or civil litigation.

6. Individual queries

Members will not bring individual issues to their advisory groups that can best be dealt with by going through the Council's Service Centre.

7. Honesty and Integrity

Members have a duty to act honestly. They must declare any private interests relating to their duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. They must not act in order to gain financial or other benefits for themselves, their families, friends or business interests.

8. Complaints

Any complaints about other group members, officers or Councillors should be addressed confidentially to the Chair who can then raise the issue with relevant Council officers.

Appendix C: Recruitment and Selection Process

Recruitment of new members will be managed by the Council liaison officers (Appendix A).

The Council will call for applications from within the city's boundaries via a number of different media (newspapers, social media, the Council website, community radio etc.).

Vacancies will be recruited for annually for all Advisory and Reference Groups.
New members will be selected by the ERG liaison officers and the Chair or Co-Chairs of the ERG..

Pacific Advisory Group

Terms of Reference – December 2020

1. Purpose of the Pacific Advisory Group (PAG)

- Advise Council on how to help grow a great City, where Pasifika peoples thrive and contribute to Council's priorities.
- Bring knowledge and extra insight into Council about how the different needs of Wellington's Pasifika communities can be addressed in the context of Council's roles and priorities.
- It is recognised that members come from and remain connected to their communities, it is from this foundation members share their expertise and lived experience in this advisory role, and engage with their communities and others as part of the wider council consultation processes. The expectations around this connection are set out in the *Communication and Involvement of communities* points below'

2. Expectations

Members will be accountable for their efforts to provide¹:

- Constructive advice – on Council projects and policies, where possible identifying evidence and solutions, whilst taking into account the wider needs, issues and views of communities from the Pacific nations that PAG members are from.
- Communication – engage with the Council and Pasifika communities to increase information flow and build knowledge of Council processes to increase involvement in Council decision-making.
- Involvement of communities - work with council staff to help Council involve more people from Wellington's Pasifika communities in the setting and meeting of city-wide objectives. The Council is ultimately responsible for full community consultation.

The specific work areas where members will contribute will be set out in the annual work programme. The work programme will be finalised reasonably quickly and in a collaborative way. That annual work programme will be determined jointly between the PAG, Council officers, Chair of the appropriate Committee and Councillor representative. This will take into account the Council's priorities as well as the skills, experience, interests and

¹ Within their capabilities and any legitimate time / resource constraints

commitments of PAG members. This will enable members to have early input into Council's work².

Council officers will report back to the PAG on how advice was considered, and whether or not officers and councillors chose to act on that advice, with reasons given at the appropriate time through e-mail and at PAG meetings.

The Council liaison officers, working with the Chair, will track meeting attendance and contribution to workflows. Issues considered will include:

- Punctuality and attendance of meetings
- Behaviour in relation to the role and Code of Conduct
- Degree of active involvement in the work of the group.

*See number 7 Terms of Appointment.

3. Reporting

The PAG will publicly report to the appropriate Council Committee with the agreed workplan within the first four months of each financial year.

The PAG will publicly report to the appropriate Council Committee within the last four months of each financial year. The report will refer to the agreed work plan and outline progress against this over the previous year, and any issues it wishes to raise with Council.

The names of members, their attendance and minutes of the group's meetings will be available on the Council website and annual report.

The PAG, through the Chair, will also present a verbal report to Pacific Forums that occur.

4. Meetings

There will be up to 12 paid meetings per year of the full PAG. A provisional meeting schedule will be agreed once the work programme is finalised. This schedule can be varied throughout the year. At least half of the current number of members, not including vacancies, and at least four of the Pacific nation groups must be present for the group to have a quorum.

5. Training for members

The Council will provide members with:

- An induction explaining the machinery of local government, the Council's function and processes and the role of the PAG
- Training or resources as necessary to fulfil their roles as a PAG member. For example, Chairing, contributing at meetings, understanding the role of local government and presentation skills as needed or as requested.

² Work of Council includes Council's strategy and policy development, planning and service delivery.

6. Key Membership criteria

The PAG will include up to 17 members.

Three members will be from Samoan communities.

Two members will be from each of the following communities: Cook Islands, Tonga, Fiji, Niue, Tokelau and Tuvalu.

One member will be from a Melanesian community and one member will be from a Micronesian community.

Subject to the above, the Council will during recruitment, have regard to maintaining an appropriate balance of age and gender mix, and representation of tikanga Māori. Where one or more place is not able to be filled, the remaining PAG members will still continue to meet.

Further details of the roles and accountabilities of members (including Chairs) and non-members that support PAG are in Appendix A.

7. Term of Appointment

The standard term of appointment will be three years. A PAG member's membership will cease if that member resigns and may cease if that member:

- misses more than three consecutive meetings without apology or 4 of meetings within one year
- does not work proactively during any one-year review period, or
- behaves in a way that violates the Code of Conduct (Appendix B) or is otherwise seen as detrimental to the effective operation of PAG.

A member can be nominated for two consecutive terms.

No member can sit on the group for more than two consecutive three year terms.

A member may be nominated for a future term not immediately after them completing two consecutive terms.

The process for electing the Chair and Deputy Chair is set out in Appendix A.

8. Payment

Members will be paid \$110 per meeting for up to 12 meetings per year they attend of the full PAG.

The Chair will be paid \$150 for every meeting per year of the full PAG attended. If the group decides to have more than one member in the role of Chair, the additional \$40 available to the Chair will be split between the Co-Chairs.

The Council will also support the group by providing refreshments at up to 12 meetings per year.

Council at its discretion will consider providing extra resources to PAG (including for planning) on a case-by-case basis and where those extra resources enable the group to meaningfully contribute to the Council's objectives.

9. Budget

The PAG is an advisory group set up to inform the work and activities of the Council. The group will not be given an independent budget to commission work or undertake activities outside of this advisory role.

10. Conflict Resolution

Should conflict occur, the Chair/Co-Chairs and group will work with Council Officers to resolve the conflict.

If there are any concerns, members should raise them:

- with the Chair of the group if concerns are about other members
- with the responsible Councillor and/or the Group's ELT member if concerns are about the Chair of the group
- with the Chair of the group (who will decide whether to raise them with the Group's ELT member) if concerns are about employees.

11. Conflict of Interest

Members will be asked to complete a conflict of interest form when they join the PAG and at the beginning of each year they sit on the group. This will be provided by the Council liaison officer.

Members are also expected to notify the liaison officer of any new or emerging conflicts of interest at the start of each meeting where the liaison officer is present.

For the purpose of the PAG, conflicts of interest are deemed to occur where a member advises on work-streams that impact on:

- money or other resources the member has invested outside Council
- the member's family, or
- official positions the member holds on groups or bodies outside of Council.

12. Review of Terms of Reference

The Terms of Reference will be reviewed as required. PAG will be involved in any review. All changes to the Terms of Reference will need approval by the appropriate Council Committee and the Council.

Appendix A: Role descriptions for the PAG Chair, members, Liaison Officers, Responsible Council Manager and Appointed Councillor

Members

Member position	Roles and accountabilities
Chair	<ul style="list-style-type: none"> • encourage open communication where all members can effectively contribute • run the meeting efficiently • work with Council officers to compile meeting agendas • work with PAG members and Council officers to develop, complete and implement the group's annual work programme referred to in section 2 • be the PAG spokesperson representing the views and recommendations of the group • work with the Council liaison officers to review the contribution of PAG members at the yearly review and raise any concerns with the appropriate Council Officer • sign off minutes if the Deputy Chair was not present at the previous meeting • The Chair and Deputy Chair will hold their position for a maximum of three years • PAG members will elect the Chair and Deputy Chair by ballot as vacancies arise.
Deputy Chair	<ul style="list-style-type: none"> • support the Chair in their role • act in place of the other Chair if the Chair is unavailable or has a conflict of interest • sign off minutes of the previous meeting.
All PAG Members (including Chair and Deputy Chair)	<ul style="list-style-type: none"> • be prepared for meetings and consider issues with an open mind • provide advice on the development and implementation of the agreed annual work programme • actively participate in PAG meetings and contribute to the actions in the agreed annual work programme • turn up to meetings on time • be available and attend any other training/meetings that may be planned • proactively establish, maintain and make the most of existing relationships with Pasifika groups and diverse Pacific individuals in the City, including Church Ministers, young and old Pacific persons, people who were both Island-born and born in New Zealand • maintain a broad knowledge of issues and opportunities for Pacific people and their communities • advise from a 'pan-Pacific' perspective (i.e. not limited to the views of a specific organisation or nation group)

	<ul style="list-style-type: none"> • comply with the Code of Conduct in Appendix B • have their contributions reviewed annually against the current “Terms of Appointment”.
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Non-Members who will work with PAG

Member position	Roles
Council liaison officers	<ul style="list-style-type: none"> • administration, support and promotion of the group. This will include the induction of new members, development of agendas, recording meeting minutes and following up on action points to report back to the group • work with the Chair/Co- Chair to set the meeting agenda • work with the Chair to track attendance and review the contribution of PAG members at the yearly review • work across Council business units to help them effectively engage the PAG in the development and implementation of policy, strategy, planning and service delivery in the city • Progress projects agreed between PAG and officers, including ensuring officers across Council’s business units engage with PAG in the right ways and at the right stages of a work-stream.
Responsible City Council Manager	<ul style="list-style-type: none"> • approve the PAG’s annual work programme • help the Council liaison officers ensure officers work with PAG in the right ways and stages.
Councillor/s	<ul style="list-style-type: none"> • act as a communication link between Council (councillors and officers) and the PAG by attending meetings on a regular basis. • provide with officers, information, advice and explanation of the Council’s political process and agreed Council policy when required and facilitate feedback from the PAG to Council.

Appendix B: Code of Conduct

1. Objective

The objective of the code is to enhance:

- mutual trust, respect and tolerance between members as a group and with Councillors and Council staff
- the credibility and accountability of the Council within its communities.

The following is the standard of behaviour that is expected from members of Wellington City Council reference and advisory groups.

2. Relationships with others

Members will conduct their dealings with each other, and elected members, in ways that:

- are open, honest and maintain integrity
- focus on issues rather than personalities
- avoid aggressive, offensive and abusive conduct
- maintain confidence in their group.

3. Relationships with Council staff

The effective performance of the group also requires a high level of cooperation and mutual respect between members and Council staff. To ensure this is maintained, members will:

- treat all employees with courtesy and respect (including the avoidance of aggressive, offensive or abusive conduct towards employees)
- observe any guidelines that the Chief Executive puts in place regarding contact with employees
- not do anything which compromises, or could be seen as compromising, the impartiality of an employee
- avoid publicly criticising any employee in any way, but especially in ways that reflect on the competence and integrity of the employee
- raise concerns about employees only with the Chair of the group, who will then decide whether to raise the issue with an appropriate senior Council officer
- not seek to improperly influence staff in the normal undertaking of their duties.

4. Contact with the media

Groups may have the opportunity to input into a number of different initiatives and for consistency, it is important that a single point of contact is established to respond to any media enquiries.

- All media enquiries shall be redirected to Council staff.
- If it is agreed with Council staff that it is appropriate for a view to be expressed by the group, only the Chair, or the Chair's proxy, can represent the group to the media. The

Chair will work with the Council's Communication and Engagement team in relation to any public comments.

- Views expressed to the media on behalf of the group must have been previously agreed on by the group as a whole.
- If a member is contacted by a journalist for a view from their group, they must refer the journalist to the Chair or Co-Chair.
- Members are free to express a personal view in the media or the view of other organisations of which they are a member, at any time. However, they must make clear that these represent their private views as an individual, or the view of their organisation.

5. Confidential Information

In the course of their duties, members will receive information that they need to treat as confidential. This will often be information that is either commercially sensitive or is personal to a particular individual or organisation.

Members should be aware that failure to observe confidentiality will impede the performance of Council and could expose the Council to prosecution under the Privacy Act 1993 and/or civil litigation.

6. Individual queries

Members will not bring individual issues to their advisory groups that can best be dealt with by going through the Council's Service Centre.

7. Honesty and Integrity

Members have a duty to act honestly. They must declare any private interests relating to their duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. They must not act in order to gain financial or other benefits for themselves, their families, friends or business interests.

8. Complaints

Any complaints about other group members, officers or Councillors should be addressed confidentially to the Chair who can then raise the issue with relevant Council officers.

Appendix C: Recruitment and Selection Process

Council will determine how new members will be selected by each Pacific nation group. This will be resourced by Council officers.

The Council will support the selection process by:

- preparing clear role descriptions for Members, the Chair and the Deputy Chair
- working with Pacific nation groups to identify appropriate candidates for membership
- ensuring promotion of the selection process is transparent via a wide range of media and community networks to ensure that all Pacific people in Wellington are aware of the opportunity and how they can participate
- running the selection process with Pacific nation groups (which may include calling for nominations, and information sessions.)

All members who want to nominate themselves for the role of Chair or Deputy Chair will submit a basic resume to Council officers for distribution to all PAG members before the election for these positions.

Replacement of Vacancies

Vacancies will be recruited for annually for all Advisory and Reference Groups. For PAG, the representation of the Islands is to remain as set out in section 6 of the Terms of Reference: Key Membership Criteria. This means new members will be recruited from the same Island community from which the vacancy arose.

Youth Council

Terms of Reference – December 2020

1. Purpose of Youth Council

- Assist and advise the City Council on how to help grow a great City where young people thrive and contribute to the City Council's priorities.
- Bring extra insight to Council (a youth perspective) to solve problems facing a changing world.
- Develop the capabilities of its members (including leadership and engaging wider youth).

The Youth Council will not be seen as representing all young people in the City.

2. Expectations

Members will be accountable for their efforts to provide¹:

- Constructive advice – on City Council projects and policies, where possible identifying evidence and solutions, whilst taking into account the wider needs, issues and views of young people.
- Communication – engage with the City Council and a range of young people from communities to increase information flow and build knowledge of Council processes to increase involvement of young people in Council decision-making and Civic life. This could include Youth Council-led engagement projects when agreed by the City Council.
- Involvement of communities – work with council staff to help City Council involve more young people in the setting and meeting of city-wide objectives. The City Council is ultimately responsible for full community consultation.

The specific work areas where members will contribute will be set out in the annual work programme. The work programme will be finalised reasonably quickly and in a collaborative way. That annual work programme will be determined jointly between the Youth Council, Council officers, Chair of the appropriate Committee and Councillor representative. This will take into account the Council's priorities as well as the skills, experience, interests and commitments of Youth Council members. This will enable members to have early input into the City Council's work².

Council officers will report back to the Youth Council on how advice was considered, and whether or not officers and councillors chose to act on that advice, with reasons given at the appropriate time through e-mail and at Youth Council meetings.

¹ Within their capabilities and any legitimate time / resource constraints.

² Work of Council includes Council's strategy and policy development, planning and service delivery.

The City Council liaison officer, working with the Chair, will track meeting attendance and contribution to workflows. Issues considered will include:

- Punctuality and attendance of meetings
- Behaviour in relation to the role and Code of Conduct
- Degree of active involvement in the work of the group.

*See number 8 Terms of Appointment.

3. Reporting

The Youth Council will publicly report to the appropriate Council Committee with the agreed workplan within the first four months of each financial year.

The Youth Council will publicly report to the appropriate Council Committee within the last four months of each financial year. The report will refer to the agreed work plan and outline progress against this over the previous year, and any issues it wishes to raise with Council.

The names of members, their attendance and minutes of the group's meetings will be available on the Council website and annual report.

4. Meetings

There will be up to 20 paid meetings per year of the full Youth Council. A provisional meeting schedule will be agreed once the year's intake of members start their appointments. This schedule can be varied throughout the year.

5. Training for members

In return for their commitment, the City Council will provide members with:

- An induction explaining the machinery of local government, the City Council's functions and processes and the role of the Youth Council
- Training or resources as necessary to fulfil their roles as a Youth Council member. For example, Chairing, contributing at meetings, understanding the role of local government, and presentation skills as needed or on request
- Opportunities to attend conferences/seminars and be a youth representative on various working parties/project teams.

6. Secondments and Council roles

Secondments and City Council roles may be offered for high performing Youth Council members as part of the Youth Council's Youth development role.

7. Key membership criteria

The Youth Council will include up to 20 members. Role descriptions for members are included in **Appendix A**.

7.1 Criteria for membership

Members need to:

- be between 14-24 years of age
- live within the boundaries of Wellington City Council
- have the ability to work with other people and work in a team.

Subject to the above, Wellington City Council will, during recruitment, have regard for the aims for Youth Council membership to include a broad range of Wellington City's youth population, including diversity of culture, gender, sexual orientation, impairments, interest, subject-matter experience and occupations.

Further details of the roles and accountabilities of members (including the Chair's) and non-members that support the Youth Council are in Appendix A.

8. Terms of Appointment

The standard term of appointment will be two years. A Youth Council's membership will cease if that member resigns and may cease if that member:

- misses more than three consecutive meetings without apology or 4 meetings within one year
- does not work proactively during any one calendar year review period, or
- behaves in a way that violates the Code of Conduct (Appendix B) or is otherwise seen as detrimental to the effective operation of the Youth Council.

A member can be nominated for three consecutive terms.

No member can sit on the group for more than three consecutive two year terms.

A member may be nominated for a future term not immediately after them completing two consecutive terms.

9. Payment

There will be up to 20 Youth Council meetings per year.

Members will be paid \$55 per meeting for each meeting of the full Youth Council they attend.

The Chair will receive \$75 per meeting for each meeting of the full Youth Council they attend. If the Youth Council decides to have more than two members in the role of Chair, the Co-Chairs will each receive \$65 per meeting for each meeting of the full Youth Council they attend.

The term and election of the Chair and Deputy Chair are set out in Appendix A.

The City Council will also support the group by providing refreshments and assistance with travel to or from the paid meetings of the group.

The City Council at its discretion will consider providing extra resources to Youth Council on a case-by-case basis (including for planning) and where those extra resources to enable the group to meaningfully contribute to the Council's goals.

10. Budget

The Youth Council is an advisory group set up to inform the work and activities of the City Council. The group will not be given an independent budget to commission work or undertake activities outside of work that is agreed with the City Council.

11. Conflict Resolution

Should conflict occur, the Chair/Co-Chairs and group will work with Council Officers to resolve the conflict.

If there are any concerns, members should raise them:

- with the Chair of the group if concerns are about other members
- with the responsible Councillor and/or the Group's ELT member if concerns are about the Chair of the group
- with the Chair of the group (who will decide whether to raise them the Group's ELT member) if concerns are about employees.

12. Conflict of Interest

Members will be asked to complete a conflict of interest form when they join the Youth Council and at the beginning of each year they sit on the group. WCC's Council liaison officer will be responsible for providing members with a conflict of interest form as part of new member induction packs and to all members at the beginning of each year.

Members are also expected to notify the liaison officer of any new or emerging conflicts of interest at the start of each meeting.

For the purpose of the Youth Council, conflicts of interest are deemed to occur where a member advises on work-streams that impact on:

- money or other resources the member has invested outside Council
- the member's family, or
- official positions the member holds on groups or bodies outside of Council.

13. Review of Terms of Reference

The Terms of Reference will be reviewed as required. Youth Council will be involved in any review. All changes to the Terms of Reference will need approval by the appropriate Council committee and Council.

Appendix A: Role descriptions for the Youth Council Chair, members, Liaison Officers, Responsible City Council Manager and Appointed Councillor

Members

Member position	Roles and accountabilities
Chair	<ul style="list-style-type: none"> • encourage open communication where all members can effectively contribute • work with Youth Council members and City Council officers to compile meeting agendas • work with Youth Council members and City Council officers to develop, complete and implement the group’s annual work programme referred to in section 2 • be the spokesperson for Youth Council and represent the views and recommendations of the group • work with the Council liaison officers to review the contribution of Youth Council members at the yearly review and raise any concerns with the appropriate Council Officer <p>Members of the Youth Council will elect a Chair and Deputy Chair. The Chair and Deputy Chair will hold their position for a maximum of twelve months.</p>
Deputy Chair	<ul style="list-style-type: none"> • support the Deputy Chair in their role. • act in place of the other Chair if the other Chair is unavailable or has a conflict of interest.
All Youth Council Members (including Chair and Deputy Chair)	<ul style="list-style-type: none"> • be prepared for meetings and consider issues with an open mind • actively participate in Youth Council meetings and contribute to the actions agreed in the annual work programme • pass minutes at meetings • arrive at meetings on time • establish, maintain and make the most of existing relationships with other groups around the City • provide Youth Council & City Council information to their networks • bring youth issues and opportunities to the Youth Council and assist the City Council to canvass youth views • not take individual issues to Youth Council that can be dealt with via general enquiries to the City Council’s information Centre • comply with the Code of Conduct in Appendix B • have their contributions reviewed annually against the current “Terms of Appointment”.

Non-Members who will work with the Youth Council

Member position	Roles
City Council liaison officers	<ul style="list-style-type: none"> • administration, support and promotion of the group. This will include the induction of new members, development of agendas, recording meeting minutes and following up on action points to report back to the group • work with the Chair/Deputy Chair to set the meeting agenda • work with the Chair to track attendance and review the contribution of Youth Council members at the yearly review • work across Council business units to help them effectively engage the Youth Council in the development and implementation of policy, strategy, planning and service delivery in the city • Progress projects agreed between Youth Council and officers, including ensuring officers across Council’s business units engage with Youth Council in the right ways and at the right stages of a work-stream • liaise with other Council officers around presentations and the development of projects, plans, etc • liaise with families for minors • ensure safety of minors.
Responsible City Council Manager	<ul style="list-style-type: none"> • approve the Youth Council’s annual work programme • help the City Council liaison officer ensure officers work with Youth Council in the right ways and stages.
Councillor/s	<ul style="list-style-type: none"> • act as a communication link between the City Council (councillors and officers) and the Youth Council by attending meetings on a regular basis. • provide with officers, information, advice and explanation of the Council’s political process and agreed City Council policy when required and facilitate feedback from the Youth Council to the City Council.

Appendix B: Code of Conduct

1. Objective

The objective of the code is to enhance:

- mutual trust, respect and tolerance between members as a group and with Councillors and Council staff
- the credibility and accountability of the Council within its communities.

The following is the standard of behaviour that is expected from members of Wellington City Council reference and advisory groups.

2. Relationships with others

Members will conduct their dealings with each other, and elected members, in ways that:

- are open, honest and maintain integrity
- focus on issues rather than personalities
- avoid aggressive, offensive and abusive conduct
- maintain confidence in their group.

3. Relationships with Council staff

The effective performance of the group also requires a high level of cooperation and mutual respect between members and Council staff. To ensure this is maintained, members will:

- treat all employees with courtesy and respect (including the avoidance of aggressive, offensive or abusive conduct towards employees)
- observe any guidelines that the Chief Executive puts in place regarding contact with employees
- not do anything which compromises, or could be seen as compromising, the impartiality of an employee
- avoid publicly criticising any employee in any way, but especially in ways that reflect on the competence and integrity of the employee
- raise concerns about employees only with the Chair of the group, who will then decide whether to raise the issue with an appropriate senior Council officer
- not seek to improperly influence staff in the normal undertaking of their duties.

4. Contact with the media

Groups may have the opportunity to input into a number of different initiatives and for consistency, it is important that a single point of contact is established to respond to any media enquiries.

- All media enquiries shall be redirected to Council staff.
- If it is agreed with Council staff that it is appropriate for a view to be expressed by the group, only the Chair, or the Chair's proxy, can represent the group to the media. The Chair will work with the Council's Communication and Engagement team in relation to any public comments.
- Views expressed to the media on behalf of the group must have been previously agreed on by the group as a whole.

- If a member is contacted by a journalist for a view from their group, they must refer the journalist to the Chair or Co-Chair.
- Members are free to express a personal view in the media or the view of other organisations of which they are a member, at any time. However, they must make clear that these represent their private views as an individual, or the view of their organisation.

5. Confidential Information

In the course of their duties members will receive information that they need to treat as confidential. This will often be information that is either commercially sensitive or is personal to a particular individual or organisation.

Members should be aware that failure to observe confidentiality will impede the performance of Council and could expose the Council to prosecution under the Privacy Act 1993 and/or civil litigation.

6. Individual queries

Members will not bring individual issues to their advisory groups that can best be dealt with by going through the Council's Service Centre.

7. Honesty and Integrity

Members have a duty to act honestly. They must declare any private interests relating to their duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. They must not act in order to gain financial or other benefits for themselves, their families, friends or business interests.

8. Complaints

Any complaints about other group members, officers or Councillors should be addressed confidentially to the Chair who can then raise the issue with relevant Council officers.

Appendix C: Recruitment and Selection Process

Wellington City Council will call for expressions of interest from 14-24 year olds from within the city's boundaries via a number of different media. Young people interested in being a Youth Council member will complete an application.

Annual Intake

After having called for expressions of interest and a given application period, the Youth Council can shortlist applicants for interviewing, when agreed by the Chair and Council officer who will select shortlisted applicants. Interviews will be conducted based upon a shortlist of applicants, who will be interviewed by the Youth Council Chair, Deputy Chair and the two Council Liaison officers.

Replacement of Vacancies

Vacancies will be recruited for annually for all Advisory and Reference Groups.

REPORT OF THE STRATEGY AND POLICY COMMITTEE
MEETING OF 16 DECEMBER 2020

The Strategy and Policy Committee meeting on 16 December 2020 is expected to make recommendations on the Draft Annual Report 2019/20.

As the Strategy and Policy Committee meeting had not taken place when the agenda for the Council meeting was published, the recommendations from the Committee are not yet known. The Committee's recommendations will be tabled at the Council meeting.

The recommendations to the Committee may be viewed online at the following address:
<https://wellington.govt.nz/your-council/meetings/committees/strategy-and-policy-committee/2020/12/16>

The Committee recommends:

Attachments

Nil

4. Public Excluded

Recommendation

That the Council:

1. Pursuant to the provisions of the Local Government Official Information and Meetings Act 1987, exclude the public from the following part of the proceedings of this meeting namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
4.1 Commercial Transaction	7(2)(b)(ii) The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
4.2 Appointments to Council Controlled Organisations	7(2)(a) The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.