

Quarterly Performance Report Te Pūrongo ā-Hauwhā

Quarter 3 2022/23

(YTD 01-07-2022 to 31-03-2023)

Nau mai haere mai | Welcome

This report provides governance oversight of Wellington City Council's quarterly year-to-date performance against its current Long-term Plan.

The Council's Long-Term Plan is published on the Council's website (www.wcc.govt.nz) with details on our outcome indicators, service delivery key performance indicators, strategic priorities and supporting priority projects.



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Introduction

Purpose

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

Oversight includes:

- LTP strategic direction and risks to overall progress
- Programmes supporting LTP priorities, strategies, action plans and key projects; and
- Monitoring of service delivery key performance indicators

The report informs three key questions:

- Is the LTP progressing as expected
- Are the responses to risks sufficient to mitigate undesirable impacts, and;
- Is service performance on track

The Quarterly report is provided to the Council’s Kōrau Tōtōpū | Long-Term-Plan, Finance and Performance Committee (the LTPF&P Committee)

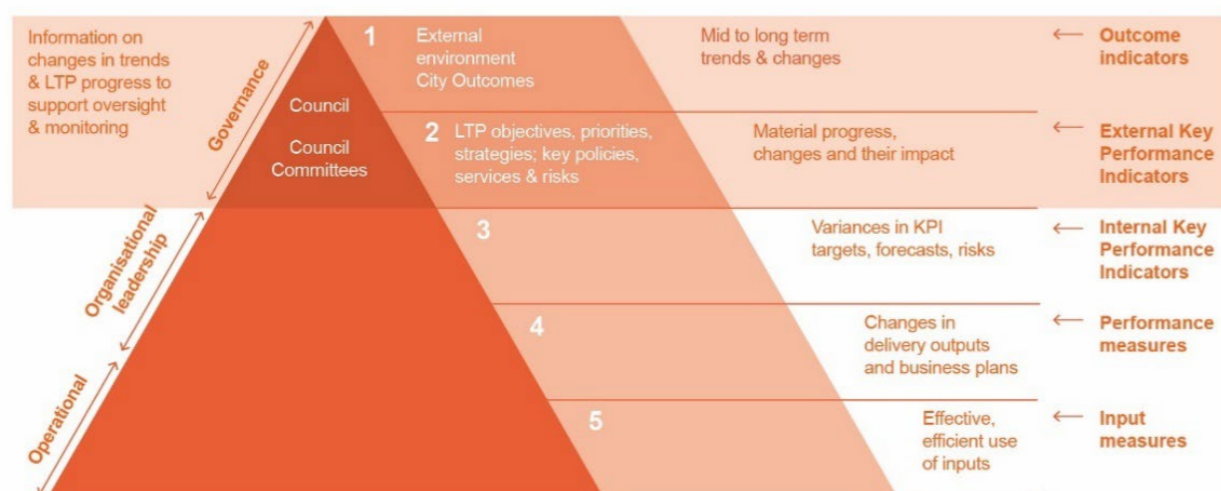
What we report

The Quarterly Report provides a year-to-date performance story covering progress against LTP objectives, priorities and strategies. This includes progress against the six LTP priority objectives (LTP priorities) and their supporting work programmes.

The report covers the top two tiers of the monitoring and reporting framework as shown in figure 1 below.

The report scope includes LTP amendments and Annual Plan variations.

Figure 1: Monitoring and Reporting framework



How we report

Performance data

Financial and non-financial results are reported quarterly. Results which are reported on an annual basis, for example the annual residents’ monitoring survey, are published in the Council’s Annual Report.

Programme information focuses on overall progress, programme health and risks to progress. Where possible actual and forecast information is provided.

Exception reporting

Only those indicators with a status of red are reported which allows a focus on under performance. Red is used for financial reporting where a variance is >\$500k AND >10% off target. For non-financial reporting red is used where a variance is >10% off target.

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

Where we get our data

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

Featured update schedule:

Quarter 2 (2022/23)	Quarter 3 (2022/23)	Quarter 1 – next year (2023/24)
Te Atakura Council Controlled Organisations (CCOs)	Tūpiki Ora	Children & Young Persons Strategy

Wellbeing and LTP community outcomes

The LTP makes investment decisions with the goal of raising the wellbeing of our city, local communities and residents. These investment decisions are the strategic objectives and priorities that underpin our activity and service delivery with the intention they connect to community wellbeing outcomes. Often the link between investments made and community wellbeing is indirect and supportive of other changes - external to the Council's operations. So, we use wellbeing outcome indicators to track how the city is trending. The outcome indicators cover Environmental, Social, Economic, and Cultural aspects of city life and which contribute to improving the city, local community and resident wellbeing. See section 5 for more detail on community wellbeing outcomes.

LTP Strategic priorities and supporting work programmes

The Council invests capital in work programmes that support the six LTP strategic priorities as shown below:

- Priority 1:** A functioning, resilient, reliable three waters infrastructure
- Priority 2:** Wellington has affordable, resilient and safe housing
- Priority 3:** The city's core transport infrastructure is a safe, resilient, reliable network
- Priority 4:** The city has resilient and fit-for-purpose community, creative and cultural spaces
- Priority 5:** An accelerating zero-carbon and waste-free transition
- Priority 6:** Strong partnerships with mana whenua

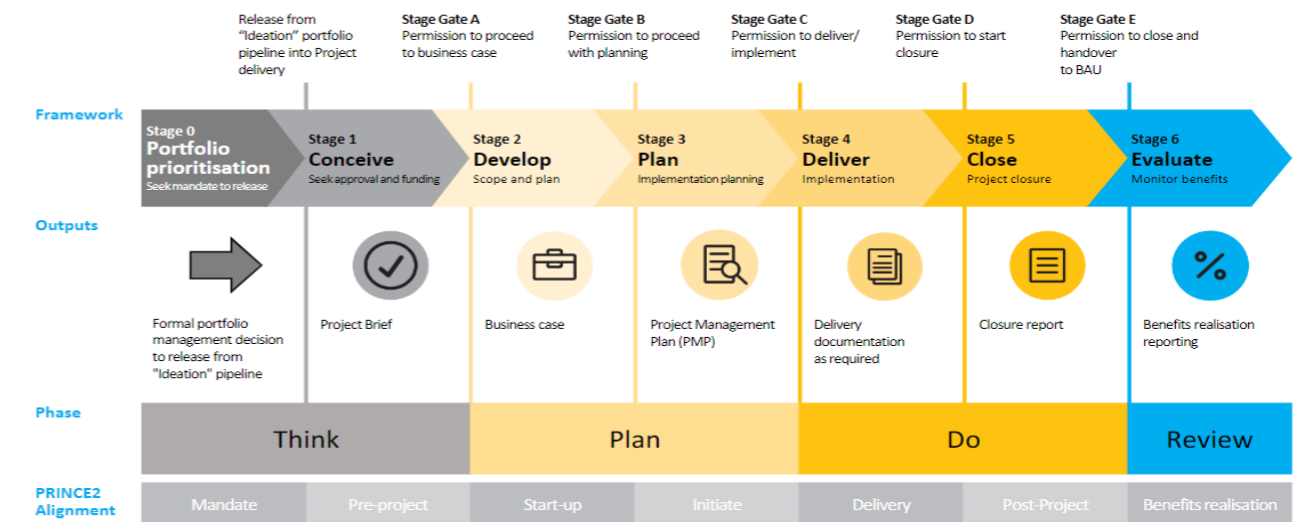
The work programmes contain the individual projects that deliver the LTP. The expected impact or urgency of some of the projects means that they are classified as significant projects. At the start of the 2021 LTP there is a total of 52 work programmes with 114 supporting projects. Of the 114 supporting projects, 16 are classified as significant projects. As these programmes and projects move through the phases of the Investment Delivery Framework (IDF – see below) both their spend and delivery focus changes. Quarterly reporting of the programmes and projects supporting each strategic priority reflects the aggregate of these movements. This quarterly report (in section two) provides overall performance information on the portfolio of LTP work programmes. The Project Management Office provides detailed individual project monitoring reports for the high priority projects to the Kōrau Totopo | Long-Term Plan, Finance and Performance Committee. Details showing alignment of community wellbeing outcomes and the LTP strategic priorities is contained in **Appendix 4**

Investment Delivery Framework (IDF)

The Council uses the Investment Delivery Framework (IDF) to provide a structured and logical approach to managing investments for project-based delivery. There are six stages to the IDF with a decision-gate between each stage to ensure structured progression through to completion and benefits realisation. This report includes information on the progress of projects through the IDF. This allows the Council to understand the current state and delivery progress of the portfolio of key projects in the Council's LTP work programme.

Figure 2: Investment Delivery Framework

Investment Delivery Framework (IDF)



Key Strategy Update

This section of the Quarterly Report provides an update on the status of five key Council strategies: Tūpiki Ora Māori Strategy; Te Atakura First-to-Zero; Children and Young Persons Strategy; Aho Tini – 2030 Arts, Culture & Creative Strategy; and He Rautaki Ōhanga Oranga Economic Wellbeing Strategy.

This reporting is to provide governance focused monitoring and assurance of the overall implementation of the strategies and supporting action plan(s), and the longer-term progress against the goals of the strategies. Given the nature of the different strategies, reporting can be either or both qualitative and quantitative. Additionally reporting frequency can vary between strategies depending on the activities involved. Most strategies comprise workstreams as well as project-based activity, reporting will be at the higher level where possible to provide the governance perspective.

Work is underway to establish a reporting tool which will capture key information across three broad areas: Implementation status of the Action Plan/s (progress against published timelines); Delivery health status of the Action Plan/s with details on any material exceptions (using a RAG approach); Progress to published goals/objectives of the strategy (using a RAG approach). This will be in place for Quarter 1 reporting in the next financial year.

In the meantime, a narrative-based update is provided in this report which will serve as a baseline for subsequent updates. Summary status for the five strategies is shown below with full details in **Appendix 1**.

Tūpiki Ora Māori Strategy
<p>Vision: <i>Kia mauri ora te taiao, kia mauri ora te whānau, kia mauri ora te ao Māori</i> The vitality of our environment is nourished, the wellbeing of our whānau is fostered, te ao Māori is embraced and celebrated</p>
<p>Summary status:</p> <p>Clear lines of accountability for the oversight and delivery of the Action Plan have been developed and a first progress report was completed as at quarter two 2022-23. That report looked at the alignment of current projects and initiatives to the Action Plan – see separate focus area reporting</p> <p>As the development of measurable metrics (the indicator framework) is underway, a progress status has yet to be assigned to the strategy. The development of an indicator framework includes an accompanying snapshot (infographic) to provide information on the current state of Māori Wellbeing in Pōneke. This will provide baseline information which we can use to understand what impact our actions are having. We will also continue to refine the framework, including a progress dashboard to inform partnership areas for improvement or re-commitment.</p>

Te Atakura – First to Zero
<p>Goal: <i>Wellington is a net zero emission city by 2050</i></p>
<p>Summary status:</p> <ul style="list-style-type: none"> Reduce City emissions by 57% between 2020 and 2030, and net zero by 2050 – The delivery status is green: 9% reduction in city emissions between 2020 and 2022. We need to maintain momentum and focus on delivering the projects with greatest potential impact (the transport system and creating higher urban density). [57% target was set in the 2021 Te Atakura update and approved by the Planning and Environment Committee 23 September 2021] Reduce Council’s emissions to net zero by 2050 – status is green: A significant reduction in emissions from the landfill that has reduced Council emissions by about a third. The Council Emissions Reduction Plan is currently under development. Create a resilient city and Council – status is amber: Adaptation work programme on track, however Councils are still waiting for the Climate Change Adaptation Act. Central Government clarity on policy, including the funding and financing is required to make further progress.

Children & Young Persons Strategy
<p>Vision: We support the wellbeing of children and young people in Wellington through the unique features of our place and qualities of our people. We want our children and young people to feel connected to Pōneke with a strong sense of belonging – helped by visible stories of mana whenua and Māori and celebrating the diverse Pacific and other cultures and communities living here.</p>
<p>Summary status:</p> <p>Implementation of the 72 actions of the Children and Young Persons Action Plan is well advanced. The delivery status is - the majority, 52, are green (four complete and 48 in progress and on schedule), with seven amber (five actions delayed and two not yet started) and 13 red (two on hold and 11 to be assigned).</p> <p>Based on current feedback, we can expect the majority of the actions outlined in the action plan to be completed by August 2024. However, four actions that specifically involve construction of physical spaces (e.g., Te Matapihi) are expected to be completed beyond this timeframe.</p>

Aho Tini – 2030 Arts, Culture & Creative Strategy

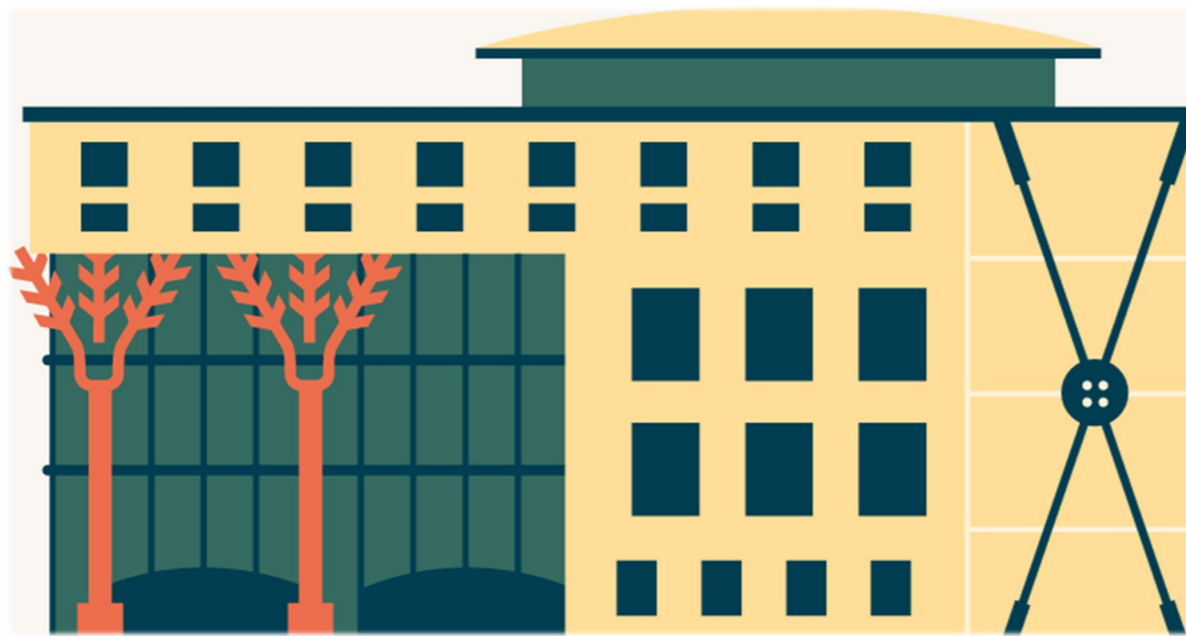
Vision:
What we will see - The rich cultural traditions and identity of our capital city inspire our exciting and innovative arts, culture and creativity. Wellingtonians can access and participate in arts and culture and explore their creativity. Together, in partnership with the arts, culture and creative sectors and with mana whenua and Māori, creativity, collaboration and innovation are woven through everything we do.

Summary status:
Overall status is green.
In the eighteen months since the adoption of Aho Tini, a newly appointed leadership team have been reshaping existing programmes in City Arts and City Events against the strategy and establishing items against the additional \$1.6m funding associated with the Aho Tini Action Plan. Focus in the next 12 months will be on delivery of the cross-Council elements within the strategy.

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

Vision: Wellington is a dynamic city with a resilient, innovative and low waste, low carbon circular economy that provides opportunities for all and protects and regenerates our environment

Summary status:
Overall status is green.
The progress of the Economic Wellbeing Strategy has got off to a strong start, supported by the Council's CCO and funding partners. At an operational level, the strategy is also providing increased opportunity for cross-council collaboration, which has many flow-on benefits for other teams and priority action plans across the organisation. As the work programme becomes better shaped with projects/business cases getting defined, resource challenges may become more apparent and will need to be managed.



Executive summary

This section provides an executive summary of year-to-date non-financial and financial LTP performance for Quarter 3 2022/23.

Overview:

The year we are operating in is challenging. When the 2021-31 LTP was adopted, significant assumptions were made about how the pandemic would impact on Council. In 2021/22 significant market constraints meant the Council was unable to deliver everything on its work programme, and while we have been operating in a less restricted environment in 2022/23, we are facing increased inflation and supply/resourcing pressures. Quarter 3 is now reflecting the combined impact of these pressures.

We have also experienced a number of weather events that have resulted in unexpected costs. This has impacted our delivery of projects with half of our projects reflecting an amber status. The remaining are green.

Our financials against budget are positive for the quarter.

Our non-financial performance at 64% reflects a slight improvement against prior years (63% met target in Q3 2021/22), but a drop from quarter two (72%). However, we are forecasting some improvement in the non-financial performance results (59%) at year end against the previous financial year (52%) due to improved CCO performance and some improvement with Wellington Water delivery.

This is not the case for our financial results where the impact of decreasing parking revenue and an increase in expenditure for slip remediation is expected to provide a negative variance compared with the budget.

Executive Summary

1. LTP strategic priority work programmes (full details page 13-15)

At the end of Q3 the spread of projects and capital spend supporting strategic priorities continue to change - with an emphasis on additional support for three waters programmes since the start of the LTP (both CAPEX & OPEX).

The total strategic priority capital and revised budget for year 1 (2021-22) of the LTP was underspent. Pandemic related impacts significantly contributed to the underspend. Since then, rising inflation across most sectors of the economy are placing material cost pressures on project capital budgets. Quarter 3 is now reflecting the combined impact of these pressures.

Work underway for the 2024 LTP update will inform the capital spending on Council priorities. This includes the 2024 LTP community investment plan review which will inform out year investment in community, creative and cultural spaces.

The priority “strong partnerships with mana whenua” is mainly OPEX funded and has focused on the implementation of Tūpiki Ora Māori strategy which is reported in the Feature Update on page 11 of this report.

2. LTP significant projects portfolio (full details page 16-18)

The 16 significant projects are a subset of the larger LTP work programme and are priority pieces of work.

Movements in projects since Quarter 2 are as follows:

- District Plan Review is now closed as a project, moved to BAU activity,
- Tākina is now closed as a project, moved to being in operation, and
- Street Light Remediation is added as at end of March.

The significant projects health status are evenly split with 8 @ green vs 8 @ amber with the Te Ngakau programme undergoing a reset to ensure it is fit for purpose as the total civic precinct moves to the next phase of delivery. The Ngaio Gorge project variations confirmed as a 30% cost variation due to extension of time claims (delays) which have been attributed to Covid and weather-related delays.

3. Financial and non-financial performance by strategic activity area (full details page 19-36)

A summary of non-financial performance by strategic activity area:

Total LTP KPI overview (n=95)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually	Result 21/22 Financial year		
33	3	20	39	39	2	16	38	49	44	2*
Green= 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target; * Not reported										

Comment

- In Q3 64% = 36 of 56 KPIs (reporting quarterly) met their target down from 72% = 41 of 57 at Quarter 2. The reduction in performance is attributed to: two KPIs being moved to red by WWL see below, two CCO KPIs - one impacted by weather and one with lowered revenue; and one KPI (Graffiti) not reporting in quarter 3;
- Despite a lower Quarter 3 performance we are predicting a slight lift in the year end result with 59% predicted to achieve target (56 of 95 KPIs) and 41% (39 of 95 KPIs) not meeting target. This forecast compares to the 21/22 year end result of 52% and 46% respectively (2% did not report);
- Existing performance challenges (resource availability, waste diversion, consenting and code of compliance) have been exacerbated by significant weather events. Council has provided support to cyclone impacted areas and resource demand within cyclone affected areas is affecting the speed of slip remediation work;
- Wellington Water's (WWL) performance in fault attendance across the water network continues to lag with 13 of 23 KPIs meeting target this quarter. WWL has voluntarily assigned red status to two KPIs related to drinking water standards while they complete a compliance audit as part of new regulatory requirements under the new water services regulator – Taumata Arowai. The water quality during Q1 and Q2 was unaffected, and all water supplied was and remains safe;
- The streetlighting issue is a significant challenge while we focus on mitigating current risk as well as procurement to engage sufficient contractors to effect replacements. We continue to respond to all dangerous hazards on our roading network within a 2 hour response window;
- Building on a positive Q2, the CCO's performance in Q3 continues to provide a window into how Wellington is building back from Covid. This is highlighted by the ongoing rebound in domestic and international visitation (in particular cruise ships) and a strong events programme; and
- CCOs have a total of 15 KPIs, 11 of which are reported quarterly. Of the 11 that are reported quarterly, all but one met their target this quarter.

LTP KPI by strategic activity area:

Activity area	This period (Q3)			Not reported this period	Last period (Q2)			Reported annually	Result 21/22 Financial year		
	Green	Amber	Red		Green	Amber	Red		Green	Amber	Red
Governance	2	1	0	4	2	1	0	4	3	4	
Environment	15	0	11	10	18	0	8	10	17	19	
Economic development	5	0	1	3	6	0	0	3	5	4	
Cultural wellbeing	1	0	0	2	1	0	0	2	3	0	
Social & Recreation	5	1	3	8	7	0	3	7	10	5	2*
Urban Development	3	1	4	3	3	1	4	3	5	6	
Transport	2	0	1	9	2	0	1	9	6	6	

Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target. * Not Reported

A summary of financial performance by strategic activity area:

All Strategy areas are operating within budget with the following exceptions:

- Economic Development, which is unfavourable to budget by \$0.7m due to internal rates costs for Tākina and initial costs relating to the FIFA Women's World Cup.
- Cultural Wellbeing, which is unfavourable to budget by \$0.3m owing to lower than planned revenues for Toi Poneke and City Events.
- Transport, unfavourable to budget due to Parking revenue, which is yet to recover to pre-pandemic levels. Parking revenue is down YTD by \$5.6m and forecast to be unfavourable to budget by \$7.8m. Waka Kotahi NZTA subsidy revenue and other fees are also lower than planned due to lower work programme expenditure and user charges (forecast to be \$1.2m unfavourable to budget). Transport & Infrastructure resilience activities are unfavourable due to spending on slips remediation. Depreciation costs are also unfavourable due to significant increases in asset values arising from revaluations.

4. LTP strategic activity financial performance including Treasury report (full details page 37-41)

- The overall deficit for the year to date is \$56.6m, a positive variance to budget of \$4.1m (7%). This result is driven by several variances but at a high level it is due to increased revenue of \$7.9m (Interest Revenue \$5.8m and Development Contributions \$1.8m ahead of budget respectively), with this being partially offset by an overspend in depreciation expense of \$3.4m and interest expense of \$5.5m (15%) and underspends elsewhere.
- Council is forecasting a total deficit of \$92.6m versus a budget of \$79m, a \$13.6m (17%) adverse variance, with significant variances including a reduction in budgeted parking revenue of \$7.8m, a reduction in Waka Kotahi NZTA subsidy revenue combined with increased costs in contracting, services and material costs (primarily due to costs related to slips in transport areas). Higher than anticipated Union agreement settlements also drive an unfavourable Personnel cost spend.
- Compliance is projected to be achieved over all Treasury measures for the final quarter of the year.
- In Q3 Council entered into a transaction with NZ LGFA for borrowing \$30 million of debt to support our current funding and liquidity position, to fund capital spending for February and March.

5. LTP community wellbeing outcomes (page 42-43)

Refer to table on page 34. No updates to outcome data since reported in our 2021-22 Annual Report.

Featured update – Tūpiki Ora Māori strategy

Kia mauri ora te taiao
kia mauri ora te whānau
kia mauri ora te ao Māori.

The vitality of our environment is nourished,
the wellbeing of our whānau is fostered,
te ao Māori is embraced and celebrated.

Summary

Tūpiki Ora Māori Strategy was approved by Committee in May 2022 and the associated Action Plan was approved by Committee in September 2022. Te pae wātū – we are at the start of our journey. Delivery of Tūpiki Ora requires a whole of Council approach and continued building of our partnerships with iwi to engage Māori in Wellington’s future.

Council have developed clear lines of accountability for the oversight and delivery of the Action Plan and completed a first progress report.

Results from the first Tūpiki Ora Action Plan progress report

Tūpiki Ora Māori Strategy is a metaphor for the pursuit of well-being and uses Te hekenga waka – a waka voyaging narrative to support us in navigating the strategy through to our envisioned destination. One element of the waka journey, Ngā Pae Hekenga, or ‘waypoints’ function as key milestones. The Action Plan is a 3-5 year journey toward those first waypoints. The first progress report reflects on the mahi we have underway that contribute to the four Ngā Pae Hekenga



PAE HEKENGĀ: TE WHAKATAIRANGA I TE AO MĀORI – ENHANCING AND PROMOTING TE AO MĀORI 25 INITIATIVES, CONTRIBUTING TO 9 OUT OF 10 ACTIONS

Includes: Bike network, Māori heritage trail, Taputeranga Island restoration and **Matariki ki Pōneke Festival 2023 planning.**



PAE HEKENGĀ: TIAKINA TE TAI AO – CARING FOR OUR ENVIRONMENT 14 INITIATIVES, CONTRIBUTING TO 3 OUT OF 9 ACTIONS

Includes: Open Spaces and Recreation Strategy review, Our City’s Food Future Action Plan and **Climate change response.**



PAE HEKENGĀ: TE WHAKAPAKARI PŪMANAWA – BUILDING CAPABILITY 24 INITIATIVES, CONTRIBUTING TO 10 OUT OF 14 ACTIONS

Includes: Māori Business Digital Hub, Capable Guardians (Māori Wardens) and **Internal Māori capability framework.**



PAE HEKENGĀ: HE WHĀNAU TOIORA – THRIVING AND VIBRANT COMMUNITIES 20 INITIATIVES, CONTRIBUTING TO 4 OUT OF 9 ACTIONS

Includes: Pōneke Promise, new approach to homelessness Te Mahana strategic refresh and **Māori transitional housing.**

A collective effort

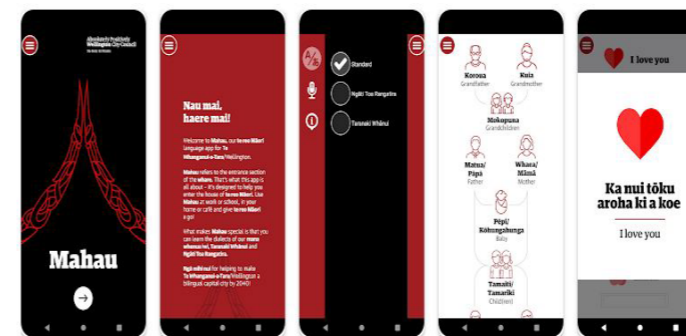
These examples reflect the variety of ways we are bringing Tūpiki Ora to life; and the commitment to partnership with iwi by Councillors, communities, CCOs, businesses, and the many teams across Council.



Rangatahi Pathways

Pae Hekenga: Te whakapakari pūmanawa

Parks, Sports, and Recreation, Mataaho Aronui, and our CCO teams are working on developing multiple entry points and pathways for rangatahi wanting to work for our Council whānau. This will support rangatahi interested in roles from gardens and horticulture, sport and exercise, tourism experiences, through to strategy and partnerships.



Mahau reo Māori app

Pae Hekenga: Te whakatairanga i te ao Māori

Developed alongside Ngāti Toa Rangatira and Taranaki Whānui, Mahau is a free app to help residents and visitors to Wellington get started on their reo Māori journey, with a focus on Wellington destinations and place names. Mahau supports the revitalisation of the language and our goal in becoming a bilingual city by 2040.



Te Tūhunga Rau – A place for all

Pae Hekenga: He whānau toiora

A partnership with community centre staff, board members and the Trust’s Te Rōpū Māori. Designed by Etch Architects with local Mana Whenua artist. The new name and artwork reflect a place grounded in Te Ao Māori principles, where people who gather from many backgrounds are welcomed, nurtured, and enjoy kai and kōrero together.

Measuring our impact

Through our partnership with iwi, our focus is always that Māori will experience the benefits of the decisions made through the partnership. We are working toward a better way of understanding how our actions are moving us toward the next waypoint, and our ultimate destination.

In September 2022 we developed the first version of a Tūpiki Ora indicator framework and accompanying snapshot (infographic) which tells a story about the current state of Māori Wellbeing in Pōneke. We will continue to refine the framework, including a dashboard that communicates progress to inform partnership areas for improvement or re-committment. This will be updated annually and will complement regular quarterly and annual strategy reporting.



1. LTP strategic work programme

This section of the quarterly report provides a year-to-date, high-level overview of the delivery of the Capital work programme supporting the strategic priorities in the current (2021) LTP. This is a sub-set of the total Capital spend.

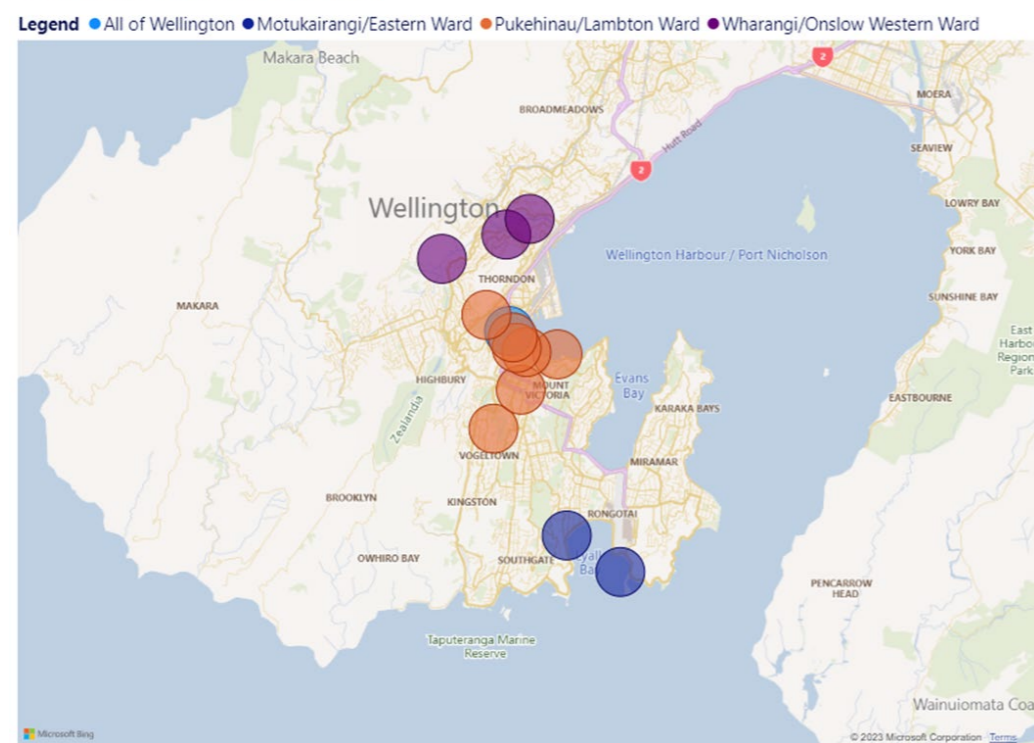
Where capital spend is less closely connected to a strategic priority (e.g renewals or changes to BAU services) it is not reported as part of the strategic priority work programme. The performance of some this spend is reflected in Section 3.

At the start of the 2021 LTP there were 52 work programmes with 114 projects supporting the priorities. A subset of these projects is classified as significant projects, of which there are 16, these are reported by exception in Section 2.

The strategic priorities are:

- A. A functioning, resilient, reliable three waters infrastructure
 - B. Wellington has affordable, resilient and safe housing
 - C. The city's core transport infrastructure is a safe, resilient, reliable network
 - D. The city has resilient and fit-for-purpose community, creative and cultural spaces
 - E. An accelerating zero-carbon and waste-free transition
 - F. Strong partnerships with mana whenua.
- At the end of Q3 the spread of projects, and capital spend supporting strategic priorities, continues to change, with an emphasis on additional support for three waters programmes since the start of the LTP (both CAPEX & OPEX)
 - The total strategic priority capital and revised budget for year 1 (2021-22) of the LTP was underspent. Pandemic related impacts significantly contributed to the underspend. Since then, rising inflation across most sectors of the economy are placing material cost pressures on project capital budgets. Quarter 3 is now reflecting the combined impact of these pressures
 - Work underway for the 2024 LTP update will inform the capital spending on Council priorities. This includes the 2024 LTP community investment plan review which will inform out year investment in community, creative and cultural spaces
 - The priority "strong partnerships with mana whenua" is mainly OPEX funded and has focused on the implementation of Tūpiki Ora Māori strategy which is reported in the Featured update on page 11 of this report

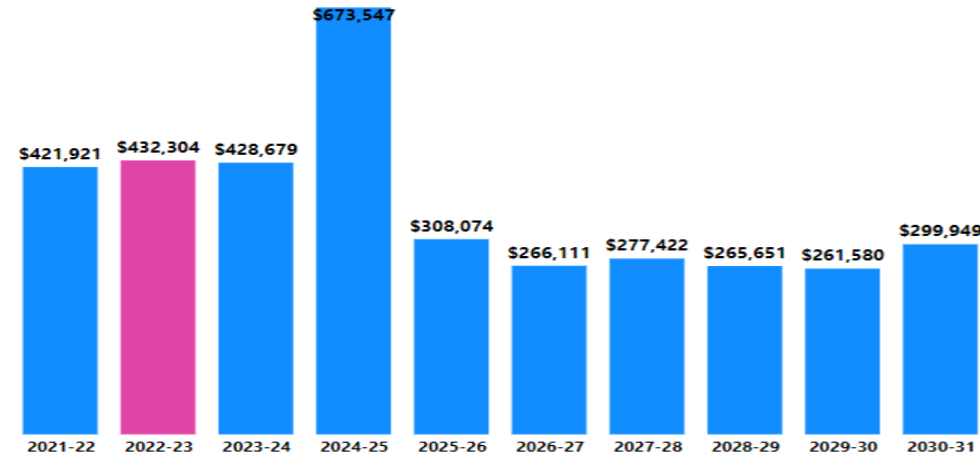
LTP Work Programme by Ward



Programmes supporting the 2021-31 LTP Strategic Priorities

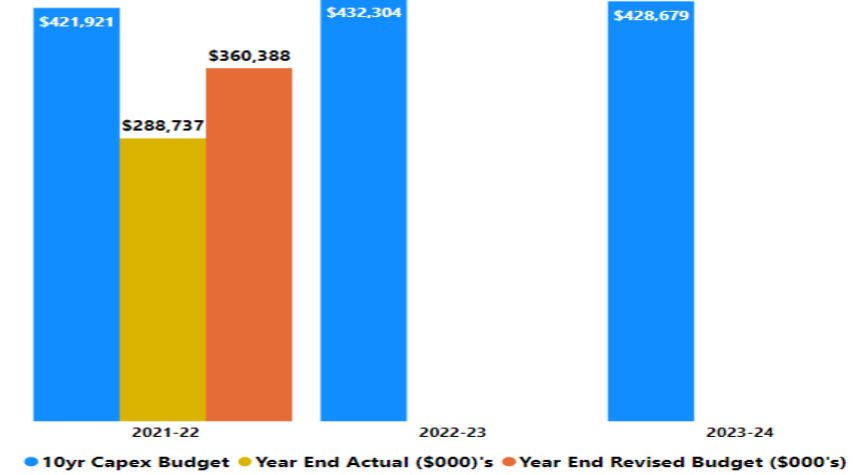
Commentary: The number of projects and proportion of capital budgets for each priority continues to change as projects move through their delivery phases. The impact of a constrained economic environment and the long tail of pandemic related supply chain and resourcing constraints continue to impact both spend against budget and the pace of work for programmes supporting strategic priorities. Rising project inputs cost inflation is now impacting most capital budgets supporting strategic priorities

2021 10 year LTP Capital budget - all priorities



The 2021 pre-pandemic LTP contained an ambitious programme of capital investment in strategic priority programmes. This included significant uplift in 2024-25 for 3 waters and a lesser extent housing

Capital Spend progress 2021-24- all priorities



The total strategic priority planned capital and revised budget for Year 1 (2021-22) of the LTP was underspent. Pandemic related impacts significantly contributed to the underspend. Since then, rising inflation across most project inputs are increasing cost pressures on projects capital budgets for most strategic priorities

Change in strategic priority work Programmes and Capital spend

Priority	% of work Programmes		% of Strategic Priority Spend	
	LTP Start	YTD	LTP Start	YTD
A functioning, resilient, reliable 3 waters infrastructure	14.2%	13%	16%	19%
Affordable, resilient and safe housing	12.4%	13%	11%	7%
Core transport infrastructure is a safe, resilient, reliable network	23.9%	22%	21%	15%
Resilient and fit-for-purpose community, creative and cultural spaces	37.2%	48%	42%	47%
Accelerating zero-carbon and waste-free transition	1.42%	4%	10%	12%

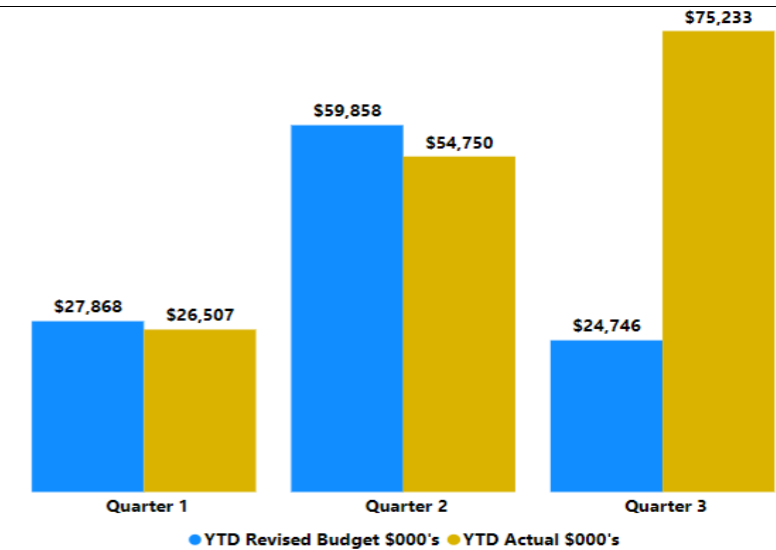
There is has been additional capital spend in 3 waters to support the focus on network continuity

2022-23 Annual Plan work programme overview

Starting: 12	Begonia House Precinct; Kerbside Waste Servicing Options; Bond Store upgrade; Venues upgrades; Freyberg Pool; Skate Parks; Community sports asset renewals; Wadestown Comm. Centre; City Housing Upgrade Phase 2; Public Space Upgrades; LGWM early delivery. Priority projects: Paneke Pōneke - Bike Network Plan;
Continuing: 11	Digitisation of City Archives; Ōtari walkway upgrades; Huetepara Park - Phase 1; Omāroro Reservoir; Residual Waste Mgmt. Disposal Options; Three waters; City Housing; Pōneke Promise; Te Atakura programme; Sustainable Food Network; District Plan; Te Kāinga programme; Public Space Upgrades. Priority projects: Paneke Pōneke - Bike Network Programme; Waste minimisation (Zero wates); Town Hall; Te Matapihi Central Library; Healthy Homes (HUP2); Sludge Minimisation Project; Frank Kits Park Programme
Finishing: 5	Tākina WCEC ; Youth Hub; Public Space Upgrades; Priority projects: Ngaio Gorge slip stabilisation

Priority snapshot: Resilient, fit-for-purpose, community, creative cultural spaces

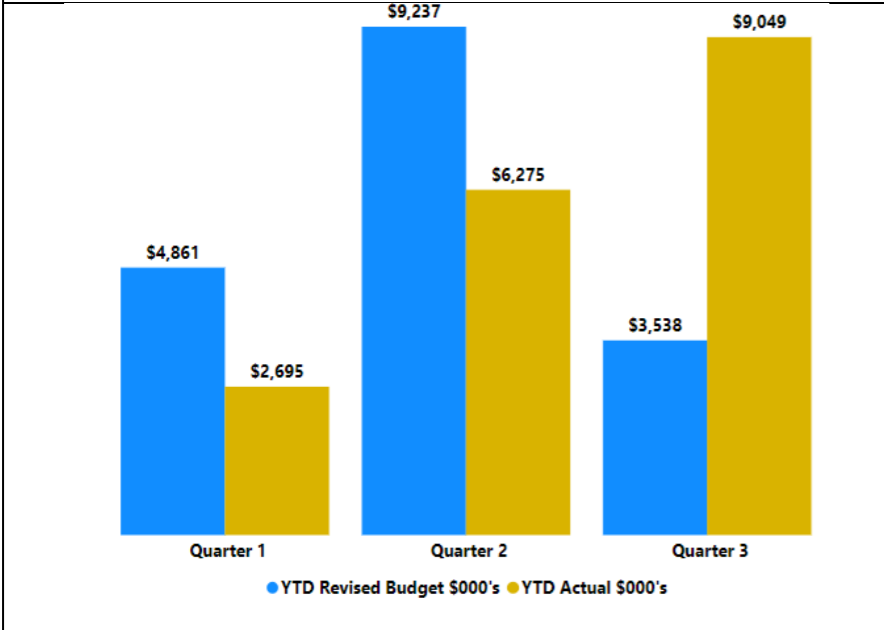
YTD capital budget and actual by quarter \$(000)s



- This priority includes: Aho Tini Strategy development, City venues, Community Centres & halls, Community creative & cultural spaces, Public safety, Seismic strengthening, Sports facilities and suburban centres
- Te Ngākau programme is undergoing a reset and restructure to ensure it is fit for purpose
- The 2024 LTP community investment plan review will inform out year investment in community, creative and cultural spaces.

Priority snapshot: Affordable, resilient & safe housing

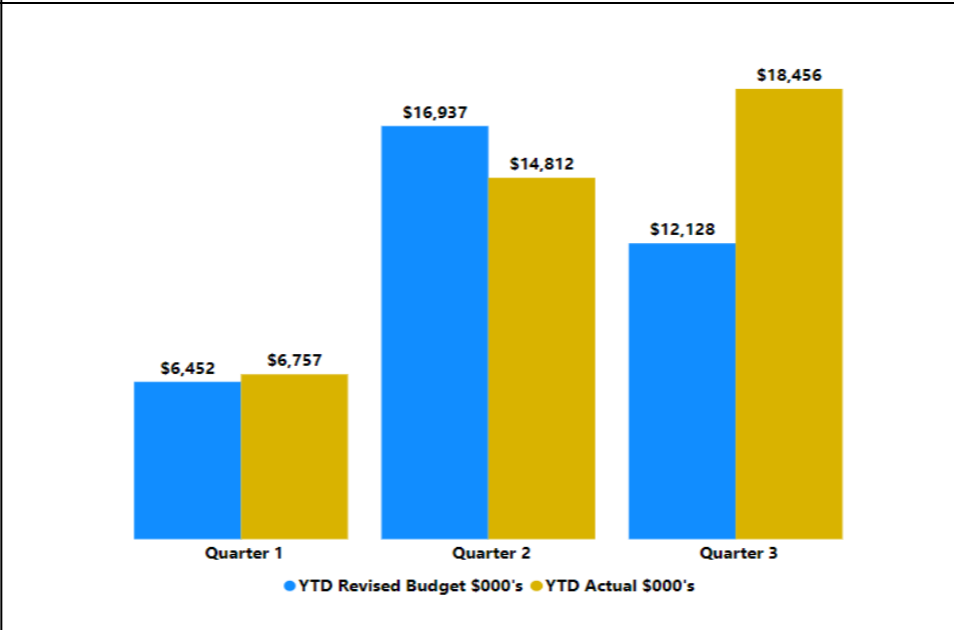
YTD capital budget and actual by quarter \$(000)s



Includes Healthy housing and the Healthy Homes (HUP2) and the implementation of the CHIP

Priority snapshot: The transport infrastructure is safe, resilient & reliable

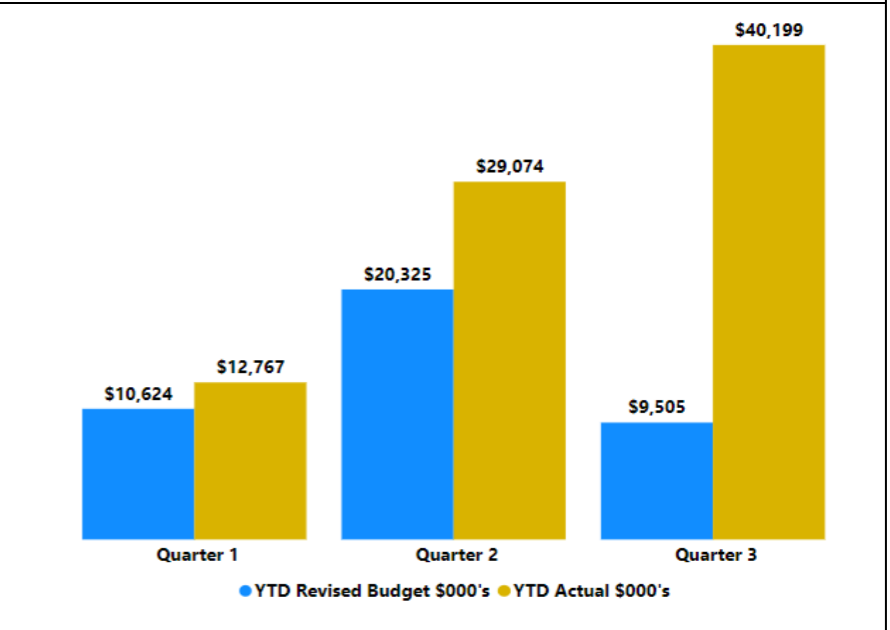
YTD capital budget and actual by quarter \$(000)s



- Includes transport network development, Cycleways programme, Let's Get Welly Moving, Cycleways Connections and Island Bay programmes
- Ngaio Gorge Slope stabilisation improvements- The project has experienced delays due to unforeseen ground conditions, adverse weather resulting in changes in schedule and scope and a consequential 30% cost variation

Priority snapshot: Functioning, resilient, reliable 3 Waters infrastructure

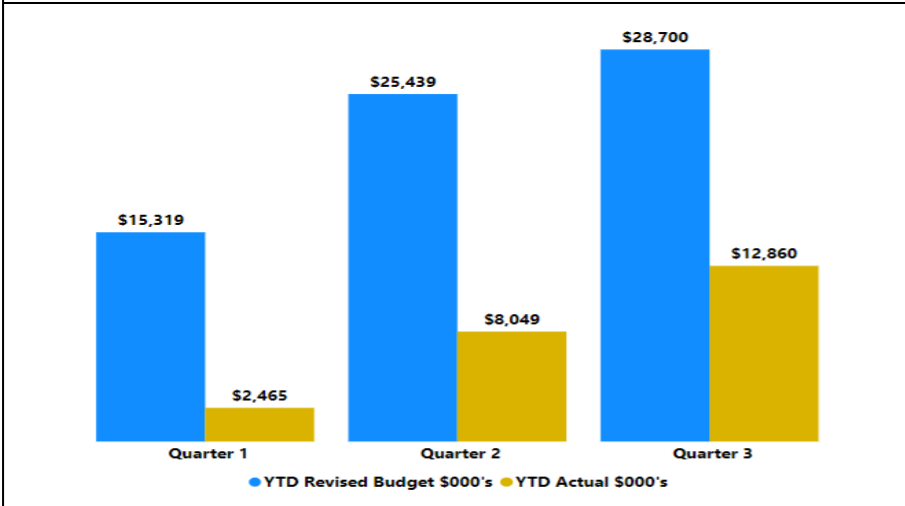
YTD capital budget and actual by quarter \$(000)s



There is an increased additional capital (and Opex) spend over the 2021 budget in the 3 waters programme to support a focus on network continuity

Priority snapshot: An accelerating zero carbon & waste free transition

YTD capital budget and actual by quarter \$(000)s



- Includes waste minimisation; Southern Landfill Carbon Unit Purchases; the Zero waste programme (sludge)
- Delays in both the EV Fleet Transformation and Public EV Chargers programmes.

Ongoing key constraints / risks continuing to impact the pace of projects supporting LTP priorities

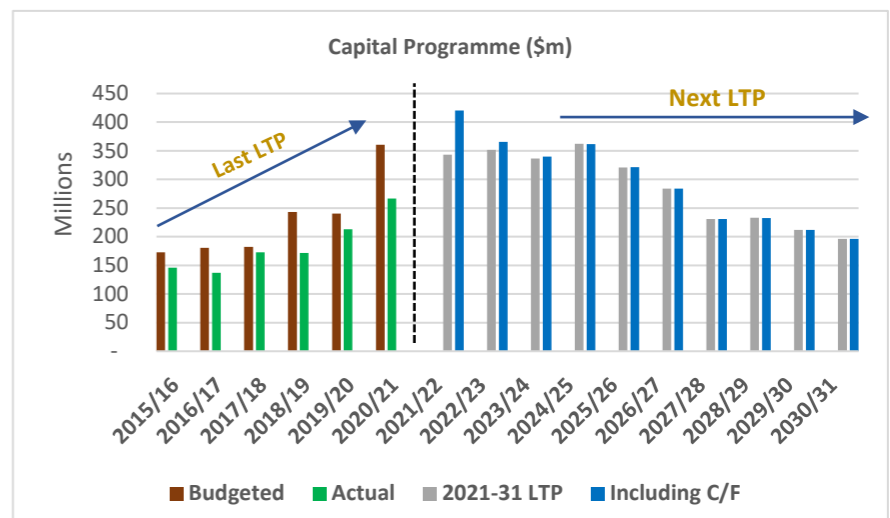
Key external constraints impacting the pace of delivery and costs:

- Labour market shortages
- Constrained materials supply chains and cost escalations
- Availability of external contractors' resources/scalable capacity pressuring the planning and prioritisation of resources
- Inflation in the markets affecting most project inputs

Mitigation continues to focus on to strengthening internal capacity to deliver including:

- Embedding coordination, prioritisation, and management of dependencies between programmes across the business
- Reporting across the portfolio of work programme

We have carried forward incomplete or additional work from the last LTP and with the current programme are likely to do so for the next LTP



*Capital projects spend is one indicator of programme delivery progress



2. LTP significant projects portfolio

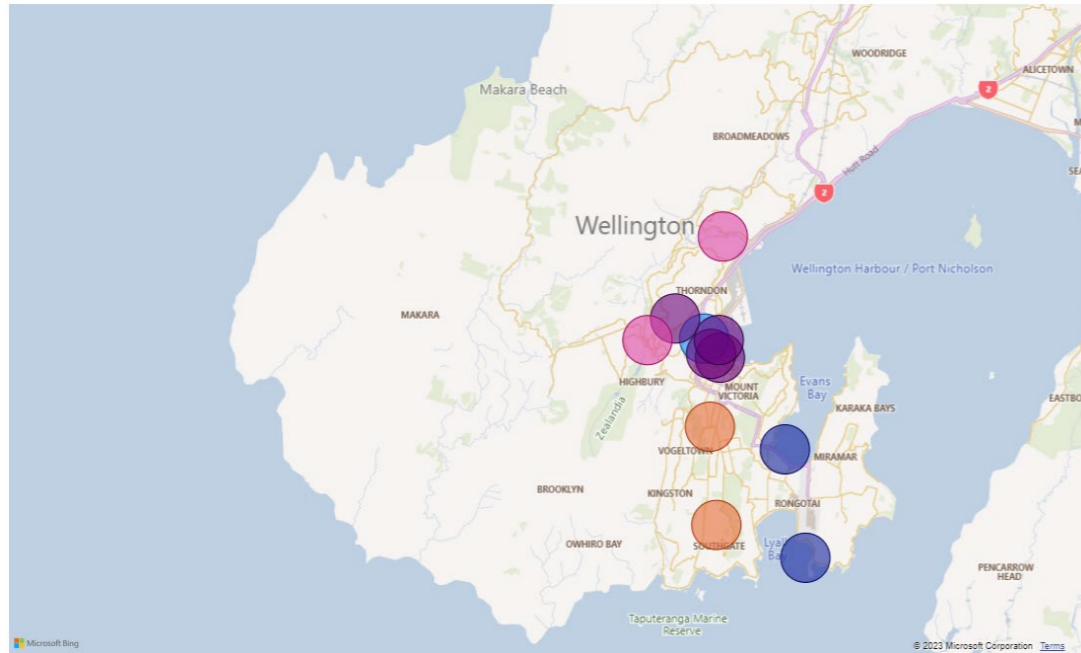
This section of the quarterly report provides a summary of the LTP significant projects (investments) portfolio including positioning on the Investment Delivery Framework (IDF) and health status overview. The IDF is a gateway process for the project / programme delivery timeline from early conception to closeout.

The 16 significant projects are a subset of the larger LTP work programme (Section 2) and are considered priority pieces of work.

- Movements in projects since Quarter 2 are as follows
 - District Plan Review is now closed as a project, moved to BAU activity
 - Tākina is now closed as a project, moved to being in operation
 - Street Light Remediation is added as at end of March.
- The significant projects health status are evenly split with 8 @ green vs 8 @ amber with the Te Ngakau programme undergoing a reset to ensure fit for purpose as the total civic precinct moves to the next phase of delivery and the Ngaio gorge project encountering Covid and weather related consequences (30% cost variation).

Significant Projects by Ward

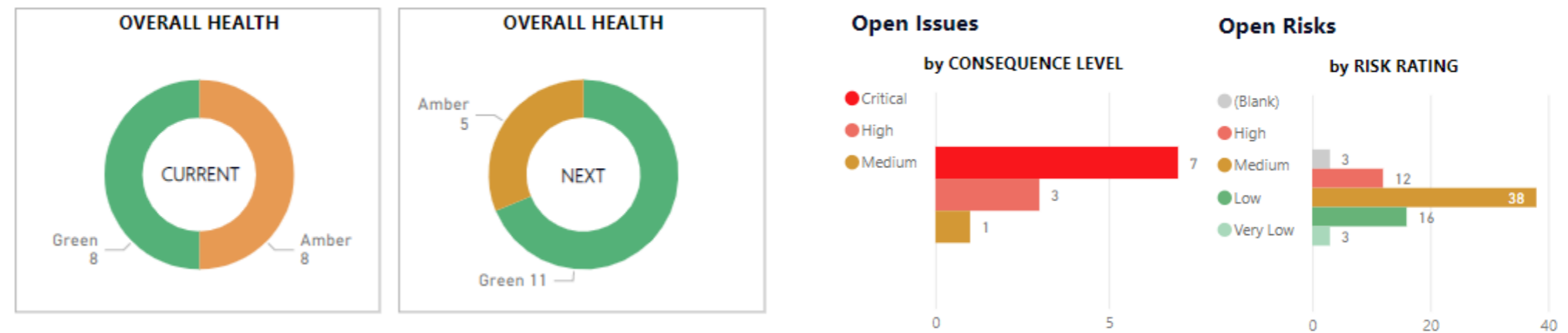
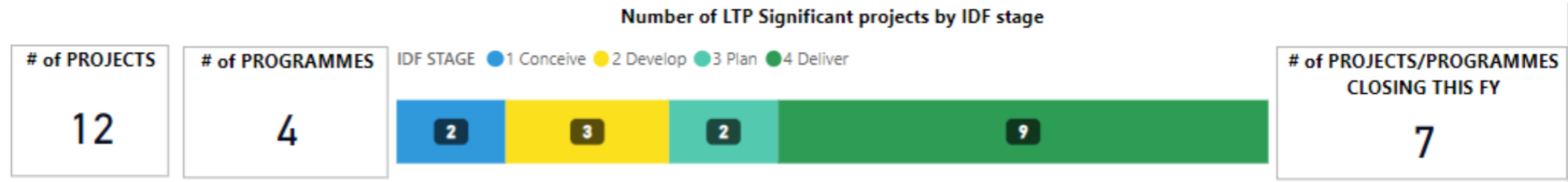
Legend ● All of Wellington ● Motukairangi/Eastern Ward ● Paekawakawa/Southern Ward ● Pukehinau/Lambton ... ● Wharangi/Onslow ...



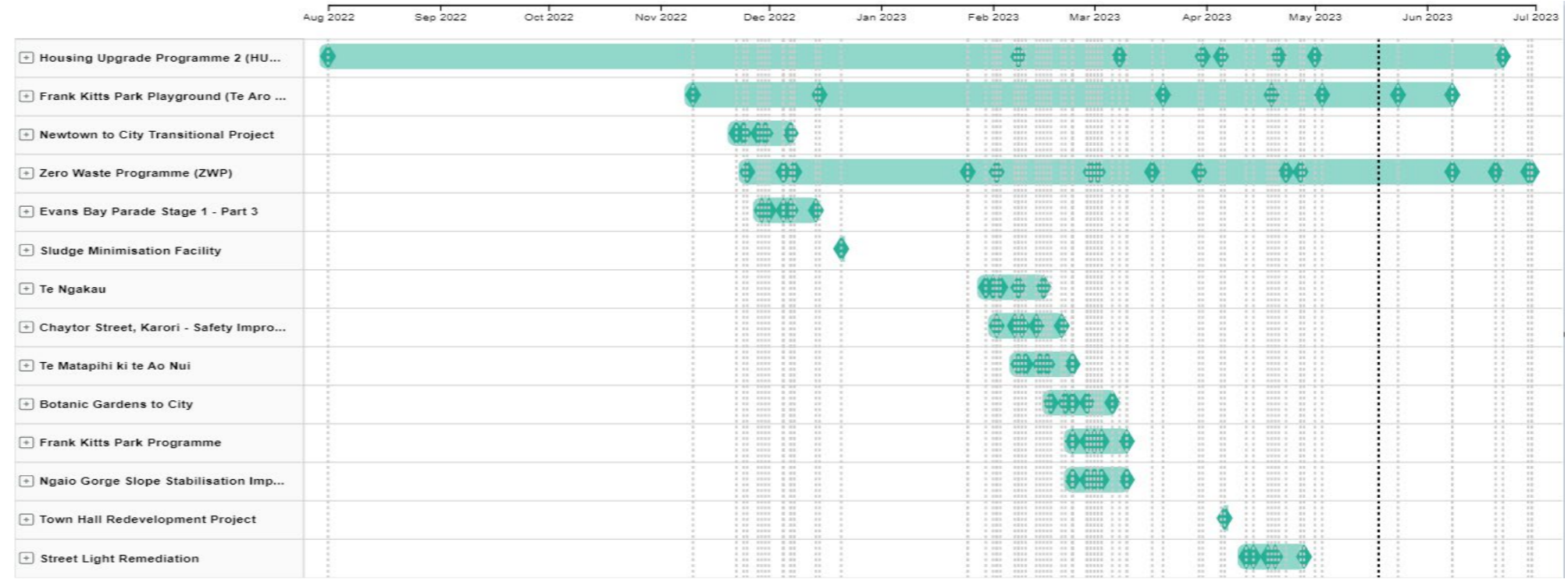
This section presents an overview of the status of the projects and programmes that comprise the **LTP significant projects (investments) portfolio**, detailed performance information is contained **Appendix 2**

LTP significant projects (investments) portfolio Dashboard

Summary of Projects/Programmes	
Chaytor Street, Karori - Safety Improvement	●
Frank Kitts Park Playground (Te Aro Mahana)	▲
Ngaio Gorge Slope Stabilisation Improvements	▲
Street Light Remediation	▲
Bike Network Programme	
Botanic Gardens to City	●
Evans Bay Parade Stage 1 - Part 3	▲
Evans Bay Parade Stage 2	●
Newtown to City Transitional Project	▲
The Parade, Island Bay Safety Improvement	●
Frank Kitts Park Programme	
Frank Kitts Park Programme	●
Housing Upgrade Programme 2 (HUP2)	
Housing Upgrade Programme 2 (HUP2)	●
Te Ngakau Programme	
Te Matapihi ki te Ao Nui	●
Te Ngakau	▲
Town Hall Redevelopment Project	▲
Zero Waste Programme (ZWP)	
Sludge Minimisation Facility	●
Zero Waste Programme (ZWP)	▲



Projects/Programmes FY 2022/23 Milestones



Projects/Programmes by IDF stage	
1 Conceive	
Street Light Remediation	
Te Ngakau	
2 Develop	
Chaytor Street, Karori - Safety Improvement	
Housing Upgrade Programme 2 (HUP2)	
Zero Waste Programme (ZWP)	
3 Plan	
Evans Bay Parade Stage 2	
Sludge Minimisation Facility	
4 Deliver	
Botanic Gardens to City	
Evans Bay Parade Stage 1 - Part 3	
Frank Kitts Park Playground (Te Aro Mahana)	
Frank Kitts Park Programme	
Newtown to City Transitional Project	
Ngaio Gorge Slope Stabilisation Improvements	
Te Matapihi ki te Ao Nui	
The Parade, Island Bay Safety Improvement	
Town Hall Redevelopment Project	

Information is extracted from Council's project management tool – Paiaka - which is managed by the WCC Programme Management Office

Financial performance for the LTP significant projects (investments) portfolio

Financial year cost:

Project/Programme Name	FY2223 Actual	FY2223 Budget	FY2223 Forecast	FY2223 Variance
Botanic Gardens to City	\$793,765	\$2,115,261	\$2,115,261	\$0
Chaytor Street, Karori - Safety Improvement	\$66,945	\$109,461	\$102,000	(\$7,461)
Evans Bay Parade Stage 1 - Part 3	\$508,935	\$2,900,000	\$2,003,935	(\$896,065)
Evans Bay Parade Stage 2	\$216,424	\$100,000	\$581,424	\$481,424
Frank Kitts Park (Te Aro Mahana)	\$1,185,073	\$2,012,819	\$2,012,819	\$0
Frank Kitts Park Programme	\$203,307	\$225,000	\$225,000	\$0
Housing Upgrade Programme 2	\$2,162,676	\$5,301,615	\$3,250,462	(\$2,051,153)
Newtown to City Transitional Project	\$1,327,354	\$3,189,726	\$3,189,726	\$0
Ngaio Gorge Slope Stabilisation Improvement	\$3,625,505	\$3,100,000	\$4,275,000	\$1,175,000
Sludge Minimisation Facility	\$10,277,000	\$22,663,000	\$22,663,000	\$0
Street Light Remediation	\$0	\$500,000	\$500,000	\$0
Te Matapihi Ki Te Ao Nui	\$23,001,482	\$34,627,099	\$33,954,818	(\$672,281)
Te Ngakau	\$283,133	\$3,683,500	\$2,518,662	(\$1,164,838)
The Parade, Island Bay Safety Improvement	\$865,757	\$1,488,909	\$1,059,234	(\$429,675)
Town Hall Redevelopment Project	\$23,695,515	\$35,920,193	\$35,920,193	\$0
Total	\$68,212,871	\$117,936,583	\$114,371,534	(\$3,565,049)

Whole of Project Cost (WOPC):

Project/Programme Name	WOPC Actual	WOPC Budget	WOPC Forecast	WOPC Variance
Botanic Gardens to City	\$1,550,418	\$2,871,913	\$2,871,913	\$0
Chaytor Street, Karori - Safety Improvement	\$70,861	\$54,862	\$54,862	\$0
Evans Bay Parade Stage 1 - Part 3	\$1,066,572	\$15,003,138	\$15,000,000	(\$3,138)
Evans Bay Parade Stage 2	\$878,907	\$12,759,001	\$12,302,908	(\$456,093)
Frank Kitts Park (Te Aro Mahana)	\$3,461,208	\$9,358,000	\$9,358,000	\$0
Frank Kitts Park Programme	\$203,307	\$225,000	\$225,000	\$0
Housing Upgrade Programme 2	\$2,613,108	\$279,652,047	\$280,364,218	\$712,171
Newtown to City Transitional Project	\$2,938,927	\$4,801,299	\$4,801,299	\$0
Ngaio Gorge Slope Stabilisation Improvement	\$11,666,908	\$10,395,000	\$13,503,803	\$3,108,803
Sludge Minimisation Facility	\$17,022,000	\$36,148,486	\$41,007,340	\$4,858,854
Street Light Remediation	\$0	\$6,000,000	\$6,000,000	\$0
Te Matapihi Ki Te Ao Nui	\$25,905,882	\$216,815,000	\$216,815,000	\$0
Te Ngakau	\$401,263	\$18,303,619	\$0	(\$18,303,619)
The Parade, Island Bay Safety Improvement	\$2,036,992	\$6,988,909	\$2,230,469	(\$4,758,440)
Town Hall Redevelopment Project	\$111,544,365	\$182,399,449	\$182,399,449	\$0
Total	\$181,360,718	\$801,775,723	\$786,934,261	(\$14,841,462)

Health performance for the LTP significant projects (investments) portfolio*

Programme	Overall	Schedule	Scope	Benefits	Budget	Dependencies	Issues	Risks	Resources	Stakeholders	Change Control	Health & Safety
Chaytor Street, Karori - Safety Improvement	●	●	●	●	●	●	●	●	●	●	●	●
Frank Kitts Park Playground (Te Aro Mahana)	▲	◆	●	●	▲	●	▲	▲	▲	●	●	●
Ngaio Gorge Slope Stabilisation Improvements	▲	▲	●	●	◆	○	▲	▲	●	●	○	●
Street Light Remediation	▲	○	○	○	○	○	○	○	○	○	○	○
Bike Network Programme (BNP)												
Botanic Gardens to City	●	●	●	●	●	●	●	●	●	●	●	●
Evans Bay Parade Stage 1 - Part 3	●	▲	●	●	●	●	▲	●	●	●	●	●
Evans Bay Parade Stage 2	●	▲	●	●	▲	▲	●	●	●	●	●	●
Newtown to City Transitional Project	▲	▲	●	●	▲	●	●	●	●	●	●	●
The Parade, Island Bay Safety Improvements	●	●	●	●	●	●	●	●	●	●	●	●
Frank Kitts Park Programme												
Frank Kitts Park Programme	●	●	●	●	●	●	●	●	●	●	●	●
Housing Upgrade Programme 2 (HUP2)												
Housing Upgrade Programme 2 (HUP2)	●	▲	●	●	▲	●	●	▲	▲	●	●	●
Te Ngakau Programme												
Te Matapihi ki te Ao Nui	●	●	●	●	●	●	▲	▲	▲	▲	●	●
Te Ngakau	▲	○	○	○	○	○	○	○	○	○	○	○
Town Hall Redevelopment Project	▲	▲	●	●	▲	●	▲	▲	▲	●	●	●
Zero Waste Programme (ZWP)												
Sludge Minimisation Facility	●	●	●	●	●	●	▲	●	▲	●	●	●
Zero Waste Programme (ZWP)	▲	●	●	●	▲	●	●	●	●	●	●	●

- The Te Ngākau programme is undergoing a reset and restructure to ensure it is fit for purpose as works in the total civic precinct moves to the next phase of delivery
- Frank Kitts Park Playground has a RED schedule due to the delay following the original vendor going into administration and the ensuing process with liquidators and new vendor.
- Ngaio Gorge Slope stabilisation improvements has an overall status as amber with red for budget. The project has undergone significant issues due to unforeseen ground conditions, further adverse weather and the associated changes in schedule and scope. There has been a 30% cost variation.
- Bike Network Programme: Botanic Gardens to City project is on target for completion in Q4; Evans Bay Parade Stage 1 – Part 3 – overall status green - amber status for issues and schedule due to building consent application for the seawall for little Karaka bay requiring design changes; Evans Bay Parade Stage 2 – overall status amber due to schedule, budget and dependencies health indicators being classified as amber - project milestones not achieved due projected budget increase following 50% design cost estimate, and need for rework; Newtown to City – overall status amber due to schedule and budget health indicators being classified as amber - delays in schedule are due to contractor resource availability and budget due to lack of visibility of construction costs (potential over or under) in current contract set up (maintenance contract).
- Streetlight remediation has been added to the significant project group

* Information is supplied from the Council's project management tool - Paiaka - managed by the WCC Programme Management Office



3. Financial and non-financial performance by strategic activity area

This section of the quarterly report provides a year-to-date overview of financial and non-financial performance by strategic activity area. In total there are 95 LTP KPIs of these, 57 report quarterly, with the balance reporting annually

Total LTP KPI overview (n=95)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually	Result 21/22 Financial year		
33	3	20	39	39	2	16	38	49	44	2*
Green= 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target; * Not reported										

Summary Non-Financial performance:

- In Q3 64% = 36 of 56 KPIs (reporting quarterly) met their target down from 72% = 41 of 57 at Quarter 2. The reduction in performance is attributed to: two KPIs being moved to red by WWL see below, two CCO KPIs - one impacted by weather and one with lowered revenue; and one KPI (Graffiti) did not report in quarter 3;
- Wellington Water's (WWL) performance in fault attendance across the water network continues to lag with 13 of 23 KPIs meeting target this quarter. WWL has voluntarily assigned red status to two KPIs related to drinking water standards while they complete a compliance audit as part of new regulatory requirements under the new water services regulator – Taumata Arowai. The water quality during Q1 and Q2 was unaffected, and all water supplied was and remains safe;
- The streetlighting issue is a significant challenge while we focus on mitigating current risk as well as procurement to engage sufficient contractors to effect replacements. We continue to respond to all dangerous hazards on our roading network within a 2hour response window; and
- Weather related challenges to levels of service continued in this quarter (grass and weed growth). Providing support to cyclone impacted areas and resource demand in cyclone affected areas is affecting the speed of slip remedial work.

Summary financial performance:

- All Strategy areas are operating within budget with the following exceptions:
 - Economic Development, which is unfavourable to budget by \$0.7m due to internal rates costs for Tākina and initial costs relating to the FIFA Women's World Cup.
 - Cultural Wellbeing, which is unfavourable to budget by \$0.3m owing to lower than planned revenues for Toi Poneke and City Events.
- Transport, unfavourable to budget due to Parking revenue, which is yet to recover to pre-pandemic levels. Parking revenue is down YTD by \$5.6m and forecast to be unfavourable to budget by \$7.8m. Waka Kotahi NZTA subsidy revenue and other fees are also lower than planned due to lower work programme expenditure and user charges (forecast to be \$1.2m unfavourable to budget). Transport & Infrastructure resilience activities are unfavourable due to spending on slips remediation. Depreciation costs are also unfavourable due to significant increases in asset values arising from revaluations.

3.1 Mana Whakahaere | Governance

Mana Whakahaere is responsible for seven LTP KPIs. Of these KPIs three report quarterly with the balance reporting annually.

Non-financial variance commentary

- 2 of 3 quarterly KPIs were within 5% of their target and the third KPI was within 10% of its target and is identified below

Key challenges and highlights for the period

- The development process for the 2024-34 Long Term Plan has begun with community workshops underway across the city and first round of level of service workshops with business units beginning in May
- The customer services function is undergoing a re-design to enable better support to front line teams based on location and hours of work. The new design is being implemented from late March 2023 with performance improvements expected from the 4th quarter

LTP KPI exception report -

LTP Activity area	KPI description	Target	2022/23 YTD Result		Last YE (2021/22) Result	Comment
			This period (Q3)	Last period (Q2)		
Governance	Contact Centre - Contacts (%) responded to within target timeframes (all)	90%	85%	84%	75%	Factors impacting SLA (answering in 240 seconds) include complexity associated with issues with rates notices, delays in the processing of parking permits and Swimwell booking confirmations. Staff coverage issues have also had a major impact on SLA performance this quarter, these are being actively managed. This KPI is expected to track close to target at year end.

This reporting is by exception, and the table represents those KPIs which did not meet their target this quarter

Total KPI status (n=7)

This period (Q3)			Not reported this period	Last period (Q2)			Reported Annually
2	1	0	4	2	1	0	4

Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target

Q3 Financial variance commentary

OPEX:

- *Revenue:* Unfavourable as Democratic Services election costs recharge occurred to Greater Wellington Regional Council. Phasing will happen 3rd Quarter. Revenue in Archives is also lower than planned.
- *Expenditure:* Favourable year-to-date due to lower-than-expected remuneration costs arising from vacancies and professional costs due to the timing of the work programmes in Māori Initiatives and Climate Change Response.

CAPEX:

- Under budget through delays in both the EV Fleet Transformation and Public EV Chargers programmes.

Governance	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(367)	(567)	(199)	(784)	(755)	29
Expenditure	21,709	23,996	2,287	30,262	32,029	1,768
Net OPEX Surplus/(Deficit)	21,341	23,429	2,088	29,477	31,274	1,796
Net CAPEX Surplus/(Deficit)	413	1,462	1,049	1,632	1,950	317

3.2 Taiao | Environment

Taiao is responsible for 36 LTP KPIs. Of these KPIs 26 report quarterly with the balance reporting annually. Taiao has responsibility for Wellington Water Ltd (WWL), performance for this suite of KPIs is shown on the next page.

Non-financial variance commentary

- 11 out of 26 KPIs did not meet their target this quarter. The most significant relates to drinking water standards (see explanation below).

Key challenges and highlights for the period

- A significant reduction in emissions from the landfill has reduced Council emissions by about a third.
- Our Emergency Management team is moving to standardise and organise procedures after taking note from the recent Auckland and Hawke's Bay emergency events and from feedback of staff sent to those regions to assist during the cyclone and flooding.
- Challenges remain with the dewatering plant operations and resulting odour complaints. We continue to work with Wellington Water's contractor Veolia and a regular meeting has been set up to address issues. Plant requires significant repair and replacement and is causing some safety concerns for our landfill contractor. We are stockpiling contaminated soil to ensure we can meet our consent conditions for sludge to waste ratio.

LTP KPI exception report - including Wellington Water (WW)

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Environment	Volume of waste diverted from landfill	15,000 tonnes	12767.23	8308.80 tonnes	17,179 tonnes	Volumes are up on the same quarter last year, however still below target. The management of the CBD collections contract will be shifting from the Roding team to the Waste team from 1 July 2023 and will start to incorporate the weights from the CBD collections which will give a better idea about recycling diversion. This KPI will not attain target at years end
Environment (WW)	Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 4 bacterial compliance criteria)	Yes	No result available (see explanation)	(revised) No	Yes	As part of preparing Wellington Water (WWL) for the increased regulation set by Taumata Arowai (new water services regulator) and the new drinking standards effective 14 November 2022, WWL have increased their audit activities. Taumata Arowai has been briefed on the increased audit activity and acknowledges it as good practice with the potential to identify issues which will require reconciliation. Part of the increased effort was an in-depth audit of the Q1 and Q2 data that supports this measure. The audit has identified several technical compliance issues within the data which need to be reconciled to demonstrate complete compliance. Taumata Arowai has indicated its approval with this approach and WWL is moving to resolve the issues as soon as practicable. To be completely transparent WWL have set this measure as red while they resolve these issues, which are aimed to be completed by the end of Q4. The water quality during Q1 and Q2 was unaffected, and all water supplied was and remains, safe. It is unclear if both measures will attain target at years end
Environment (WW)	Compliance with drinking water standards for NZ 2005 (revised 2008) (Part 5 protozoal compliance criteria)	Yes	No result available (see explanation)	(revised) No	Yes	

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Environment (WW)	Median response time for attendance for water network urgent callouts (minutes)	60 minutes	66 minutes	58 minutes	66 minutes	Q3 results are equivalent to the result for the previous (2021/22) Financial Year. This KPI is at risk of not attaining target at years end.
Environment (WW)	Median response time for attendance for water network non-urgent call outs (hours)*	36 hours	78.9	82.9 hours	66.8 hours	WWL continues to prioritise and fix leaks as endorsed by the Water Committee. The number of leaks making up the backlog of current work continues to exceed available funding. Previous years have shown that the backlog increases during the summer peak months and should begin to plateau or fall during wetter months. This KPI will not attain target at years end.
Environment (WW)	Average drinking water consumption per resident/day*	365litres	402litres	401litres	389.5litres	We had an unusually wet summer which saw peak demand decrease year-on-year. Analysis of night flows, climate corrected demand and wastewater flows all indicate that the rise is predominantly driven by growing water losses (leaks). Per capita demand continues to rise across the Wellington metropolitan region, particularly within the Hutt Valley. Leak detection work has found that losses are occurring both on the distribution network and on private properties. This KPI will not attain target at years end.
Environment (WW)	Dry weather wastewater overflows, expressed per 1000 connections*	0	3.9	1.2	6.16	A target of zero overflows remains unattainable, especially given the poor condition of network assets. Dry-weather sewerage overflows continue to be within the targets proposed by WWL. This KPI will not attain target at years end.
Environment (WW)	Compliance with the resource consents for discharge from the sewerage system -total number*	0	0	2	3	Q3 result is zero, however Q1 result was 2 (2 infringement notices and a formal warning) therefore cumulative result has pushed this measure to not achieved for Q3. This KPI will not attain target at years end.
Environment (WW)	Median response time for wastewater overflows (attendance time minutes)*	60 minutes	129 minutes	149 minutes	162 minutes	The Q3 result continues to exceed target due to the increasing work volume and resource constraints. WWL continues to manage this by prioritizing the highest risks and balancing the available resources which has a flow-on impact on response times. This KPI will not attain target at years end.
Environment (WW)	Median response time for wastewater overflows (resolution time hours)*	6 hours	16.6 hours	17 hours	20.5 hours	The Q3 result continues to exceed target due to the increasing work volume and resource constraints. WWL continues to manage this by prioritising the highest risks and the available resources accordingly, which has an impact on the response times. This KPI will not attain target at years end.
Environment (WW)	Monitored sites (%) that have a rolling 12-month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	90%	72%	78%	79%	The Human Health Mitigation project is underway and targeting environmental health improvements at catchments across Wellington City Council. This KPI will not attain target at years end.

This reporting is by exception, and the table represents those KPIs which did not meet their target this quarter

* Denotes DIA statutory measure

Total KPI status (including Wellington Water) (n=36)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually
15	0	11	10	18	0	8	10
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Q3 Financial variance commentary

OPEX:

- *Revenue*: Favourable due to higher volumes of contaminated waste received at the landfill. This is forecast to continue. One off favourable Vested Assets Revenue in Parks, Sports & Recreation.
- *Expenditure*: Unfavourable Landfill COGS in line with higher revenue. Street Cleaning and Town Belt Reserves Management Contracts YTD favourable to budget, forecast to spend to budget by Financial year end.

CAPEX:

- Sludge Minimisation Project behind schedule, spend expected to ramp up with full year spend forecasted in line with budget. WWL full year capex spend forecasted to increase from \$50m to \$60m.

Environment	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(29,009)	(23,576)	5,433	(34,877)	(31,872)	3,005
Expenditure	208,495	206,828	(1,667)	281,749	279,974	(1,775)
Net OPEX Surplus/(Deficit)	179,486	183,252	3,766	246,871	248,101	1,230
Net CAPEX Surplus/(Deficit)	69,329	102,142	32,813	142,520	139,058	(3,461)

3.2.1 Summary of Wellington Water's performance Quarter 3

Wellington Water Limited (WWL) is responsible for 25 LTP KPIs. Of these KPIs 23 report quarterly with the balance reporting annually.

WWL's detailed quarterly three reporting is contained in **Appendix 3**

Total KPI Status for Wellington Water (only) (n=25)

This period (Q3)			Not reported this period	Last period (Q2)			Reported Annually
13	0	10	2	16	0	7	2
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Summary for OPEX activity as at 31 March 2023:

For the third quarter of this financial year, WWL spent \$12.01m against a budget of \$10.40m, an overspend for the quarter of \$1.60m. These figures do not include the additional funding for water leakage granted by Council. The year-end forecast shows an expected full year overspend figure of \$0.15m. This reflects recent discussions with internal stakeholders and with Council, to review planned expenditure levels, clarify funding positions, and reduce some activities.

The significant areas of overspend for the third quarter were reactive maintenance (overspend of \$1.60m) and treatment plant (overspend of \$0.42m). In reactive maintenance, WWL continued to focus on identifying and rectifying water loss, particularly in the form of leaks. As a result, it has increased activity this quarter, and has fixed a greater number of leaks than usual – almost 1,000. The main drivers for reactive maintenance overspend include a significant increase in subcontractor costs, and for treatment plants the overspend is because of increase in power and residuals disposals costs. There were also higher Joint Venture costs (maintenance contract) that were greater than anticipated.

The third quarter picture of spending vs budget is significantly different to the overall forecast spend for the financial year. This is due to a combination of approved additional funding from Council (\$2.0m), partial funding of unexpected events (\$0.70m), approved overspend of \$0.21m, and a significant spend reduction exercise from WWL (\$1.88m). In the next and final quarter is where we will see reduced activity and therefore lower spend across maintenance, condition assessment, and investigations budgets.

3.3 Whanaketanga ōhanga | Economic Development

Whanaketanga ōhanga is responsible for nine LTP KPIs. Of these KPIs six report quarterly with the balance reporting annually.

Non-financial variance commentary

- 1 out of 6 KPIs did not meet its target this quarter.

Key challenges and highlights for the period

- Economic health of the city – the long tail of Covid is still seen through staffing challenges for business which should start to ease with the opening of borders. Spend in central city remains stubbornly down compared with suburban spend reflecting working from home practices. While we’ve seen some business closures these quarter, an almost equivalent number of new businesses have opened in the central city bringing much welcome new offerings and experiences.
- City in Transition Project - this large-scale cross-Council initiative encompasses three strands of work including the Development Response Plan (ensuring the city can continue to function during large scale construction and infrastructure projects), business support (how we support businesses while these works are underway) and Positively Pōneke (our communications and engagement approach). Each project is progressing well and on track for public facing activity commencing June 2023.
- Planning for the FIFA Women’s World Cup 2023 continues with a dedicated team across Council and WellingtonNZ working on fulfilling our Host City obligations. Planning and progress across all the elements is on track.
- High inflation continues to impact CCOs. A key cost driver for all is personnel costs due to the nature of their service operations. Low unemployment rates have created a challenging environment for attracting and retaining staff. This has added to the cost of salaries and wages over and above already high inflationary increases. The recent 9.9% increase to the Living Wage will add further cost pressures to CCOs operating budgets for the 23/24 financial year.
- A highlight is the return of international visitors and in particular the cruise sector which has had a significant positive impact for tourism, retail and hospitality operators. The 22/23 cruise season finished with 90 vessels and more than 120,000 manuhiri visiting Te Whanganui-a-Tara. The strong uplift in visitors has been of notable benefit to our tourism related CCOs in particular the Cable Car, Zealandia and Experience Wellington. The Cable Car and Venues Wellington are forecasting to deliver year end surpluses, and Experience Wellington and the Zoo will have reduced deficits off the back of a strong second half to 22/23.

LTP KPI exception report -

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Economic Development	WREDA: % of revenue from commercial/non council funding and commercial activity (combined WellingtonNZ & CreativeHQ)	32%	27%	29%	30%	WellingtonNZ holds some income in advance from external sources in their balance sheet released as matching expenditure occurs. This is currently higher than pre Covid levels and is likely to be released in the second half of the financial year, improving this calculation. Additionally, their subsidiary, CreativeHQ, has experienced some delays in pipelined sales revenue which also affects this calculation. This KPI is at risk of not attaining target at years end

This reporting is by exception only, and the table represents those KPIs which did not meet their target this quarter

Total KPI status (n=9)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually
5	0	1	3	6	0	0	3
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Q3 Financial variance commentary

OPEX:

- *Revenue*: Favourable due to increased revenue across Wellington Venues, forecast to drop back to budget levels for the last quarter.
- *Expenditure*: Unfavourable due higher cost of goods and services costs arising from increased Wellington Venues revenues. Tākina internal rates charges are unfavourable through a budget error (impacting \$1.0m YTD, \$1.4m for the full year, corrected for 2023/24) and will drive a portion of the forecast overspend. The City Growth Fund has a planned over budget spend in this financial year due to initial costs relating to FIFA Women's World Cup. This overspend will be funded from accumulated surpluses within the city growth fund reserve.

CAPEX:

- Property general renewals slightly behind budget and expected to remain at a similar level. CCO Venues operational assets budget behind budget with supply constraints delaying delivery.

Economic Development	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(12,142)	(7,996)	4,146	(14,386)	(10,661)	3,725
Expenditure	33,100	28,249	(4,851)	44,335	37,712	(6,623)
Net OPEX Surplus/(Deficit)	20,958	20,254	(705)	29,950	27,052	(2,898)
Net CAPEX Surplus/(Deficit)	1,499	3,034	1,535	2,158	4,253	2,095

3.4 Oranga ahurea | Cultural Wellbeing

Oranga ahurea is responsible for three LTP KPIs. Of these KPIs one reports quarterly with the balance reporting annually.

Non-financial variance commentary

- 1 of 1 KPI meet its target this quarter

Key challenges or highlights for the period

- Significant new activity includes the re-opening of the Hannah Playhouse for the sector and the opening of the St James’ Theatre which included a digital collaboration with the Royal New Zealand Ballet on the exterior of the building for their Cinderella production.
- The Art on Walls initiative has commissioned the involvement of mana whenua artists on sites of significance for the transitional cycle way on Bowen Street (by Ariki Brightwell), and another underway on Raroa Road.

There are no LTP KPI exception reports for this period

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q2)	Last period (Q1)		
Cultural Wellbeing	N/A	N/A	N/A	N/A	N/A	N/A
This reporting is by exception only, and the table represents those KPIs which did not meet their target this quarter						

Total KPI RAG status (n=3)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually
1	0	0	2	1	0	0	2
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Q3 Financial variance commentary

OPEX:

- *Revenue*: Toi Poneke and City Events revenue under budget YTD, with low revenue expected to continue for the remainder of the year
- *Expenditure*: Favourable YTD due to timing of City Events with spend expected to catch up in the remainder of the year. Creative Capital and Events forecasted spend is favourable to budget

CAPEX:

- Ahead of budget for the Tākina (Wellington Exhibition and Convention Centre), forecasted to come in close on budget by year end.

Cultural Wellbeing	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(440)	(736)	(296)	(543)	(981)	(438)
Expenditure	19,739	19,731	(9)	26,907	25,308	(1,599)
Net OPEX Surplus/(Deficit)	19,299	18,995	(305)	26,364	24,327	(2,037)
Net CAPEX Surplus/(Deficit)	27,603	24,599	(3,004)	33,136	33,423	288

3.5 Pāpori me te hākinakina | Social and Recreation

Pāpori me te hākinakina is responsible for 17 LTP KPIs. Of these KPIs 10 report quarterly with the balance reporting annually.

Non-financial variance commentary

- 3 of 9 KPIs did not meet their target this quarter
- 2 of the 4 quarterly reporting KPIs for the Basin Reserve Trust did not meet their target which moves quarterly performance for the Basin Reserve Trust to amber (shown below)
- 1 KPI did not report this quarter (Graffiti removal – response times (%) met) (shown below)

Key challenges and highlights for the period

- There has been a focus on getting training facilities ready to meet requirements for the FIFA Women's World Cup. This includes installing lighting and renewal work on the sportsfields at Newtown and Martin Luckie Parks' and upgrading the changing facilities to all gender at Newtown Park.
- We have begun consulting on several plans and policies including developing a master plan for Kilbirnie Park and Evans Bay Park for consultation in July 2023 and finalising the Te Whai Oranga Pōneke – Draft Open Space and Recreation Strategy which was approved for consultation and will be completed in Quarter 4.
- Challenges remain with the wet summer and managing grass and weed growth. Our operational teams remain under pressure to meet the current levels of service. We continue to work with engineers/contractors to agree solutions for slips on parks or open space land. Solutions will require capital and operating expenditure investment which is currently unbudgeted.
- We are still experiencing challenges with contractor availability particularly in the Facility Maintenance areas and inflation costs continue to impact project budgets especially around materials and services. We continue to work on a large programme of policy and strategic planning which will see our planning budget overspent year end (offset by other operational savings) as we prioritise this work. Recruitment remains a priority particularly in the recreation facilities.
- March saw the introduction of smokefree and vape-free outdoor dining on council owned land, signposted via a comprehensive media campaign (Let's clear the air Pōneke). Re-accreditation process from MPI to verify food business registered as national programmes is underway. New Chief Licensing Inspector now in role and focusing on the challenges faced by the hospitality industry after Covid with the aim of streamlining where possible the alcohol licensing process.

LTP KPI exception report

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Social and Recreation	Food registrations - premises (%) inspected within Food Act regulation required timeframes (new business and existing businesses)	100%	32%	39%	39%	Full complement of staff now on board, and two contracted staff are now able to verify independently, which will make significant inroads into the backlog. Overdue businesses have been targeted as a priority as the backlog is being worked through. Expecting to see a diminishing backlog from March 2023. This KPI will not attain target at year end.
Social and Recreation	Alcohol Licences - premises inspected within target timeframes (%)	100%	10%	11%	29%	A newly established role, the Chief Licencing Inspector, is reviewing the inspection regime, with a view to ensuring all inspections are appropriate and add value. Inspections are influenced by seasonal activities and mainly occur over the summer. There are no 'Very High' risk licenced premises and 98 'High' risk licenced premises. 100 percent of new premises and renewed premises are inspected. This KPI will not attain target at year end.

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Social and Recreation	Public toilets - response timeframes (%) met	95%	64%	65%	71%	Performance remains around the 60-65%. Sub-contractor availability continues to be the main issue. This KPI will not attain target at year end.
Social and Recreation	Basin Reserve Trust – event days (other sports events) and (community events)	Achieved	Not achieved	Achieved	Achieved	Other sports events and community events did not reach their targets due to weather interruptions, and in the case of community events being reclassified as cricket events to enable the higher profile activities to proceed. These KPIs are at risk of not attaining target at year end.
Social and Recreation	Graffiti removal – response times (%) met	80%	Not reported	93%	93%	Work is underway to centralise and streamline the graffiti ticket logging process. Assurance on YTD data is not yet complete therefore the KPI is not being reported this period. This KPI is expected to attain target by year end.
This reporting is by exception only, and the table represents those KPIs which did not meet their target this quarter						

Total KPI RAG status (n=17)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually
5	1	3	8	7	0	3	7
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Q3 Financial variance commentary

OPEX:

- *Revenue:* Favourable due to Public Health revenues being ahead of plan YTD (Liquor licensing and dog registrations). While actual revenues are expected to continue at the same monthly level of income for the remainder of the year, the budget anticipated a higher amount for those latter months.
- *Expenditure:* YTD immaterial variance. Anticipating to be over budget in Electricity in Pools, Insurance and personnel. Though budgeted there will be significant expenditure in City Housing establishing the CHP over the remainder of the year.

CAPEX:

- Under budget in the delivery of the City Housing upgrade programme, Community Centres, Aquatic renewals (primarily WRAC) and Sports field upgrades. Much of the underspend will remain at year end.

Social and Recreation	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(33,035)	(32,635)	400	(44,494)	(44,591)	(96)
Expenditure	116,663	116,740	77	157,194	153,958	(3,236)
Net OPEX Surplus/(Deficit)	83,628	84,105	477	112,699	109,367	(3,332)
Net CAPEX Surplus/(Deficit)	24,898	34,367	9,469	34,595	43,640	9,045

5.6 Tāone tupu ora | Urban Development

Tāone tupu ora is responsible for 11 LTP KPIs. Of these KPIs eight report quarterly with the balance reporting annually.

Non-financial variance commentary

- 4 of 8 KPIs did not meet their target this quarter.
- 1 KPI is considered off target this quarter but expected to meet target by years end.

Key challenges and highlights for the period

- Resource Consent numbers, after a dip, are increasing again however there is a notable absence of applications for multi-unit developments.
- We are preparing for the bi-annual building accreditation assessment by the external assessor organisation International Accreditation NZ in May 2023. A new module to enhance issuance of compliance schedules has been rolled out and will assist in both meeting external accreditation requirements and improve the quality of the information and look of compliance schedules for customers. A number of fees will be increased due to increased costs of external expertise in the consenting space. We are commencing prosecutions against some recidivist offenders in the hope to change attitudes and encourage customers to comply with the conditions of their consents.

LTP KPI exception report

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Urban Development	Building consents (%) issued within 20 workings days	100%	58%	52%	75%	While consent volumes are reduced relative to Q3 last year the same constraint - engineering review of consents—continues to be a drag on consent processing times and the team’s ability to meet the 20-working day requirement. Increases in the number of contracted engineering firms and the addition of an in-house engineer have improved the situation but it has yet to resolve this issue. This KPI is expected to improve to between 65%-75% of target by year end.
Urban Development	Code of compliance certificates (%) issued within 20 working days	100%	84%	87%	75%	Staff leave and deployments to support Cyclone emergency responses in weather affected regions impacted the team’s capacity to process Code Compliance Certificates in Quarter 3. A shortage of staff was compounded by the team needing to address a backlog of Code Compliance Certificates on suspend which further reduced timeliness. This KPI is expected to attain 90% of target by years end.

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Urban Development	Resource consents (non-notified) (%) issued within statutory time frames	100%	60%	62%	75%	While resource consent volumes are reduced relative to Q3 last year the same constraint being the delay in advice from external technical advisors and referral authorities continue to hamper our ability to meet the statutory time limits. We should expect to see an improvement in Q4 once the long running backlog is cleared. This KPI will not attain target at year end.
Urban Development	Noise control (excessive noise) complaints (%) investigated within 1 hour	90%	71%	71%	92%	Staff shortages across the security industry continue to impact performance. Prosecutions are commencing against recidivist offenders with the hope of changing attitudes. This KPI will not attain target at year end.
Urban Development	Customers (%) who rate resource consent service as good or very good	90%	84%	85%	93%	We believe time delays in advice from external technical advisors and referral authorities impact perceptions of satisfaction and this quarter these delays plus a backlog have impacted the performance of this KPI. This KPI is expected to attain the target by year end.

This reporting is by exception only, and the table represents those KPIs which did not meet their target this quarter

Total KPI status (n=11)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually
3	1	4	3	3	1	4	3
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Q3 Financial variance commentary

OPEX:

- *Revenue:* Unfavourable due to delays and lower than planned occupancy in the Te Kainga buildings. Lower income levels too in the Building and Resource Consent areas where application volumes are down 26% and 28% respectively on last year.
- *Expenditure:* Favourable due to timing around the District Plan hearing costs (which commenced in February) and delays on the Housing Investment Programme (rent), Te Ngākau and Earthquake Building Risk projects.

CAPEX:

- Under budget due to delays in the Waterfront area (FKP Playground regarding new contractor and some renewals projects), the Housing Investment programme (Harrison Street) and Earthquake Risk Mitigation work relating to the Town Hall project. Expenditure in Earthquake Risk Mitigation drives the forecast year end position.

Urban Development	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(14,440)	(17,282)	(2,843)	(19,671)	(23,976)	(4,305)
Expenditure	37,911	43,603	5,692	53,558	58,666	5,108
Net OPEX Surplus/(Deficit)	23,471	26,321	2,850	33,887	34,690	803
Net CAPEX Surplus/(Deficit)	34,561	41,647	7,086	50,707	50,815	108

3.7 Waka| Transport

Waka is responsible for 12 LTP KPIs. Of these KPIs three report quarterly with the balance reporting annually.

Non-financial variance commentary

- 1 of 3 KPIs did not meet its target this quarter.

Key challenges and highlights for the period

- A significant challenge in this period is the streetlighting issues. We have been testing, gathering information and focusing on a strategy on how to remove the current risk in a timely and acceptable manner. We are now focusing on procurement to ensure we are able to engage as many contractors as possible.
- The expectation to tighten expenditure on the maintenance contract will be difficult to deliver as we enter into an extended 2-year period where the contractor has resubmitted pricing as part of the contract rollover process. Negotiations are still ongoing however there is expected to be a significant increase in contract rates.
- Slip mitigation continues with the properties affected in the August storms. Work is expected to be slow as resources are stretched due to the damage sustained in the Hawkes Bay and further north. This along with funding restraints will impact the ability to deliver a speedy and progressive remedial campaign.
- Constraints around the disposal of clean fill waste is still a factor for the contractors as they battle to find suitable clean fill sites able to accept material.
- Network conditions surveys are well underway, and we look to extend the streetlight pole survey to include 3rd party poles with WCC outreach arms and light heads.

LTP KPI exception report:

LTP Activity area	KPI description	Target	2022/23 YTD Result		2021/22 YE Result	Comment
			This period (Q3)	Last period (Q2)		
Transport	City parking peak occupancy (% utilisation)	70-80%	54%	54%	53%	Occupancy remains in the range between 50 – 54% Although there was an expectation that utilisation of on-street parks would rebound, this has not occurred. Reasons for this may include the ongoing trend of increased working from home and more often than was the case prior to the pandemic. The Council is in the process of implementing the parking Policy 2020 which is focused on reducing reliance on private vehicles over other modes of transport such as walking, cycling, micro mobility and public transport. Procurement is almost complete for a new parking solution to better manage occupancy and turnover of remaining parking spaces, time restricted areas and bus lanes etc. This KPI will not attain target at year end.

This reporting is by exception only, and the table represents those KPIs which did not meet their target this quarter

Total KPI RAG status (n=12)

This period (Q3)			Not reported this period	Last period (Q2)			Reported annually
2	0	1	9	2	0	1	9
Green = 0% - 4.99% off target; Amber = 5% - 9.99% off target; Red = greater than 10% off target							

Q3 Financial variance commentary

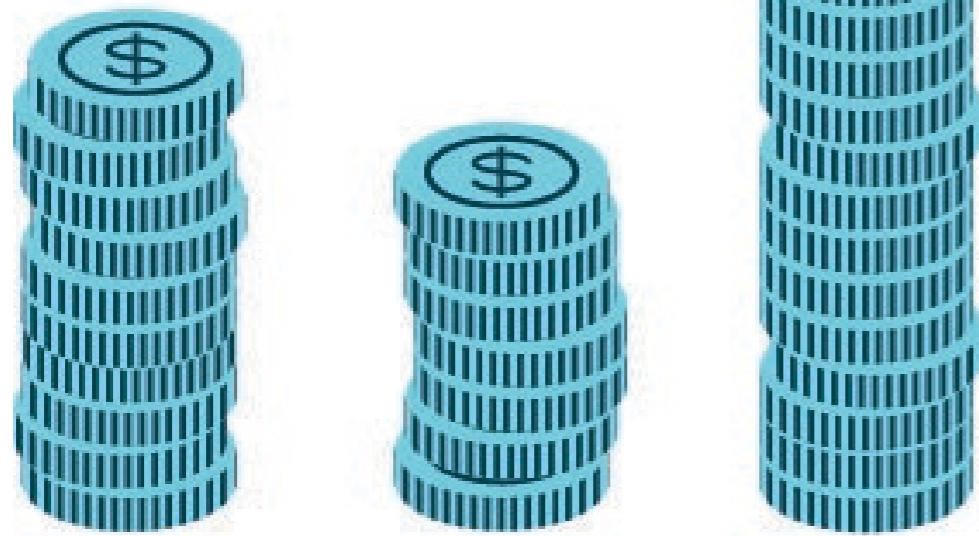
OPEX:

- *Revenue:* Parking revenue has yet to recover to pre-pandemic levels, with Parking revenue down YTD in Fines and Metering by \$5.6m forecasted to be unfavourable to budget by \$7.8m. Waka Kotahi NZTA subsidy revenue & other fees and user charges forecasted to be \$1.2m unfavourable to budget.
- *Expenditure:* City Transport & Infrastructure are unfavourable due to spending on slips remediation, with favourable LGWM spend due to slower than anticipated start of projects. Unfavourable Depreciation charges due to significant increase in asset values.

CAPEX:

- Under budget due to timing on the Cycling programme and Transport BU projects, expected to recover somewhat by year end.

Transport	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	(30,476)	(37,692)	(7,216)	(41,584)	(51,134)	(9,550)
Expenditure	88,712	85,074	(3,638)	117,000	113,425	(3,574)
Net OPEX Surplus/(Deficit)	58,237	47,382	(10,855)	75,416	62,292	(13,124)
Net CAPEX Surplus/(Deficit)	64,161	69,330	5,169	92,396	94,613	2,217



4. Strategic activity financial performance including Treasury report

This section of the quarterly report provides a year-to-date view of the strategic financial performance position as well as the Treasury report.

- Overall operating deficit for the year to date is \$56.6m, a positive variance to budget of \$4.1m (7%).
- Council is forecasting a total deficit of \$92.6m versus a budget of \$79m, a \$13.6m (17%) adverse variance with significant variances including a reduction in parking revenue of \$8m combined with an expected overspend in areas such slip remediation and contract spend.
- Compliance is projected to be achieved over all treasury measures for the final quarter of the year.
- In Q3 Council entered into a transaction with NZ LGFA for borrowing \$30 million of debt to support our current funding and liquidity position and to fund capital spending for February and March.

4.1 Strategic activity financial performance

Consolidated Performance 1 July 2022 – 31 March 2023

	Year to Date			Full Year		
	Actual \$000's	Budget \$000's	Var \$000's	Forecast \$000's	Budget \$000's	Op Var \$000's
Rates & Levies Revenue	320,078	319,765	313	428,261	426,353	1,908
Revenue from Operating Activities	122,062	123,271	(1,209)	161,600	167,489	(5,889)
Investment Revenue	9,055	9,220	(166)	11,953	12,294	(341)
Finance Revenue	5,812	10	5,802	6,598	13	6,585
Other Revenue	31,775	30,314	1,461	43,199	41,269	1,930
Developmnt Contribution Revenue	4,333	2,625	1,708	5,461	3,500	1,961
Total Income	493,114	485,205	7,909	657,072	650,918	6,154
Personnel	121,646	121,406	(240)	162,843	161,219	(1,623)
Contracts, Services, Materials	171,649	177,996	6,347	242,349	239,790	(2,559)
Professional Costs	12,092	14,888	2,797	20,451	20,132	(319)
General Expenses	71,861	69,705	(2,156)	97,819	93,686	(4,132)
Depreciation and amortisation	144,684	141,211	(3,473)	190,219	187,605	(2,614)
Interest Expense	36,497	31,031	(5,466)	46,626	41,375	(5,251)
Internal Recharge and Recoveries	-8,671	-10,327	(1,656)	-10,619	-13,832	(3,213)
Total Expenditure	549,757	545,910	(3,847)	749,687	729,974	(19,712)
NET SURPLUS/(DEFICIT) BEFORE ALLOCATIONS	(56,643)	(60,705)	4,062	(92,615)	(79,056)	(13,558)

Year to date commentary

The overall deficit for the year to date is \$56.6m, a positive variance to budget of \$4.1m (7%). The following comments provide context to significant variances at the various cost / income categories:

- Revenue from Operating Activities is \$1.2m (1%) unfavourable against budget which is due to lower revenues in Parking of \$5.6m, Housing Development by \$1.5m and Transport of \$1.0m. These are offset by favourable variances in Waste Operations of \$4.6m due to higher waste volumes at the landfill and higher revenues at Wellington Venues \$4.2m.
- There is a favourable variance of \$1.4m (5%) in other revenue. This is due to Vested Assets of \$1.2m and Gain on Disposal on assets in Transport of \$3.2m offset by Waka Kotahi NZTA capital roading subsidies related to the Cycling/Transport programmes being behind schedule.
- Development Contributions are favourable by \$1.7m (39%), due to \$1.1m of increased roading and \$0.6m water contributions compared to that budgeted.
- Contracts, Services and Materials expenses to budget are \$6.3m (3.7%) favourable. There have been underspends in Infrastructure and Delivery of \$2.6m related to Transport projects and Te Ngākau – Mob/Cab demolition costs. There were further underspends in Planning and Environment of \$3.4m related to LGWM; Customer and Community of \$4.1m across Creative Capital events; Housing Development and Parks; and Sport and Recreation. Significant overspends include Strategy and Governance \$4.3m due to Venues Cost of Sales overspend driven by the increased revenue seen in Wellington Venues this financial year.
- Professional Costs are \$2.8m (23%) favourable compared with budget with a majority of the underspend (\$1.9m) related to consulting and advice in Planning and Environment, including costs relating to District Planning (\$1.0m), Climate Change Response (\$0.6m) and City Design (\$0.3m). Overspends occurred in Legal (\$0.8m) and Engineering Costs in Transport (\$0.5m) predominantly driven by slips.
- General Expenses are \$2.2m (3%) unfavourable, with an unbudgeted increase of \$1.6m in Insurance and various Admin costs over by \$0.6m.
- Increases in interest rates has resulted in interest expense being unfavourable against budget by \$5.5m (However when interest revenue is taken into consideration the net position is \$0.3m (0%) favourable to budget.

Forecast (Full Year) commentary

The forecast for this report shows the full year expected results. The Council is forecasting a total deficit of \$92.6m versus a budget of \$79m, a \$13.6m (17%) adverse variance, with significant variances including a reduction in parking revenue of \$8m combined with an expected overspend in areas such as slip remediation and contract spend as per comments following below.

- Rates and Levies is expected to be \$1.9m favourable due to increased water rates revenue from a large ratepayer for the remainder of the year.
- Revenue from Operating Activities is anticipated to be \$5.9m (4%) unfavourable largely due to lower revenues projected in Parking \$7.8m, Housing Development \$1.6m, Building Consents \$0.6m and Resource Consents \$0.6m. Venues are expected to continue the trend of increased revenue forecasting a \$3.9m favourable position at year end.
- Personnel is forecast to be \$1.6m (1%) unfavourable due to growth in Council-wide leave liability. While there are many variances across individual accounts, the overall forecast is in line with the Run Rate.
- Contracts, Services and Materials is forecasting \$2.6m unfavourable spend to budget. We are anticipating a significant increase in spend in Transport – turning a current under spend of \$1.1m to a deficit of (\$0.2m), and Strategic Asset Management to increase the current deficit of \$0.2m to \$0.7m. CCO has a significant uplift in spend forecast City Growth Fund \$1.1m, Wellington Venues \$3.4m driven in part by higher revenues and Wellington Zoo \$0.4m. All are out of step with YTD spend, but forecasts have been reviewed and considered prior to confirming. Forecasted underspends in LGWM of \$2.5m due to delay in delivery
- General Expenses are forecast to be over budget by \$4.1m. This is due to utility costs expecting to be unfavourable by \$2.1m (rent and electricity) and insurance by \$1.7m.
- Interest expense is forecast to be unfavourable by \$5.2m (11.3%). However when considering interest revenue the net position is forecast to be \$0.2m over budget.

Summary of financial performance by Strategic Activity Area

Financial performance by individual strategic activity areas including financial commentaries is outlined in [Section 3](#)

Total All Strategic Activity Areas – Quarter 3 Budget Performance (\$000s)

	Year-to-date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
Revenue	493,114	485,205	(7,909)	657,072	650,918	(6,154)
Expenditure	549,757	545,910	(3,847)	749,687	729,974	(19,712)
Net Operating Expenditure	(56,643)	(60,705)	4,062	(92,615)	(79,056)	(13,558)
Net Capital Expenditure	257,898	323,328	65,430	411,079	434,573	23,494

Summary of financial performance by Strategic Activity area		Year-to-date (\$000s)			Full Year (\$000s)		
		Actual	Budget	Variance	Forecast	Budget	Variance
Governance	Revenue	(367)	(567)	(199)	(784)	(755)	29
	Expenditure	21,709	23,996	2,287	30,262	32,029	1,768
	Net Surplus/(Deficit)	21,341	23,429	2,088	29,477	31,274	1,796

Environment	Revenue	(29,009)	(23,576)	5,433	(34,877)	(31,872)	3,005
	Expenditure	208,495	206,828	(1,667)	281,749	279,974	(1,775)
	Net Surplus/(Deficit)	179,486	183,252	3,766	246,871	248,101	1,230

Summary of financial performance by Strategic Activity area (contd)		Year-to-date (\$000s)			Full Year (\$000s)		
		Actual	Budget	Variance	Forecast	Budget	Variance
Economic Development	Revenue	(12,142)	(7,996)	4,146	(14,386)	(10,661)	3,725
	Expenditure	33,100	28,249	(4,851)	44,335	37,712	(6,623)
	Net Surplus/(Deficit)	20,958	20,254	(705)	29,950	27,052	(2,898)
Cultural Wellbeing	Revenue	(440)	(736)	(296)	(543)	(981)	(438)
	Expenditure	19,739	19,731	(9)	26,907	25,308	(1,599)
	Net Surplus/(Deficit)	19,299	18,995	(305)	26,364	24,327	(2,037)
Social and Recreation	Revenue	(33,035)	(32,635)	400	(44,494)	(44,591)	(96)
	Expenditure	116,663	116,740	77	157,194	153,958	(3,236)
	Net Surplus/(Deficit)	83,628	84,105	477	112,699	109,367	(3,332)
Urban Development	Revenue	(14,440)	(17,282)	(2,843)	(19,671)	(23,976)	(4,305)
	Expenditure	37,911	43,603	5,692	53,558	58,666	5,108
	Net Surplus/(Deficit)	23,471	26,321	2,850	33,887	34,690	803
Transport	Revenue	(30,476)	(37,692)	(7,216)	(41,584)	(51,134)	(9,550)
	Expenditure	88,712	85,074	(3,638)	117,000	113,425	(3,574)
	Net Surplus/(Deficit)	58,237	47,382	(10,855)	75,416	62,292	(13,124)

Reconciliation between current Annual Plan and the published budget in the 2021/31 Long Term Plan

Published annual plan reconciliation

Published Annual Plan Budget	-68,123
Fair value Gains adjustment	-7,046
Q2 Budget reported	-75,169
Approved Revised Budget changes:	
WWL Budget change leaks	-2,038
WWL Budget change Karori outlet	-1,326
Circa funding	-200
Climate Change response	-300
Personnel budget changes	-25
	-79,058
System budget	-79,058

4.2 Treasury report

Interest rate risk



\$605,000,000
Total fixed rate instruments

3.11%
Current WA fixed rate

Funding risk

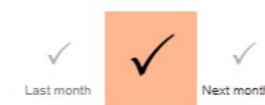


\$1,190,000,000
Gross debt less prefunding

\$1,087,245,230
Net debt

\$142,000,000
Undrawn and unlinked bank facilities

Liquidity risk



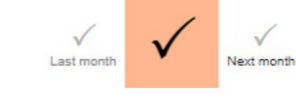
121%

Liquidity ratio (liquid deposits)

115%

Liquidity ratio policy

Investments



\$202,754,770
Total deposits

\$100,000,000
Linked deposits

\$102,754,770
Unlinked, liquid assets (including cash)

Counterparty credit limits

Counterparty	Compliant?
ANZ	✓
BNZ	✓
Kiwibank	✓
Westpac	✓

Orange tick box refers to current period

Commentary:

Within the current quarter-three period, the Council entered into a transaction with the New Zealand Local Government Funding Authority (LGFA) in February to transact the borrowing of \$30 million of debt to support the council's current funding and liquidity position. The strategy behind borrowing \$30 million was to fund the capital spending for February and March. The current debt raised for the year is \$270 million with \$100 million linked to prefunding for the April 2023 LGFA tender where we (and other councils) had a reasonably material concentration of maturities.



Environmental



Social



Cultural



Economic

5. Community Wellbeing outcomes

Council actively monitors our progress towards the community wellbeing outcomes across a range of indicators. Typically, trends emerge over a 3 – 5 year period and therefore may not be a direct one-to-one relationship between monitored indicators and wellbeing outcomes however the information provided helps us understand how the city is changing and informs future investment in developing the city and the Council’s services to the community. Because trends are typically over a longer period, changes are unlikely within the timeframe of this report. Therefore, reporting will show performance as at the last period it was updated, in this context the table below provides a summary of indicator performance as at June 2022

Community Wellbeing Outcomes

	Summary of outcome performance	Some city emerging trends
Environmental wellbeing	Our environmental community outcomes were somewhat successful with three out of seven indicators showing trends in the desired direction. Two indicators had a negative trend and two were neutral.	<ul style="list-style-type: none"> ↗ steady increase in capacity of solar as a renewable energy source ↘ perception of air pollution "is a problem" ↗ improvement in waste to landfill per person ↘ perception of water pollution "is a problem" ↗ increase in access to green space
Social wellbeing	While there have been some unfavourable trends emerging in the Social wellbeing area, of the eight outcomes monitored, four trends are neutral or steady with the overall quality of life perception consistently high at average of 89%.	<ul style="list-style-type: none"> ↘ housing becoming more unaffordable ↘ lower confidence in Council's decision making ↘ dropping sense of community (pre COVID-19) ↗ quality of life measure remains high
Cultural wellbeing	The long tail of COVID-19 had an ongoing impact on our Cultural wellbeing, driven by uncertainty about how and when our community would engage with events. Although most indicators in this area have not shown progress in desired direction, a new indicator show Wellington's acceptance of diversity is the highest of all the cities monitored.	<ul style="list-style-type: none"> ↘ slow decline in perception of our rich and diverse arts scene ↗ acceptance and value of identity highest monitored ↘ slump in resident's sense of pride in the area and perception of city ↘ drop in perception of contribution of heritage items to city and community's unique character
Economic wellbeing	This is the largest wellbeing area with sixteen outcomes. Although there are some positive trends, most indicators in this area showed a level of uncertainty. We will continue to monitor the trends closely as the city goes through this period of transition out of pandemic restriction and impacts.	<ul style="list-style-type: none"> ↘ drop in the city's economic diversity ↗ long term growth in GDP per capita ↗ increase in household incomes ↗ uplift in number of houses constructed ↘ less feel it's easy to access the city ↘ drop in perception of public transport: ease of access, affordability (prior to 50% fare reduction) and reliability ↗ gradual lift in active modes and public transport ↗ improvement in number of road crashes

Appendix 1: Details on key strategy updates

Tūpiki Ora Māori Strategy			
<p>Vision: Kia mauri ora te taiao, kia mauri ora te whānau, kia mauri ora te ao Māori The vitality of our environment is nourished, the wellbeing of our whānau is fostered, te ao Māori is embraced and celebrated</p>			
<p>Summary status:</p> <p>Clear lines of accountability for the oversight and delivery of the Action Plan have been developed and a first progress report was completed as at quarter two 2022-23. That report looked at the alignment of current projects and initiatives to the Action Plan – see separate focus area reporting</p> <p>It's not yet possible to assign a RAG status due to the challenges in obtaining measurable metrics, however we are progressing development of an indicator framework and accompanying snapshot (infographic) which tells a story about the current state of Māori Wellbeing in Pōneke. We are continuing to refine the framework, including a dashboard which communicates progress to inform partnerships areas for improvement or re-commitment.</p>			
<p>Background:</p> <p>Tūpiki Ora Māori Strategy was approved by Committee in May 2022 and the associated 3 – 5year Action Plan was approved by Committee in September 2022.</p>			
<p>Reporting:</p> <p>Over 80 projects or initiatives aligned with Tūpiki Ora to varying degrees. The table below summarises the number of projects or initiatives contributing to the four ngā pae hekenga - waypoints (similar to milestones) set out in Tūpiki Ora.</p>			
Pae Hekenga	Number of Actions in this Pae	Number of Actions current Council projects and initiatives have been aligned to	Number of projects or initiatives contributing to the actions in Q2
Te whakatairanga i te ao Māori - Enhancing and promoting te ao Māori	10	9	29
Tiakina te taiao – Caring for our environment	9	3	14
Te whakapakari pūmanawa - Building capability	14	10	25
He whānau toiroa – Thriving and vibrant communities	9	4	20
			88 in total
<p>We have created an ongoing monitoring and reporting framework to measure progress of Tūpiki Ora and the priorities set out in our partnership agreement with iwi. More work is required to develop outcome indicators and set measurable targets for actions in the Action Plan. This will help us to assess how much the projects and initiatives are contributing toward the actions they are aligned to and benefits for Māori.</p> <p>For 2023/24, all of Council will be asked to reference their contribution to the Tūpiki Ora Action Plan in their business unit plans. This will help us to be more deliberate in selecting mahi that will move us toward the next waypoint and our ultimate destination. And to better assess our progress against the Action Plan each year.</p> <p>We have also identified overlaps between some of the actions in the Tūpiki Ora Action Plan and other strategies. We will be working with responsible owners of the other strategies toward a goal of reporting through one strategy - whichever is most appropriate given the nature of the action.</p>			

Te Atakura – First to Zero

Goal: Wellington is a net zero emission city by 2050

Summary status:

- Reduce City emissions by 57% between 2020 and 2030, and net zero by 2050 – status is green: 9% reduction in city emissions between 2020 and 2022. We need to maintain momentum and focus on delivering the projects with greatest potential impact (the transport system and creating higher urban density).
[57% target was set in the 2021 Te Atakura update and approved by the Planning and Environment Committee 23 September 2021]
- Reduce Council’s emissions to net zero by 2050 – status is green: A significant reduction in emissions from the landfill that has reduced Council emissions by about a third. The Council Emissions Reduction Plan is currently under development.
- Create a resilient city and Council – status is amber: Adaptation work programme on track, however Councils are still waiting for the Climate Change Adaptation Act. Central government clarity on policy, funding and financing is required to make further progress.

Background:

Council declared a climate and ecological emergency in June 2019 and adopted the Te Atakura – First to Zero, which addresses both how we prevent climate change from getting worse, and how we adapt to the impacts of climate change that can’t be avoided. When surveyed, 92% of Wellingtonians are a little, a lot or very worried about climate change. The strategy responds to the need to take urgent collective climate action to protect the people, places and lifestyle we love, and outlines the role of Council as a local government organisation in responding to this challenge.

Reporting:

Become a net zero-carbon city

Action areas	Purpose	Programme / activity	Q3 Progress	Comments	Contribution to reduction targets		Risks/ roadblocks
					2030	2050	
Transport and urban form	Create a city where you can live close to where you want to go, and get there safely and reliably using zero-carbon transport options.	Proposed District Plan		Enables significantly increased urban density, currently in the approvals process.		✓	
		Let’s Get Wellington Moving		Significantly increases public transport capacity and improves active transport infrastructure. Currently in the Detailed Business Case phase.		✓	
		Paneke Pōneke		Several projects underway	✓		Changes to public road space allocation require significant community engagement and a strong focus on the “why”
		EV charging stations		9 chargers installed and operational across 4 sites (Ākau Tangi, Karori, Kilbirnie, Nairnville Rec Centres. Two more sites planned for delivery in Q4 (Ngaio & Mervyn Kemp Libraries). Feedback has been exclusively positive.	✓	✓	The easy locations have been progressed first. Future sites may be more challenging.
		Practical support to shift travel habits, from advice to minor works		Public ebike scheme launched, good success with existing programmes including working with schools and workplaces.	✓		Currently recruiting to deliver on the increased funding from LGWM and the DIA Better Off Funding
Building energy	Support building owners to upgrade to a higher standard than the Building Code, creating warmer, drier homes that use less energy.	Home Energy Saver		Requests for assessments are down, reflecting current economic conditions	✓		May need to reassess approach
		Environmental and Accessibility Performance Fund		Three current applications for \$1.33m in total	✓	✓	
City-wide initiatives	Inspire and encourage businesses, communities and individuals to take climate action.	City activation		Scoping out approach to business sectors to support the transition of Wellington’s economy to a zero-carbon/zero-waste future	✓	✓	Working to integrate with Economic Wellbeing Strategy and conversations with Wellington businesses.

		Let's Talk Shop Pilot		Targeted support for small businesses, pilot on track for Q4. We expect to run up to 12 businesses through the 12-week programme.	✓			
		Zero Together		Support for individuals, first series of workshops starts in Q4	✓			
		Climate action education campaign		Social marketing campaign now starting mid-July 2023.	✓		Working on integration with other Council comms and engagement activities.	key
Advocacy	Encourage stronger climate action from central and regional government	Submissions		No recent submissions, but there will be new pieces of policy out for consultation this year, including the next round of advice from the Climate Change Commission	✓	✓	Would be good to have stronger relationships with officials, as submissions are limited in their influence.	
		Regional projects		The regional emissions reduction project is making good progress, as are the other two projects also looking at regional transport emissions.	✓	✓	Reaching agreement across the regional leadership committee members is key to success.	
Become a net-zero carbon Council								
Action areas	Purpose	Programme / activity	Q3 Progress	Comments	Risks/ roadblocks			
Council	Integrate climate considerations into Council decision-making	Carbon accounting		FY21 and FY22 inventories being signed off in late April.	Incorporating a full Scope 3 value chain approach has been challenging.			
		EV Fleet		On track to have all passenger vehicles BEV or PHEV by 2024				
		Carbon forestry		Council forestry mapped in GIS.	Next step is refreshing the assessment of opportunities.			
		Climate Smart Buildings and Infrastructure		On track to deliver guidance for Council staff in time for input to the 2024 LTP process.				
Adapt to the impacts of climate change								
Action areas	Purpose	Programme / activity	Q3 Progress	Comments	Risks/ roadblocks			
Understanding the problem	Develop the insights required in order to plan next steps for Council assets and broader City adaptation.	Wellington Regional Climate Change Impact Assessment		Progress of the assessment is on track.	Mana whenua engagement has been challenging.			
		Climate-related Disclosures (understanding Council's risks and opportunities)		Deloitte appointed, first phase expected to be complete by end of Q4, to feed into the 2024 Long-term Plan.				
Council's strategic approach to adaptation	Develop a strategic approach that allows us to respond proactively and with agility to a fast-changing context	Internal policy work building on the Resilience Strategy		On hold due to capacity issues.	Some aspects captured by the climate smart buildings and infrastructure project, and the Climate Adaptation Community Engagement Roadmap.			
		LGWM Adaptation Workstream		Workstream established	Lack of clarity on next steps.			
Working with communities	Enable community participation adaptation decision-making	Bloomberg Project		Design agency has been appointed to develop the blueprint of prototype v1				
		Climate Adaptation Community Engagement Roadmap		Being presented for Councillor approval in April 2023				
		Community Climate Conversations		On track for being delivered once the Roadmap is approved				
Advocacy	Encourage the faster development of policy clarity for adaptation	Research partnership with the Environmental Defence Society		Input into EDS Working Paper 1 complete				

Children & Young Persons Strategy

Vision: We support the wellbeing of children and young people in Wellington through the unique features of our place and qualities of our people. We want our children and young people to feel connected to Pōneke with a strong sense of belonging – helped by visible stories of mana whenua and Māori and celebrating the diverse Pacific and other cultures and communities living here.

Summary status:

Implementation of the 72 actions of the Children and Young Persons Action Plan is well advanced. The delivery status is - the majority, 52, are **green** (four complete and 48 in progress and on schedule), with seven amber (five actions delayed and two not yet started) and 13 red (two on hold and 11 to be assigned).

Based on current feedback, we can expect the majority of the actions outlined in the action plan to be completed by August 2024. However, four actions that specifically involve construction of physical spaces (e.g., Te Matapihi) are expected to be completed beyond this timeframe.

Background:

The Children and Young People Strategy was adopted on August 5, 2021. It includes an action plan aimed at improving the Council's existing work programme and implementing new initiatives, such as the development of a youth hub in the central city. The action plan is assigned an indicative timeframe of 1-3 years, running from August 2021 to August 2024. The action plan comprises a list of 72 actions categorised into six focus areas, including:

Focus Area 1: Our Central City – “All children and young people feel safe in the city at any time of day”

Focus Area 2: Hauora across the City – “Delivering spaces, places and programmes support the wellbeing of children and young people”

Focus Area 3: The Basics – “Working with others to ensure access to food, safe and healthy housing and wrap-around support for homelessness”

Focus Area 4: You belong – “Wellington welcomes, celebrates and includes the diversity of all children and young people”

Focus Area 5: Pathways – “Building life-long learners”

Focus Area 6: Participating in Change – “Young people taking on the world”

Completed Actions

- Achieve Wellington Zoo Rainbow Tick accreditation - Completed July 2022.
- Develop new Employee Inclusion Strategy to ensure we confidently and competently interact with the diverse communities we serve. The Council adopted Rautaki Whakawhāiti, Inclusion Strategy 2021–2024.
- Provide events programmes to showcase young kapa haka and cultural performing arts groups. The Council showcased Te Kura Kaupapa Māori o nga Mokokpuna at Te Rā o Waitangi. Performances by several youth groups at the Wellington Pasifika Festival.
- Explore whether fees and fines may be a barrier to access for children and young people. This was completed July 2022. Wellington libraries went fully fines-free on 1 July, and all outstanding debts relating to overdue fines were waived. In early 2023, a review noted the measurable impacts includes the 48% increase in teen borrowers (aged 13-17) transacting with their library cards.



Overall progress

Four actions are complete, the majority are 53 actions are “in progress”, with 90% of these are “on schedule” and only 10% “delayed”. 82% of actions are aligned to the Tūpiki Ora Māori Strategy

Key Issues:

One third of the reported actions (21) encountered issues with implementation. The issues included capacity issues, budget and external factors delaying implementation. These concerns can be effectively addressed during the upcoming Long-Term Plan process. We highly value the contribution of the Youth Engagement Advisor within the Engagement team, as their presence has played a pivotal role in successfully implementing several key actions that would have otherwise lacked sufficient resources. There were three actions that do not have assigned owners at this point and we are seeking advice on the most appropriate contact to take responsibility for these actions ahead of the upcoming reporting round.

Tūpiki Ora Māori Strategy alignment:

There is strong alignment with the Tūpiki Ora Māori Strategy with the prioritisation of Māori wellbeing, engagement with Māori youth, promotion of Te Reo and engagement with mana whenua throughout development. The remaining 11 responses either indicated future alignment when the timing is right or stated that the action was never in scope.

It is worth noting that the C&YP action plan was created before the Tūpiki Ora Māori Strategy was developed. We have also identified overlaps between some of the actions in the Children & Young People Strategy and the Tūpiki Ora Māori Strategy and recommend that actions are reported through only one strategy for consistency.

Collective commentary on overall health of the strategy:

It has been two years since the adoption of the Children & Young People Strategy and we are pleased with the progress made. With the establishment of a baseline through quarter three, we are now able to identify trends going forward, including any changes in RAG status. We identified that some actions faced external challenges such as housing affordability and supply issues (“work in partnership with tertiary institutions to attract domestic students to Wellington” and construction industry delays (“complete Ara Moana waterfront playground at Frank Kitts Park”). However overall the strategy is on target to achieve its goals.

Aho Tini – 2030 Arts, Culture & Creative Strategy

Vision: What we will see - The rich cultural traditions and identity of our capital city inspire our exciting and innovative arts, culture and creativity. Wellingtonians can access and participate in arts and culture and explore their creativity. Together, in partnership with the arts, culture and creative sectors and with mana whenua and Māori, creativity, collaboration and innovation are woven through everything we do.

Summary status:

In the eighteen months since the adoption of Aho Tini, a newly appointed leadership team have been reshaping existing programmes in City Arts and City Events against the strategy and establishing items against the additional \$1.6m funding associated with the Aho Tini Action Plan. Focus in the next 12 months will be on delivery of the cross-Council elements within the strategy. Overall status is green.

Background:

Aho Tini 2030 strategy was adopted in August 2021 and includes four focus areas which will direct the work of the Council to bring the vision to life and help to guide the work of Council Controlled Organisations such as Wellington Museum, City Gallery Wellington, CapitalE and WellingtonNZ. The focus areas are:

Focus area 1: Aho Tangata Our people – Connected, engaged, inclusive, accessible communities

Focus area 2: Aho Hononga Partnership with Māori

Focus area 3: Aho Whenua City as stage – Our places and spaces

Focus area 4: Aho Mahi Pathways - Successful arts and creative sector, and careers

Reporting:

In addition to the ongoing programmes of City Events and City Arts, several significant projects have progressed as Creative Capital aligns programmes against and across Aho Tini's four strands, these are detailed below.

Granting programmes:

Key criteria are being reviewed and completed work includes the distribution of an additional annual \$200,000 for the independent arts sector. For multi-year funded arts organisations, this has involved those companies aligning with and reporting on the four strands. The Community Events Funds has been removed from the structure of grant rounds and made accessible year-round, allowing community groups more timely access to potential funding and support throughout the year.

Reimagining Toi Pōneke:

Extensive research and engagement to understand and respond on the review and re-conceptualisation of the Council's city arts centre is underway. Options are in development and will be presented by mid-June 2023.

Partnership with Māori and mana whenua:

A range of activities to meet Aho Tini's goal of increasing the presence of ngā toi Māori and te reo Māori includes: Hui Ahurei festival 2022 in conjunction with Tawhiri productions (celebrating 50 years since the recognition of Te Reo as a national language); the development of 115 Manners Street as a site for emerging Māori digital artists in conjunction with Te Herenga Waka, Victoria University of Wellington. A significant festival for Matariki in 2022 and 2023 has been developed in partnership with relevant agencies and people; and production support has been provided to Mataaho Aronui on Matariki elements under their control. We have created story-telling and digital projection relevant to mana whenua when commissioning artists and artmakers. A research project to consider an effective framework with mana whenua engagement on arts projects has included kōrero with Ngāti Toa Rangatira and Taranaki Whānui on how better to support their needs, and the potential for partnership.

Development space for new work and practice:

The reopening of the Hannah Playhouse in November 2022 is a partnership with the Hannah Playhouse Trust to enable the venue to be a low-cost accessible space for the development of new works and practice as well as presentation. It is targeting mid to senior career artists, those performing artists who were identified as being most in need during the Aho Tini consultation. Since re opening, the Hannah has hosted artists creating five new works, as well as hosting sixteen fringe festival shows, and it will host Kia Mau in development and delivery by the end of this financial year. In conjunction with the newly refurbished St James Theatre reopening in Courtenay Place, this has stimulated the revival of the theatre and entertainment district of the city.

Access to spaces and venues:

As requested by Council, following submissions by the sector during Aho Tini 2030, the review of Wellington City Council's venues is underway. It has been structured as a two-stream consultation to explore an investment framework across the suite of facilities run by the city and to review the venue operating model in relation to Council's goals and sector representation on accessibility and pricing. This work is being undertaken in conjunction with the Economic Wellbeing team of Council.

A second component in space provision is the Creative Spaces programme which connects lesser-used spaces in the city with arts groups in need. It has operated throughout the year and has facilitated spaces including for The Conch, Silver Noodle Soup and Homeground performance companies.

Embassy billboard:

In conjunction with the Embassy Theatre Trust, Creative Capital operates the 20% public good content on this site for use by the creative sector and Council. From October 2022 when we took over the scheduling of the WCC content 20 community advertisers have gone to air – covering arts companies, civic events, sporting events and community events.

Guiding Principles for Te Matapihi:

The development of the new central library, Te Matapihi ki te Ao nui has a number of guiding principles of relevance to Aho Tini 2030, including the mandate of engaging fully with mana whenua; creating an environment that is a hub of creative, civic, and humanities activities. Significant work has occurred including the engagement of a senior Māori advisor to the Project; the securing of Rangi Kipa and a co-design partnership with his company Tihei; and the development of Tihei-led design principles. Further work on the second principle will be occurring in the next two years.

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

Vision: Wellington is a dynamic city with a resilient, innovative and low waste, low carbon circular economy that provides opportunities for all and protects and regenerates our environment

Summary status:

The progress of the Economic Wellbeing Strategy has got off to a strong start, supported by the Council’s CCO and funding partners. At an operational level, the strategy is also providing increased opportunity for cross-council collaboration, which has many flow-on benefits for other teams and priority action plans across the organisation. As the work programme becomes better shaped with projects/business cases getting defined, resource challenges may become more apparent and will need to be managed. Overall status is green

Background:

The Economic Wellbeing strategy was adopted in June 2022 and includes six strategic outcomes for the city to focus on for the next 10 years, these are:

Outcome 1: Sustainable business and career pathways

Outcome 2: Transitioning to a zero-carbon circular economy

Outcome 3: A Business-Friendly City

Outcome 4: Centre of Creativity and Digital Innovation

Outcome 5: Celebrate our Capital City Status

Outcome 6: A dynamic city heart and thriving suburban centres

Many of these outcomes are interlinked with other key strategies across council including Te Atakura – First to Zero Climate Action Plan, and the Tūpiki Ora Māori Strategy.

Reporting:

Regular business engagements at Mayoral, CEO and officer levels have been established, as well as work underway to improve Council processes contributing to Outcome 3: Business Friendly City.

Early highlights include a strategy around the City in Transition (supporting Outcome 6: Vibrant City Centre), including a new Development Response Plan, business support activity, a new storytelling platform, and the recent appointment of the Central City Manager.

Appendix 2: Detailed information on the projects and programmes comprising the LTP significant projects (investments) portfolio

Programme	SRO	Business Owner	PM/Lead	Start	Finish	IDF Stage	Prev Q1	Prev Q2	Overall	Schedule	Scope	Budget	OVERALL COMMENTARY
Chaytor Street, Karori - Safety Improvement	Brad Singh	Brian Russell	Patrick Padilla	1/02/2023	4/10/2024	2 Develop	○	●	●	●	●	●	Draft business case for significant improvements is complete and peer review underway. Minor improvements plan is complete and can be delivered within current budgets. This will include new road markings, white edge lines, yellow hatchings, high friction surfaces, no stopping lines and installation of an electronic bike warning sign and driver speed feedback sign. This will be progressed via the Traffic Resolutions process, due to the Regulatory Process Committee on 22 June 2023. RISKS & MITIGATIONS: -No risks at this time. KEY MILESTONES: -Submission of the Minor Works Traffic Resolutions report in June 2023 and completion of Business Case by 4 May 2023.
Frank Kitts Park Playground (Te Aro Mahana)	Liam Hodgetts	Phil Becker	Natalie Clausen	22/02/2023	10/03/2025	4 Deliver	◆	▲	▲	◆	●	▲	Deed agreed between WCC and liquidators results in the delay of original schedule. Impacts will be confirmed Q4. MILESTONES FOR NEXT REPORT PERIOD: Vendor to report back to project team in April. Winter conditions will drive a longer delivery.
Ngaio Gorge Slope Stabilisation Improvements	Siobhan Procter;	Brad Singh;	Sarath Amarasekera	22/02/2023	30/04/2023	4 Deliver	▲	▲	▲	▲	●	◆	Three retaining walls were completed. Slope stabilisation for both slips was completed including Construction of Mechanically Stabilised Earth (MSE) wall. Road improvements works between lower slip and upper slip are in progress including installation of street lights. Storm water pipe & manholes installation is in progress. Carparks construction are in progress. Due to Covid-19 shutdowns, the Omicron outbreak, scope changes, delays in material supply, increased quantities in schedule, unforeseen ground conditions, and adverse weather conditions an extension for construction has been granted. The re-scheduled project completion date is June 2023 (weather permitted). During construction, the contractor had to overcome several obstacles associated with the unforeseen ground conditions, adverse weather conditions (slips), scope changes, increased quantities in the schedule, and additional work to provide a safe work environment for site staff. These conditions required additional work to be carried out for the successful and safe completion of the project.
Street Light Remediation	Siobhan Procter;	Brad Singh;	John Kandralides	11/04/2023	28/04/2023	1 Conceive	○	○	▲	○	○	○	Project initiated at the end of March.
Bike Network Programme													
Botanic Gardens to City	Vida Christeller;	Brad Singh;	Jacob Wahry	16/02/2023	6/03/2023	4 Deliver	▲	●	●	●	●	●	Full route civil work completed -Feedback form has been collecting responses since March 14, will be open until May. -Remaining signal works to be completed week of April 3rd
Evans Bay Parade Stage 1 - Part 3	Vida Christeller;	Brad Singh;	Michael Talebi	28/11/2022	14/12/2022	4 Deliver	●	▲	▲	▲	●	▲	Lizard Management Plan indicated need for Wildlife Act Auth, which takes 6 months. Have requested review of this as lizards are outside construction zone.

Programme	SRO	Business Owner	PM/Lead	Start	Finish	IDF Stage	Prev Q1	Prev Q2	Overall	Schedule	Scope	Budget	OVERALL COMMENTARY
Bike Network Programme (BNP)													
Evans Bay Parade Stage 2	Vida Christeller ;	Brad Singh;	Michael Talebi	8/03/2018	28/11/2025	3 Plan	●	●	●	●	●	●	AECOM on board for detailed design KEY MILESTONES: Physical works for Seawall at Hataitai Beach and Yacht Club – expected start 1 July 2023. Secondary Procurement of Cycleway Physical Works – mid 2023 tied to performance of contractor on part of EBP1 Part 3. Cycleway Construction Start – Feb 2024
Newtown to City Transitional Project	Vida Christeller ;	Brad Singh;	Jacob Wahry	20/01/2023	29/03/2024	4 Deliver	▲	▲	▲	▲	●	●	Delays to programme due to weather, launch delayed to beginning of June. Uncertainty around construction costs spent to date. Installation of Kent/Cambridge bike lane will cause disruption to traffic.
Frank Kitts Park Programme													
Frank Kitts Park Programme	Liam Hodgetts;	Phil Becker;	Rachael Watts	22/02/2023	30/07/2024	1 Conceive	●	●	●	●	●	●	Revised comms and engagement material complete. Timeline developed to commence commercial negotiations. Key Risks and Treatments: Mana Whenua resourcing indicated at Amber and whilst actively managed will remain at Amber until wider resourcing issues/ strategic support by WCC can be established. Key Milestones: Approval of comms and engagement material by SRO. MOU Developed between WCC/ Fale Trust to support commercial negotiations.
Housing Upgrade Programme 2 (HUP2)													
Housing Upgrade Programme 2 (HUP2)	Kym Fell;	Angelique Jackson;	Peter Mora	9/11/2022	25/05/2033	2 Develop	▲	▲	●	▲	●	▲	Draft programme schedule completed in the last period. Programme mandate currently being finalised for approval in Mid May to outline the programme vision and approach to delivery. Confirming scope.
Te Ngakau Programme													
Te Matapihi ki te Ao Nui	James Roberts;	Kym Fell;	Andrea Thomas	7/02/2023	23/02/2023	4 Deliver	▲	●	●	●	●	●	Piling is completed in zone 1A, ten of 49 piles installed. Ground floor demolition works have started. Preparation for early June install of crane. Separable Portion (SP)1C tender due to be awarded in April. In-ground services works on Victoria Street progressing to programme. First arrival of ground floor reinforcing steel received. Milestones planned: SP2 design complete, 27 June 2023; SP3 for tender issue, 21 July 2023 (building services).

Programme	SRO	Business Owner	PM/Lead	Start	Finish	IDF Stage	Prev Q1	Prev Q2	Overall	Schedule	Scope	Budget	OVERALL COMMENTARY
Te Ngakau Programme													
Te Ngakau	Siobhan Procter;	Iestyn Burke;	Warwick Hayes	27/01/2023	15/02/2023	1 Conceive	●	●	▲	○	○	○	Te Ngakau programme is undergoing a reset and restructure to ensure that it is fit for purpose as works on the total precinct move to the next phase of delivery.
Town Hall Redevelopment Project	Siobhan Procter;	Iestyn Burke;	Bede Crestani	26/01/2023	31/10/2025	4 Deliver	●	●	▲	▲	●	▲	Sheet piling is to depth so risk due to in ground obstructions and building damage is mostly complete. Dewatering spears are being installed and water volumes will soon be extracted which will allow risk values to be reviewed. The baseline targets remain, which are no serious injuries, practical completion in Sept 24 and budget of \$182.4m.
Zero Waste Programme (ZWP)													
Sludge Minimisation Facility	Siobhan Procter	Iestyn Burke	Janet Molyneux	13/02/2023	30/06/2027	3 Plan	▲	●	●	●	●	●	The ECI phase is approaching conclusion and planning for the delivery & construction phase underway. The project team engaging with WCC finance to agree appropriate cost and revenue approaches. Additional resource has been procured on WCC's side. DOC permits for Lizard relocation received 10/3; Regional Consent for Hillock works expected by 14/4. Reported financial results for March in line with actual spend on the project. KEY RISKS/ISSUES: Unreliable global supply chains increases project delivery cost and/or lengthens project schedule. Required process performance is not achieved (solids destruction, energy efficiency, utility consumption, etc). Necessary consents and contracts are not finalised prior to early works commencing in May 2023. KEY MILESTONES: Further market engagement with plant and equipment vendors to confirm pricing. Cost estimate of Feb 17 Design Drop to inform Stage 1 contract price. Stage 1 estimate expected early May Land ADA executed by late April-early May Commissioners Report appeal period ends 24/3/23.
Zero Waste Programme (ZWP)	Siobhan Procter;	Chris Mathews;	Adam Dearsley	14/11/2022	30/09/2027	2 Develop	▲	▲	▲	●	●	▲	AMBER rated due to programme not having a dedicated budget in this FY. Confirmation of approved budget is part of the June 2023 annual plan. An agreement was reach to work regionally on the organics collections and processing funding application via MfE. The Regional WMMP development is also progressing well. Risk: The tunnel strengthening solution required for the landfill extension to ensure seismic resilience is a significant cost (identified as risk in the business case). Workshops are underway to provide design options, final solution is expected in June. Mana Whenua engagement is now a key risk with limited capacity of iwi liaison combined with limited capacity of iwi to engage. Milestones for next period: Next Milestones is lodging the SLEPO consent late March and seeking approval to adopt the Zero Waste Strategy at the 27th April E&I committee.



Q3 Performance Report 2022/23

Overview

This quarterly consolidated report draws together information from established reporting and dashboards. The purpose of this report is to provide the Wellington City Council (the Council) with a high-level overview of Wellington Water's quarterly performance.

Quarterly non-financial performance for the Council has been fair for Q3 2022/23, tracking closely with prior year results. The capital programme delivery has been strong, now tracking towards the upper end of the range, however leaks are putting pressure on operational budgets, as well as on regional water supply capability. The backlog of leaks is continuing to increase along with response times to non-urgent jobs, which is impacting customer satisfaction.

Non-financial performance

Compliance with Drinking Water Standards

As part of preparing Wellington Water for the increased regulation requirements set by Taumata Arowai, we have increased our audit activities. Taumata Arowai has been briefed on our increased audit activities and acknowledges it as good practice and that it will identify issues that will require reconciliation.

Part of the increased effort was an in-depth audit of the Q1 and Q2 data that supports this measure. The audit has identified several technical compliance issues within the data that need to be reconciled in order to demonstrate complete compliance.

Taumata Arowai has indicated that as long as we continue on the path of addressing the issues identified, they will be comfortable. Even with that assurance, we are going to move to resolve the issues as soon as practicable.

To be completely transparent we have set this measure as red while we resolve these issues which we aim to have completed by the end of Q4. We can provide assurance that the water quality during Q1 and Q2 was unaffected, and all water supplied was, and remains, safe.

Performance against Statement of Intent

Wellington Water sets performance measures through its Statement of Intent to address regional priorities for the Wellington Water Committee and the company. This year there are 15 measures.

As at the end of Q3 (1 January – 31 March 2023) company performance was:

- 11 are on track to be achieved.
- 3 are **not achieved**.
- 1 is **off track**.

For detailed information on measures that are at risk or not achieved refer to the table below.

Measure	YTD result	Commentary
Compliance with Drinking Water Standards (DWS) Parts 4 and 5 (Metro Wellington)	Non-compliant	See commentary in the "Compliance with Drinking Water Standards" section below.
The percentage of time that we can demonstrate compliance with DWS Parts 4 and 5 in SWDC (for each scheme)	Non-compliant	See commentary in the "Compliance with Drinking Water Standards" section below.
We will receive no abatement notices, infringement notices, enforcement orders or convictions for breaches of consent in the relevant financial year	5 infringement notices, 1 abatement notice and 1 formal warning (all in Q1)	No enforcement actions from the environmental regulator in Q3.
Customers rate their experience of our performance as 'Satisfied' or better	67%	We are continuing to see an increase in the number of network faults. Time to resolve jobs is increasing as a result. Work is ongoing to improve communication and visibility of priority and job status to help mitigate this.

Delivery and financial performance

At the end of March, the Council's capital programme continues to track at the upper end of the capital range (between \$40m and \$64m) with a forecast delivery of \$60m for the year. Year to date actuals are \$48m against a budget of \$48m, with Drinking Water being ahead of budget and being offset by reservoirs, stormwater and wastewater underspends.

Year to date Opex spend is 2% (\$0.7m) over budget. The full year forecast is 0.3% over budget, taking into account an additional \$2.0m from the Council for leak repairs, an additional \$0.2m agreed overspend and \$0.7m itemised separately for unexpected events.

The overspend in unplanned maintenance for drinking water (\$2.1m / 42%) has been partially offset by reductions in planned maintenance (27%) and monitoring and investigations (34%). This will be further reduced by slowing down leak repair work in Q4.

For more detailed information see the attached financial dashboards, Major Projects report and in-depth Operational Expenditure report.

Other information

Customer

There are a record number of customer jobs, with budget constraints and a tight labour market meaning that we are unable to address all issues in our network in a timely manner. At the end of December 2022, we had 4,100 open jobs across all councils (all water types), and 1,333 leaks in Wellington City.

We forecast that the number of open jobs will continue to increase over the short to medium term, with significant investment in a work programme required to slow or stop the backlog. Addressing this issue will require investment both to repair the leaks and in renewals, investigations, and planned maintenance, to improve asset performance and reduce asset failures.

Customer satisfaction fell again this quarter to 64%. This was as anticipated, as we continue to prioritise leaks by impact rather than age. Lower customer satisfaction in the work we do is having some impact on frontline staff, who are finding they are dealing with more complaints and frustrated customers.

Leakage management

This number grew to 1,333 by the end of the quarter. The number continues to grow exponentially as the aging network of pipes deteriorates faster than the rate of pipe renewals. This has a direct impact on the ability of WWL to fix every leak that is reported. While we continue to prioritise jobs based on the volume of water being lost through leaks and the impact on the public, a growing number of P3 and P4 leaks will mean lower-priority leaks remaining open indefinitely. Coupled with longer periods of dry weather due to climate change, water loss has long-term implications for future water supply in the region.

We have put in place new tools and processes to improve customer experience, with a focus on level of communication and customer visibility over the status of the network and of specific jobs. We upgraded the Job Status Map which allows customers to see if their leak has already been reported, and its job status. Our leaks campaign during Q3 raised awareness among the public about the problem at hand.

These improvements are helping to provide more up-to-date information around the status of leaks and help customers to understand why some leaks are receiving higher priority than others. However, customers are frustrated when we don't arrive to fix leaks they have reported days, weeks, or sometimes months ago.

Parts of the aging network are being upgraded, but until most of the network is replaced, there are some P3 & P4-rated minor leaks that it is likely will never be fixed because of the volume of leaks and limited resources.

Transition to the new entity

Staff are feeling more uncertainty over the shape and direction of the Three Waters Reform programme following the Government's policy reset and also the National Party's 'Local Water Done Well' policy. The company is undertaking a cross-organisational impact assessment to scope the impacts to the business and evaluate how our internal functions need to adapt. We continue to engage with our people regularly to support them through transition, including our Alliance staff.

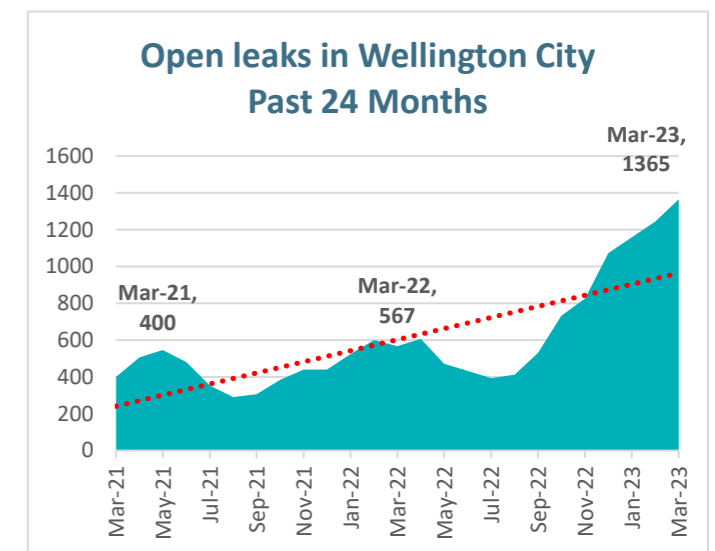
Business improvements

Wellington Water's rolling business planning process is focused on identifying and supporting the delivery of core services and preparing for the transition.

Health and Safety

We have been working with councils, contractors and Waka Kotahi around new rules for traffic management. We hosted a recent workshop of which Wellington City Council staff that helped explain the changes and ensure consistency across traffic management practices. Traffic and pedestrian risks remained the leading cause of health and safety incidents in this quarter.

The majority of the 34 incidents reported in this period included 28 near miss incidents. There was one incident that resulted in the worker having to take time off work.



Quarter highlight – CBD Wastewater Project

This is the third phase of six on the CBD Rising Main and Pump Station Upgrade project. The programme of work will cater for growth, improve network resilience, environmental and health outcomes, and provide extra flexibility in how the system can be managed.

The team has worked with Wellington City Council to balance the effects on traffic and business, and to work in with timing around the strengthening work being carried out on Te Matapihi/The Central Library On behalf of Wellington City Council, Wellington Water Ltd is carrying out a series of projects to upgrade the wastewater network. This is not a simple task; the work is complex, based in the heart of the CBD, and potentially disruptive to traffic, businesses, and pedestrians.

But it is essential and aligns to the principles of Te Mana o Te Wai, which is focused on restoring and preserving the balance between water, the environment and people, now and in the future.

We have now started working on the Victoria Street wastewater main. This is past its life and frequently bursting, which leads to wastewater being discharged into the harbour.

Wellington Water began working on the Victoria Street rising main in March. From the outset, engineers knew that the location of the pipe, and the extent of its deterioration would require smart solutions to minimise disruption.

Rather than digging a second trench to lay a new pipe alongside the existing one, slip lining, a trenchless technology, has been employed. This allows the existing pipe to be relined, giving it a new design life of 100 years.

Alleviating the need for a second trench to be excavated along the street has minimised disruption and relining the existing pipe instead of duplicating it lowered the project's carbon footprint.

The work was made more complex by the extent of corrosion of the existing, cast-iron pipe. Not unexpectedly, it had deteriorated substantially since it was commissioned in 1947. Jagged, rusty metal posed a threat to the new polyethylene lining, potentially damaging it before it was commissioned. Removing any defects that could compromise the lining as it was inserted was essential. A scraping device removed defects from the old pipe, creating a smoother tunnel for the new pipe liner. It also returned the original pipe back to its original diameter.



Appendix 4: Alignment of community wellbeing outcomes and the LTP strategic priorities and work programme

The following tables provide an overview of the alignment of community wellbeing outcomes and the LTP strategic priorities, work programme objectives and work programme descriptions. The last table indicates how two LTP strategic priorities, their objectives and work programmes align with all four community wellbeing outcomes

Community Wellbeing Outcome	LTP Strategic priorities	LTP Work Programme Objectives	LTP Work Programme Description
Environmental Sustainable, climate friendly eco capital	1. A functioning, resilient & reliable three waters infrastructure	A reliable 3 Waters infrastructure	3 Waters network Stormwater Wastewater Targeted upgrades
		A resilient 3 Waters infrastructure	Drinking Water
		A functioning 3 Waters infrastructure	3 Waters Reform Programme

Community Wellbeing Outcome	LTP Strategic priorities	LTP Work Programme Objectives	LTP Work Programme Description
Social People friendly, compact, safe, accessible capital city	2. Affordable, resilient & safe housing	Urban Planning	Planning for growth
		Safe Housing	Social Housing
		Affordable Housing	Housing Investment Programme (projects) Proactive development (SHIP) - Te Kāinga (projects) Housing Action Plan (projects)
		Resilient Housing	Proactive development (SHIP)

Community Wellbeing Outcome	LTP Strategic priorities	LTP Work Programme Objectives	LTP Work Programme Description
Economic Dynamic, sustainable economy	3. Core transport infrastructure is a safe, resilient & reliable network	Reliable, safe Transport network	Let's Get Wellington Moving Priority Planning Speed management upgrades Bike network
		Resilient, safe Transport network	Carriageway Shelly Bay Network renewals Network access

Community Wellbeing Outcome	LTP Strategic priorities	LTP Work Programme Objectives	LTP Work Programme Description	
Cultural Innovative, inclusive, and creative city	4. Resilient and fit-for-purpose community, creative & cultural spaces	Fit-For-Purpose Community, Creative & Cultural Spaces	Aho tTini 2030 Public space improvements Waterfront Development Zealandia Zoo upgrades Community centres & halls upgrades Suburban Centres upgrades City Venues Pōneke Promise Te Ngākau Civic Precinct Venues seismic strengthening	Community facilities development Streets for People: Laneways programme Public safety - Pōneke Promise Burial & Cremations policy Waterfront Development: Frank Kitts Park Public Space and City Greening: CBD greening, pocket park development Public Space and City Greening
		Resilient Community, Creative & Cultural Spaces	Community facilities planning Waterfront facilities Sports fields upgrades EQ Risk Mitigation: Seismic strengthening	Community facilities earthquake resilience EQ Prone buildings Venues Seismic strengthening Asset Management Programme CCO Upgrades

All Community Wellbeing Outcomes	LTP Strategic priorities	LTP Work Programme Objectives	LTP Work Programme Description	
	5. An accelerating zero carbon and waste free transition	Te Atakura - first to zero	Climate and sustainability Climate Change response Resource efficiency - energy Seed funding for climate action	Sustainable food (SF) systems Mode shift WCC EV fleet transformation
		Waste Free Transition	Waste Minimisation: Resource efficiency - waste	Waste Minimisation: Resource efficiency - waste Waste Minimisation
6. Strong partnerships with mana whenua	Upholding Te Tiriti o Waitangi, weaving Te Reo Māori and Te Ao Māori into the social, environmental, and economic development of our city, and restoring the city's connection with Papatūānuku (nature)	Our cultures, community diversity and inclusive city life are nurtured celebrated and enriched Iwi and Māori to have leadership roles in the decision-making process for our city. Te Reo Māori and Te Ao Māori policies Sites of significance to mana whenua are preserved and recognised as part of city's identity	Māori Partnerships - inspiring meaningful relationships so that our partnerships are mana enhancing Māori Strategy - weaving te ao Māori knowledge and research together so that Māori prosper as Māori Māori Capability and Success - providing Māori organisational leadership so that Māori are empowered to engage with the Council	