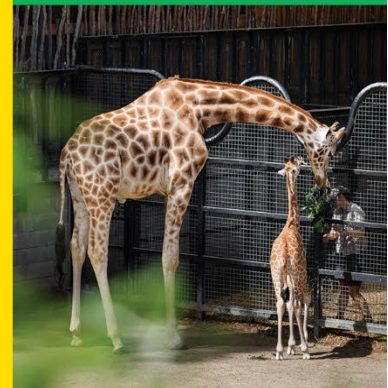
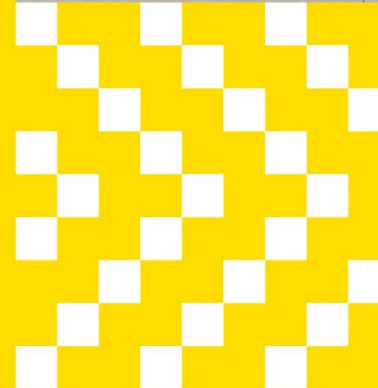


# Te Pūrongo ā- Hauwhā Quarterly Performance Report

Quarter 3, 2024/25

YTD 01 July 2024 to 31 March 2025



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

Me Heke Ki Pōneke

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# Rāpopototanga mo te hauwhā

## Summary of the quarter

### In this section

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



# Executive snapshot

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

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

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

<b>\$40 m net surplus</b>  Council Surplus is \$7m higher than budgeted and an increase from \$23m in previous quarter.  See page 6	<b>\$349 m capital spend</b>  Capital spend is consistent with prior year but down \$168m on budget. An increase from \$230m in previous quarter.  See page 6	<b>\$1.55b net debt</b>  Net debt is \$1.55b which is up \$131m from 30 June 2024.  See page 6 and 8
<b>Treasury</b>  Weighted average cost of capital reduced from 4.25% to 4.02%. in Q3  See page 9	<b>75% KPIs Met or Substantially met</b>  Up on Q2 (73%)  Forecast that <b>68%</b> of KPIs will meet target at years end (Met or Substantially Met). 23/24FY = 61%  See pages 15 to 45	<b>76 % Water KPIs met</b>  Slightly down from last quarter, however continued improvement against target  See pages 24 -27 and 77-79
<b>Service dimensions</b>  Safety and Client satisfaction both 100% met or substantially met)  See page 16	<b>Key strategies</b>  4 of 5 are <b>Green</b>  See pages 46-47 and 49-57	<b>Significant Projects status</b>  2 = <b>Red</b> 9= <b>Amber</b> 6 = <b>Green</b>  See pages 11-12 and 58-76

# Summary of our finances

## Year-to-Date Analysis

The March year to date net surplus of \$40m is \$7m higher than budgeted. The year-to-date result excluding the sludge grant revenue is a deficit of \$42m. This is \$22m better than budget. Refer to table.

### Revenue – below budget

Revenue is below budget \$23m largely due to lower-than-expected grant revenue. NZTA grant revenue is \$10m lower than budget due to projects being reassessed in line with reduced NZTA funding. Sludge grant revenue is also down \$15m compared with budget due to lower capital spend.

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

### Expenditure – below budget

Expenditure is below budget by \$30m. This is due to contracts, services & materials costs being below budget (and

High Level Summary (\$m)	YTD Actual	YTD Budget	Variance \$
Total Revenue	\$699	\$722	(\$23)
Total Expenses	\$659	\$689	(\$30)
Net Surplus	\$40	\$33	\$7
Less Sludge Minimisation Facility Grant Revenue	\$82	\$98	(\$15)
Net Deficit Excluding Sludge Grant Revenue	(\$42)	(\$65)	\$22

forecasted to remain underspent) for the following:

- Transport \$11m below due to initiatives being reassessed in line with NZTA funding;
- Wellington Water underspend \$4m;
- Urban Development underspend \$7m due to the Earthquake building programme

There is also other overspending and underspending across a number of areas including lower than planned utilities, insurance and interest costs.

### Capital programme – below budget

The YTD budgeted capital spend is \$517m and actual spend is \$349m (68% spend) with most significant projects below budget.

We are actively monitoring the progress of our capital programme and are currently forecasting total capital expenditure of \$516m for the 2024/25 financial year. This represents a \$184m underspend (or 26% below the budget of \$700m).

Some of the primary drivers of this forecasted underspend include:

- Proposed changes to the capital programme associated with the Long-Term Plan (LTP) amendment.
- Reduced funding from Waka Kotahi NZ Transport Agency (NZTA),

**\$40m**

### Council Surplus

\$7m higher than budgeted.

**\$349m**

### Capital Spend

Consistent with prior year but \$168m below budget .

**\$1.55B**

### Net Debt

Up \$131m YTD from 30 June 2024.

## Treasury

\$280m of stand-by-facilities to support Council's liquidity (up by \$70m from Q2)



which has impacted the timing and scope of some transport related projects. In response we are proposing to carry forward \$164m of the unspent capital budget across 76 projects, to rephase \$3m across 3 projects, and to bring forward \$95k for 1 project. This will be completed through a separate paper to the LTP Finance & Performance Committee. This rephasing will ensure that key projects can still be delivered.

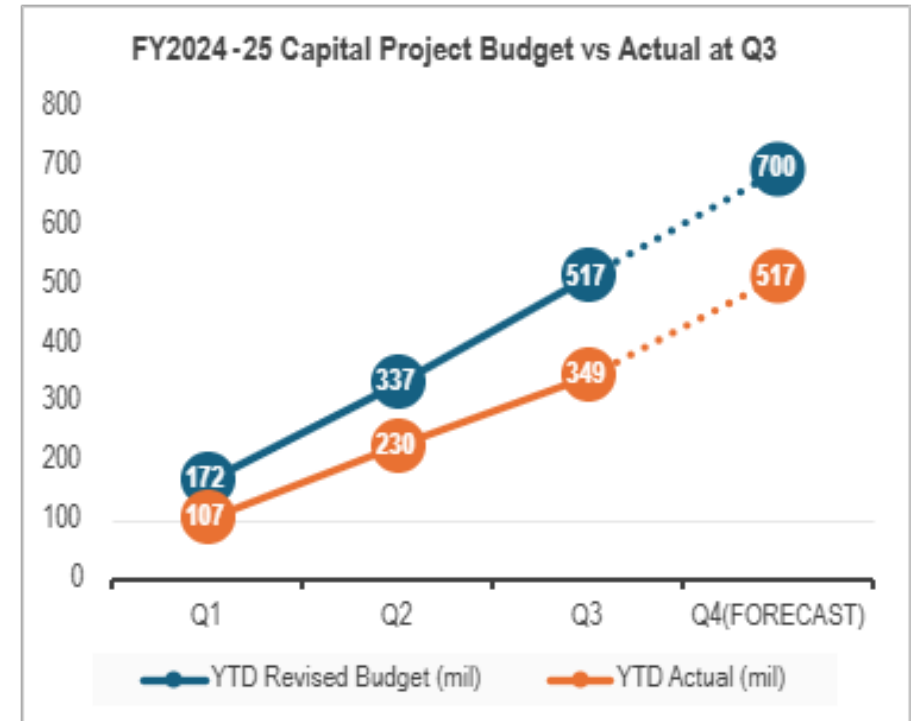
The key areas where we have underspent are:

- Major capital works (such as Thorndon Quay and Golden Mile) are \$13m under budget due to delays.
- Housing capital spend is under budget by \$28m due to the timing of the business case for HUP2.
- Sludge minimisation project is \$19m behind budget due to delays in vendor and equipment supply.
- Workplace (staff accommodation fit out) is under budget by \$28m caused by a delayed start.
- The Matairangi Byrd Memorial Upgrade project funded through the Plimmer Bequest and the Huetepera projects have both been delayed.

## Changes requested

### Wellington Zoo Renewals

The Wellington Zoo capital renewals programme (2033) is expecting to overspend by \$129k for 2024/25, however this overspend will be funded by external capital revenue raised by Wellington Zoo. There will be no net additional cost to Council for this project.



## Consolidated Performance 1 July 2024 to 31 March 2025

	YTD Actual	YTD Budget	Var \$	Var %
Rates & Levies Revenue	429,548	424,287	5,261	1%
Revenue from Operating Activities	135,843	139,861	(4,018)	-3%
Investment Revenue	8,646	8,600	45	1%
Other Revenue	121,950	146,669	(24,719)	-17%
Development Contribution Revenue	2,693	2,625	68	3%
<b>Revenue</b>	<b>698,679</b>	<b>722,043</b>	<b>(23,364)</b>	<b>-3%</b>
Personnel	135,167	136,376	1,209	1%
Contracts, Services, Materials	205,958	237,091	31,133	13%
Professional Costs	10,969	10,863	(106)	-1%
General Expenses	92,252	96,169	3,917	4%
Depreciation and amortisation	176,527	167,328	(9,199)	-5%
Interest Expense	48,363	54,523	6,160	-7%
Internal Recharge and Recoveries	(10,254)	(12,755)	(2,501)	-20%
<b>Expenditure</b>	<b>658,982</b>	<b>689,595</b>	<b>30,613</b>	<b>4%</b>
<b>Council Surplus/ (Deficit)</b>	<b>39,697</b>	<b>32,448</b>	<b>7,249</b>	<b>22%</b>

# Treasury

## Debt funding activity

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

Not included in these numbers is the remaining \$56m of prefunding which was drawn down to prefund all debt maturities in April 2025.

Debt will continue to be incrementally drawn throughout the year to spread and smooth the drawdown profile and receive the funding as/when required to fund the ongoing capital programme.

## Policy Compliance

In March, we signed and executed an agreement with the LGFA to increase our existing stand-by facility line by \$70m. We now have a total of \$280m of stand-by facilities with various counterparties. Stand-by facilities are a committed line of credit with a counterparty that is

available in a significant event e.g. a natural disaster, where an organisation may need urgent access to liquid funds.

The increase to our facility portfolio will assist us with our liquidity requirements as WCC's debt book continues to grow and it will also enable us to increase our short-term borrowing capacity as opposed to borrowing long-term debt, which attracts cheaper borrowing margins.

Interest costs continue to be managed using a mixture of floating and fixed rate instruments as allowed by the Treasury Policy. We are continuing to look at opportunities in the market when they arise to pick up more cover at attractive forward rates.

This financial year to date, there have been 175bps of cuts to the OCR, with further cuts being forecasted. WCC's weighted average cost of funds has decreased since the last quarter from

4.25% to 4.02%. We expect this to continue to drop during this financial year.

## Council Debt

	Current	YTD Change
Gross Borrowing*	\$1,675,000,000	\$125,000,000
<b>Net Debt</b>	<b>\$1,552,537,099</b>	<b>\$130,658,525</b>

\* Total gross borrowing less pre-funding

## Policy compliance status

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



## Rates and General Debtor Balances

As of March 2025, the total debtors' balance stands at **\$65.3 million**, with **\$22.2 million** classified as debt at risk. Of this debt at risk we have provisions for doubtful debts amount to \$10.8m, resulting in a net debt at risk of \$11.4m.

This figure has slightly decreased from the previous quarter due to improved collection on outstanding rates. The debt at risk remains consistent with last quarter. Recovery efforts, including reminder letters and follow-ups, have continued.

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

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

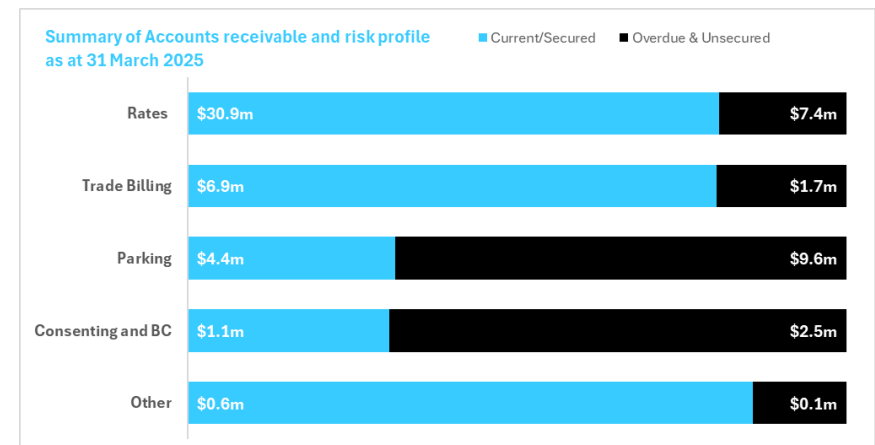
- Added emphasis on payment arrangement options to reduce overdue and unsecured amounts.
- Increased efforts in positive follow-ups, especially for categories with high unsecured values
- Increased focus on recovery of mortgagee debt with financial institutions.
- Regularly review and address additional work required for at-risk receivables to prevent further escalation.

### Rates Debtors

\$30.9m relates to \$13.9m current rate arrears (unsecured) and \$17m that have mortgagees (and can be recovered through the mortgagee process).

There has been an increase in engagement with ratepayers. While many ratepayers are struggling with affordability, we continue to offer payment plans. A good number of ratepayers have successfully cleared their payment plans.

\$10.6m worth of outstanding rates have been paid post month end, improving the overall collection rate.



# Key Performance Reports

## LTP Significant Projects Summary

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

### Significant Projects

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

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

Total Number of  
Significant Projects

17

# of  
Programmes

4

# of  
Projects

13

### Summary Performance

Of the 17 Significant Projects currently being planned or delivered, two have a red status and nine are amber.

The level of amber and red statuses across significant projects remains broadly similar to Quarter 2 and is reflective of continued uncertainty in Council's capital budgets as the LTP amendment process progresses as well as the inherent complexity of several of Council's significant projects.

The risk profile of significant projects predominantly relates to construction related risks as well as risks around stakeholder perceptions. There are seven critical issues recorded against our significant projects and two critical risks. Issues mainly relate to schedule pressures from complex and tight delivery programmes and LTP funding uncertainty.

Management action is underway across critical and high issues. Some involve upcoming Committee decision making.

Overall, projects are currently forecasting to track to Whole of Project budgets and forecasting 13% underspend for the 2024/25 financial year.

Projects with upcoming Business Cases planned include: Harbour Quays and Begonia House.

### Significant Projects List by IDF Stage

#### 1 Conceive

#### 2 Develop

- R Begonia House Upgrade
- A City to Sea Bridge
- A Harbour Quays Interim Project
- G Housing Upgrade Programme 2
- G Te Ngākau Programme

#### 3 Plan

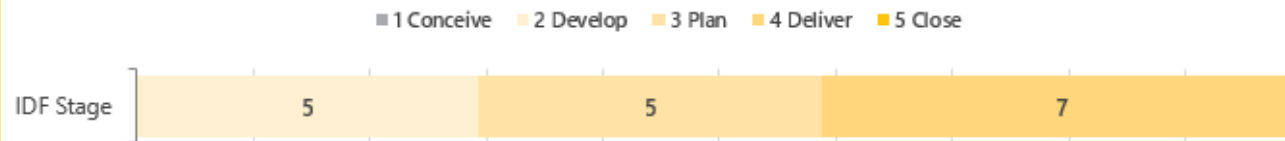
- A Golden Mile
- A Organics Processing
- A Redesigning Rubbish and Recycling Collections
- A Residual Waste - Southern Landfill - SLEPO
- A Waikoukou

#### 4 Deliver

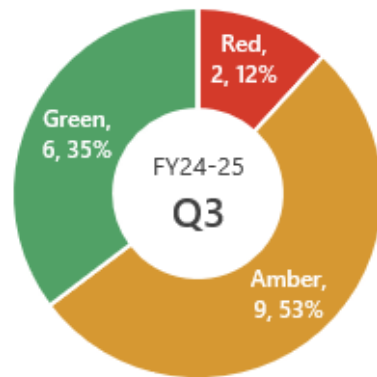
- A Bike Network Programme (BNP)
- A Frank Kitts Park Programme
- R Sludge Minimisation Facility
- G Te Matapihi Client-Side Programme
- G Te Matapihi ki te Ao Nui
- G Thorndon Quay Upgrades
- G Town Hall Redevelopment Project

#### 5 Close

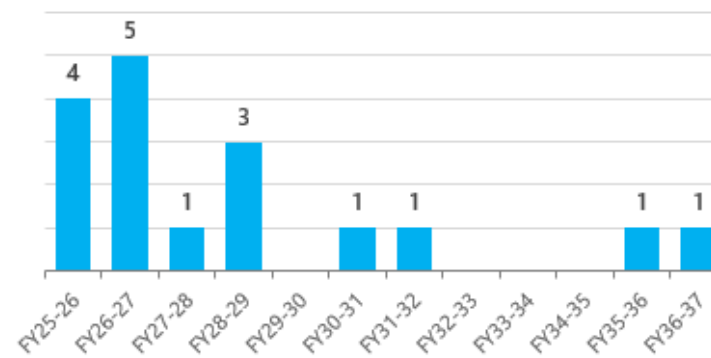
# of Projects by **IDF Stage**



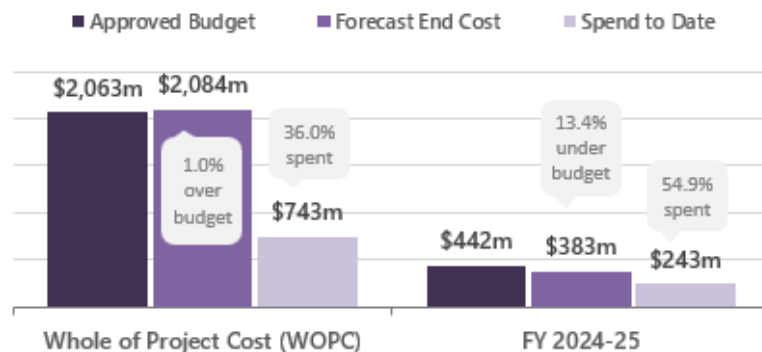
# of Projects by **Overall Health**



# of Projects **Closing** by Financial Year

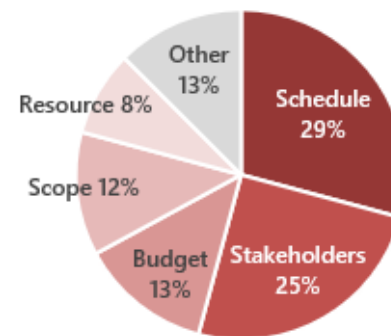


Projects **Financials**



Projects **Open Risks**

(Risks rated 'CRITICAL' or 'HIGH')



35%

Green health status

## Forecasts

indicate projects are tracking to budget

## Issues and Risks

are mostly schedule, budget and scope  
Management action is underway

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## LTP Strategic Priorities work programme

Due to the work being undertaken on the LTP Amendment this section of the report is not being presented this quarter.

## Wāhanga 2 | Section 2

# Performance by Strategic Activity area

### In this section

Strategic Activity area non-financial and  
financial performance

Key Strategy reporting



# Strategic Activity Area Performance Reporting

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

## Summary of non-financial performance

75% of LTP KPIs have been met or substantially met this quarter which is up on Q2 (73%). Wellington Water Limited (WWL) performance has dropped slightly against the previous quarter (76% Q3 vs 77% Q2) however there has been a continuation of improvement in performance across most KPIs this quarter. KPIs not meeting their targets demonstrated improvement ranging from 5% through to 47% against Q2 results - see page 24.

Table 1 displays a combined Council and CCO performance and Table 2 displays disaggregated performance between Council, Wellington Water and other CCOs. WWL still has challenges with timeliness for attendance at water issue events (4 of 8 KPIs) however is resolving these issues once at the event site. WREDA is reporting 4 KPIs not meeting target this quarter, however this is due to data lag and event phasing. There is one at risk KPI relating to value of expenditure generated see page 28.

We have completed a forecast performance for year end. This shows that we are likely to have 68% of KPIs meeting their target (Met or Substantially Met). It is anticipated that 12% will be Off Track between 2.5-4.99% away from target and 20% will not meet their target (>5% away from target). Forecast details are shown within each strategic activity area. There are a number of new annual reporting KPIs, and the forecast performance for these are based on their baseline data.

The way we calculate performance has changed in the 24-34LTP with a broader range of performance categories so there is not a clear comparability with the 21-31LTP performance, however last years' performance was 61% meeting target.

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

Table 1: Combined Non Financial Performance as at Quarter Three

	Met target	Substantially met	Off track	Not met target	Total	Reported later
<b>Governance</b>	3	-	-	-	3	4
<b>Environment</b>	25	1	1	8	35	5
<b>Economic Development</b>	2	1	-	4	7	5
<b>Cutural Wellbeing</b>	6	-	-	-	6	5
<b>Social &amp; Recreation</b>	6	1	-	-	7	11
<b>Urban Development</b>	5	-	-	3	8	3
<b>Transport</b>	5	1	-	2	8	18
<b>Total</b>	<b>52</b>	<b>4</b>	<b>1</b>	<b>17</b>	<b>74</b>	<b>51</b>

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

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

Table 2: Disaggregated Non Financial Performance as at Quarter Three

	Met target	Substantially met	Off track	Not met target	Total	Reported later
<b>Council only</b>	23	5	-	7	35	44
<b>Wellington Water</b>	24	1	1	5	31	2
<b>All other CCOs</b>	5	2	-	5	12	5
<b>Total</b>	<b>52</b>	<b>8</b>	<b>1</b>	<b>17</b>	<b>78</b>	<b>51</b>



## Analysis of Non-financial performance by Taituarā Service Dimension

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

In the 24-34 LTP all of our 125 non-financial KPIs have been mapped to these service dimensions which allows us to investigate performance at a more granular level linked to the different elements of LTP service provision.

We report at the Statement of Intent level for the CCOs, however beneath this level there are 37 individual KPIs to which we've also assigned a service dimension. To this group we have included Wellington Water, which totals 70 KPIs for CCOs.

The tables to the side show the Q3 service dimension performance for the LTP KPIs (**table 1**) where the top dimensions this quarter are: safety (100% met or substantially met target); Client satisfaction (100% met); and Accessibility (75% met).

For the subset of CCO KPIs (**table 2**), the top dimensions were also safety and Client satisfaction both with 100% met or substantially met.

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

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

	Met target	Substantially met	Off track	Not met target	Total reported	Reported later
<b>Quality</b>	1	-	-	-	1	4
<b>Responsiveness</b>	4	-	-	6	10	-
<b>Reliability</b>	8	-	-	4	12	6
<b>Sustainability</b>	2	1	-	4	7	5
<b>Safety</b>	18	1	-	-	19	0
<b>Accessibility</b>	9	-	1	2	12	10
<b>Affordability</b>	-	1	-	-	1	3
<b>Client Satisfaction</b>	7	-	-	-	7	22
<b>Other (eg CCOs excl WWL)</b>	3	1	-	1	5	1
<b>Total</b>	<b>52</b>	<b>4</b>	<b>1</b>	<b>17</b>	<b>74</b>	<b>51</b>

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

Data in this table is cumulative as at Q3

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

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

	Met target	Substantially met	Off track	Not met target	Total reported	Reported later
<b>Responsiveness</b>	2	-	-	4	6	-
<b>Reliability</b>	3	-	-	1	4	2
<b>Sustainability</b>	2	2	-	2	6	6
<b>Safety</b>	15	1	-	-	16	-
<b>Accessibility</b>	4	1	1	3	9	3
<b>Affordability</b>	1	-	-	-	1	7
<b>Client Satisfaction</b>	2	-	-	-	2	8
<b>Total</b>	<b>29</b>	<b>4</b>	<b>1</b>	<b>10</b>	<b>44</b>	<b>26</b>

# Mana Whakahaere Governance

## Introduction

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

Business units which operate in this strategic area include: Mataaho Aronui; Strategy and Finance, Smart Council and Economics and Engagement.

## Performance summary

Predicted end of financial year performance for Governance:

Met		3
Substantially met		2
Off target		0
Not met		2
<b>Total for FY</b>		<b>7</b>

All KPIs reporting this quarter have met their target.

## Key activity

- Mataaho Aronui which provides advice and support to facilitate effective collaboration with and for Māori and embed te ao Māori

thinking in Council completed 36 bespoke requests of service this quarter.

These requests included:

Working with Ngāti Toa in supporting the Linden community development planning to improve access to essential services, and enhance community safety.

Working with hapori Māori to establish a Kai Sovereignty Network utilising the stone soup model as an initial decision-making framework to allocate funding from Te Anamata a Kai to local initiatives aiming at empowering the community to restore connections with te taiao.

Working with the organisation to support the induction of our new Chief Executive, Matt Prosser, providing him with an overview of the tākai Here partnership, iwi / Māori relationships and the Tūpiki Ora Māoti Strategy, building his understanding of how these initiatives are implemented across Council. Additionally, collaborating

## Mana Whakahaere – Non-financial performance

Non-financial performance						
KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	3	-	-	-	3	4
Last period (Q2)	3	-	-	-	3	4
Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
Accessibility	1	-	-	-	1	3
Reliability	1	-	-	-	1	-
Responsiveness	1	-	-	-	1	-
Sustainability	-	-	-	-	-	1
KPIs to be reported at a later period:	four report annually					
KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report						

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

with our Tākai Here partners and wider Kaimahi to welcome Matt to Pōneke at pipitea marae, reinforcing the Council's strong commitment to this partnership.

Cultural visibility has improved with more Māori art and design throughout the city. Efforts to promote te ao and te reo Māori have enhanced community access to learning resources and bilingual engagement such as te reo Kete and bilingual signage at Island Bay. Environmental initiatives have grown, with more climate and

sustainability projects involving mana whenua and/or hapori Māori, for example restoration planning alongside our mana whenua partners for Te Kopahou on the South Coast.

- This quarter we continued our digital transparency platform modernisation and development of data infrastructure and customer service tools. Key programmes like Mātai Manapori (TrackDem), Snowflake (data platform) and Tutuki (parking) continued to deliver well and cybersecurity metrics

<p>remain strong. New daily KPI dashboards are enabling quicker identification of issues benefiting our customer services.</p> <ul style="list-style-type: none"> <li>During the quarter, a major piece of work was the development of the Consultation Document for the 2025 LTP Amendment, 2025/26 Annual Plan and water reform. All supporting information was created and Audit NZ were engaged to audit the Consultation Document for the LTP Amendment ahead of it being adopted for consultation. Our Engagement team has been managing the outreach for the three major consultations this quarter.</li> <li>We also completed the annual audit and published the 2024 Annual Report. A review was completed at the end of the process to identify improvements and facilitate an earlier adoption in 2025.</li> <li>A range of submissions were made during the quarter including the Building Consent review, and support was provided to the drafting of the Submission of the Treaty Principles Bill. Work was also carried out to report back to the GWRC on the Wellington Whaitua plan.</li> <li>Early engagement was also carried out on the Local Alcohol Policy and approaches to Accessibility and</li> </ul>	<p>Inclusion. This pre work will inform further work next triennium.</p> <ul style="list-style-type: none"> <li>This quarter the Quality of Life Survey results for 2024 were published, and the Residents Monitoring Survey for 2025 was done, with the results expected to be made public in quarter four.</li> <li>Other research commenced or progressed during the quarter included homelessness among wāhine Māori; the challenges music venues face in the CBD; and an evaluation of the Island Bay and Berhampore public space upgrade.</li> <li>We have also updated the website so that there is a dedicated page for research and evaluation on Council's website to support accessibility and transparency of research and evaluation work.</li> <li>Ellection planning is well underway in preparation for the Local Body elections in October.</li> <li>This quarter International Relations supported a visit by a high level delegation from Hanoi People's Council (our partner city in Viet Nam), providing an opportunity for learning and knowledge exchange on common issues facing our cities. In addition to the visit, a business networking event was also held to strengthen connections between Wellington and Vietnamese</li> </ul>	<p>counterparts. We also supported an elected member to participate in the World Tourism Cities Federation Summit in Hong Kong, further developing productive and beneficial relationships that connect Pōneke to the world.</p> <ul style="list-style-type: none"> <li>There were 642 media calls received and triaged with the topic of most intense interest being the Golden Mile including coverage of the construction timeframe. Other topics of interest included the Crown Observer's reports, bus lane infringement numbers, Wellington Water report and the Coroner's findings regarding waterfront drownings and waterfront safety.</li> <li>In social media there were 248 posts across all channels (Q2 - 263); 13,405 incoming messages/ comments reviewed (Q2 -17,068); 157,830 followers across all channels (Q2 - 154,008) and 5.5m total reach across all channels (Q2 - 5.8m); 87,011 total engagements across all channels (Q2 - 105,776).</li> </ul> <p>Our Content and Channels team has been facing resourcing and wellbeing challenges so we pulled back on posting and moderation in Q3 which may have impacted engagement rates with Q3 data less than Q2.</p>
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# Mana Whakahaere Financial Summary

## Operating performance

### Revenue:

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

### Expenditure:

Favourable due to lower personnel costs as well as contract costs in Smart Council. This underspend is forecast to reduce by year end in part due to vacancies being filled and additional contract costs.

## Capital expenditure performance

There is no capital spend in this strategy area.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	418	388	31	519	517	3
Expenditure	15,325	16,686	1,361	21,706	22,259	553
Net Surplus/(Deficit)	(14,907)	(16,298)	1,392	(21,186)	(21,742)	556
Capital Spend	0	0	0	0	0	0

# Taiao Environment

## Introduction

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

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

## Performance summary

Predicted end of financial year performance for Environment:

Met	1
Substantially met	0
Off target	1
Not met	3
<b>Total for FY</b>	<b>7</b>

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

- *Volume of waste diverted from landfill - this KPI did not meet its target (result of 11,413 tonnes against a target of 15,000 tonnes).*

Despite a 12% increase since Q2 this KPI did not reach target. As noted in previous reporting, work is underway to maximise potential reductions in volumes of waste to landfill ahead of the 27FY changes in consent conditions facilitated by the Sludge Minimisation Facility at Moa Point. Until this time we require a landfilling ratio of 4 parts waste to 1 part sludge and cannot significantly increase diversion from landfill.

Diversion tonnages for Q3 were down approximately 500 tonnes on the same period in the 24FY. A compost machinery breakdown in Q2, resolved in January 2025, resulted in approximately 240 tonnes of organic material going to landfill this quarter.

## Taiao (excluding WWL) - Non-financial performance

KPIs (excluding WVE) – Non financial performance						
KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	1	-	-	3	4	3
Last period (Q2)	1	-	-	3	4	3
Service dimension	Met target	Substantiall y met target	Off target	Not met target	Total reported	Reported later
Sustainability	-	-	-	2	2	-
Other	1	-	-	1	2	-
Accesssability	-	-	-	-	-	1
Affordability	-	-	-	-	-	1
Client satisfaction	-	-	-	-	-	1
KPIs to be reported at a later period:	three report annually					
KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report						

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

This KPI will not meet its target at years end.

- *Percentage of contamination in kerbside recycle collection. - this KPI did not meet its target (result of 11% against a target of ≤10%)*  
This is the third time reporting for this KPI and while not meeting its target it has shown further reduction against both baseline (16%) and the last quarter result (13.5%). Our previous forecast was for the results to be static in this

quarter, so the improvement is welcomed. The underpinning data lags reporting by one month.

It is expected that this KPI will remain close to, but most likely not meet its target at year end, and remain relatively static going forward.

- The Zoo did not achieve its target this quarter (greater than 50% of KPIs meeting their target is considered achieved). This period the Zoo has one KPI reporting,

which did not meet its target. Details are shown below.

*Wellington Zoo – achievement of Statement of Intent KPIs (1 reporting quarterly) – one SOI KPI – Visitor attendance did not meet its target (result of 64,036 visitors against a target of 74,292)*

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

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

#### **Key activity**

- **Organics collection:** in line with the LTP amendment, work is progressing on costing a local organics processing solution on Wellington City Council land. The full cost and feasibility of this is not yet at a stage where any certainty can be provided. The regional and local solutions will be compared when whole-of-life costings and market information are available in late 2025 / early 2026.
- **Te Whare Wai Para Nuku - Sludge Minimisation Facility:** Construction work has progressed at pace with multiple work fronts operating across the site and construction milestones being met. Commercial negotiations for the SMF operator, led by WCC with input from Wellington Water Ltd, have also commenced. Operator procurement plans have been signed, and commercial negotiations are underway
- **Southern Landfill Extension:** Physical works are underway across the site with additional crews and large excavation machinery arriving to expedite works. A risk review resulted in the project shifting scheduling to target delivery of Cell 2 first. The shift reduces weather risk to earthworks and lining, and the risk of any cell on site not being ready to receive waste. A Winter Works application is underway to ensure earthworks can continue as weather allows over winter.
- Work began for the neighbourhood park upgrade of the former Workingmans Bowling Club in Newtown. The upgrade includes building a nature play area, circular perimeter track, an outdoor stage for events, and picnic and BBQ facilities. The work is expected to be completed by the end of the financial year.
- We are working with a local working group of nine participants with different accessibility needs to develop a more accessible trail on Matairangi to allow a greater number of people to access the outdoors. The proposed trail will run from the summit, down along the Southern Walkway to the SPCA.
- The extension of the skyline track, through the new Council land at 268 Ohariu Road is progressing well, this will connect through to the Stebbings Valley and will be finished next financial year.
- For the Te Kopahou Reserve cultural restoration project, we continue to work closely with mana whenua including sharing in the development of geo spatial data and knowledge, with a successful takahi whenua being held. This was a full day in the reserve focusing on culturally significant sites, pā sites, terraces and karaka groves, threatened species, weeds and pest control.
- We continue to experience cost escalation and compliance changes for traffic management when staff are undertaking mowing, gardening or tree work alongside our roads, particularly along state highway. This is impacting on levels of service and the frequency work can be undertaken. Options are now being reviewed to manage these costs which may see a reduction in the number of visits undertaken annually, this could lead to an increase in customer complaints.
- We have completed FY24 engagement activities on Council emissions reduction with suppliers, CCOs and investments by engaging with Council tier one suppliers through a series of online surveys (44) and interviews (22) to facilitate the integration of emissions standards into WCC procurement practices. This engagement will allow us to report on how we are progressing on the Emissions Reduction Plan target of having two thirds of our spend come from suppliers that have set science-based emissions reduction targets.
- The Climate Action Info Hub was launched on Let's Talk in this quarter to provide information to the community on local groups taking climate action and funding opportunities. We also held an initial Climate Kōrero event that invited a variety of guest speakers to highlight people and organisations working in the climate action space.
- We continued our support of climate change community events with the Ngaio/Crofton Downs zero carbon community project and the Aotearoa Bike Challenge which had lower participation this year due to reduced funding across regions nationally. Wellington High School and Wellington College are both



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experiencing full utilisation of the bike racks installed with the School Cycling Support fund indicating that safe parking facilities support higher rates of cycling.

- The 'Our Changing City' interactive experience is currently being exhibited at Te Papa, then followed by Wellington Zoo. An online version has also been launched. We have also launched the concept of our Local Climate Adaptation Pilot with information available on Let's Talk, with public feedback open until 14 April.

# Taiao Financial Summary

## Operating performance

### Revenue:

Favourable due to vested asset income in PSR. Landfill income is on budget and expected to continue. Year-end position assumes Better of Funding for water of \$3m, none received to date

### Expenditure:

Favourable due to various factors including:

- Wellington Water underspend
- The Zoo is forecasting a deficit of \$1m, it expects to reduce this by year-end. As it has done in previous years, Council chose to carry these deficits as a risk in approving the Zoo's FY24/25 Statement of Intent. This will be explained further in the Zoo's Q3 CCO report
- Interest costs due to the underspend in the capital programme

Offset against these underspends is depreciation being over budget due to the revaluation of water infrastructure assets.

## Capital Expenditure performance

Underspent for the year compared to budget for various projects including:

- Southern Landfill Improvement project
- Wellington Water
- Sludge project.

We are proposing to carry forward \$30m across 16 projects and bring forward \$95k for 1 project.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	31,073	30,024	1,049	43,644	40,472	3,173
Expenditure	263,243	266,891	3,648	359,754	356,055	(3,699)
Net Surplus/(Deficit)	(232,170)	(236,867)	4,696	(316,110)	(315,583)	(527)
Capital Spend	127,624	168,766	41,142	202,404	232,969	30,565

# Wellington Water Limited

## Introduction

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

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

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

## Performance summary

Predicted end of financial year performance for Wellington Water:

Met		24
Substantially met		1
Off target		1
Not met		7
<b>Total for FY</b>		<b>33</b>

This quarter there has been a continuation of improvement in performance across most KPIs. KPIs not meeting their targets demonstrate Q3 improvement ranging from 5% through to 47% against Q2 FY25 results.

The underpinning services for the six KPIs which did not meet their target or were off target (detailed below) are continuing to benefit from increased investment and improved job management.

- *Median response time for attendance for water network urgent call outs (attendance time minutes) (a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site - This KPI has not met its target (result: 71minutes against a target of 60minutes).*

The result this quarter is the same as last period. Overall there has been a 29% improvement in attendance times compared to Q1 FY25 result (71 minutes vs 95 minutes). This progress is largely attributed to the reduced backlog, which has allowed WWL to respond to

and resolve jobs more efficiently, along with the advantages of the off-peak period.

This KPI may meet its target at year end.

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

## Wellington Water Non-financial performance

KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
<b>This period (Q3)</b>	24	1	1	5	31	2
<b>Last period (Q2)</b>	23	-	-	8	30	2

Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
<b>Accessibility</b>	-	1	-	-	1	-
<b>Client satisfaction</b>	2	-	-	1	3	1
<b>Reliability</b>	3	-	-	1	4	1
<b>Responsiveness</b>	2	-	-	4	6	-
<b>Safety</b>	15	1	-	-	16	-
<b>Sustainability</b>	2	-	-	-	2	-

**KPIs to be reported at a later period:** two report annually

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

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

KPI has not met its target (result: 90 hours against a target of 36 hours).

The result this quarter is slightly better than Q2 (90 hours vs 94hours). Overall there has been a 47% improvement in attendance times compared to Q1 result (90 hours vs 146 hours).

This KPI will not meet its target at years end.

- *Median response time for resolution for water network non-urgent call outs (attendance time days) (d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption* - This KPI has not met its target (result: 12 days against a target of 5 days).

Again the result this quarter is slightly better than Q2 (12 days vs 13 days), however overall there has been substantial 77% improvement in resolution times since Q1 (27 days). Improvement can be attributed to both increased investment, and better job management, all of which have significantly reduced the backlog and accelerated resolution times.

This KPI will not meet its target at years end.

- *Average drinking water consumption per resident/day. The average consumption of drinking water per day per resident within the territorial authority district* - This KPI is off target (result: 383 litres against a target of 365 litres).

Improvement has occurred from the increased investment by reducing leaks and the backlog to more manageable levels. This KPI has had a marginal 5% improvement in consumption rates compared to Q1 (403 litres), further improvement is

expected from the impact of reducing leaks.

This KPI is not expected to meet its target at years end.

- *Dry weather wastewater overflows, expressed per 1000 connections. The number of dry weather sewerage overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system* - This KPI has not met its target (result: 4 dry weather sewerage overflows against a target of 0).

The number of overflows increased in Q3 from that of Q2, however performance remains the same as Q1 (Q3 1.4; Q2 1.2; Q1 1.4). The YTD cumulative result at 4 exceeds the target of 0. Overall the number of overflows is strongly tied to network conditions. With many assets nearing or at the end of their operational lives, we can expect overflows to continue to exceed the target as the networks deteriorate.

This KPI is not expected to meet its target at years end.

- *Median response time for wastewater overflows (attendance time minutes). Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: (a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site* - This KPI has not met its target (result: 66 minutes against a target of 60 minutes).

Again, while not meeting its target, this KPI has continued the overall improvement story with a 17% better performance against its Q1 result (66 minutes vs 78 minutes).

This KPI may meet its target at years end.

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

## Wellington Water Financial Summary



## WCC Capital Delivery Dashboard

March 2025

## Programme Status - Overall

■ This month  
■ Last month

Trend

## Programme Status - key metrics

■ Schedule  
■ Financial  
■ Issues

■ Risk  
■ H & S  
■ Resourcing

Projects In Progress **45**  
 Physical Works on Site **6**

H&S Incidents **1**  
 H&S Incidents Open (All) **1**

## Executive Summary

The WCC capex programme for FY24-25 is forecasting at \$53.1m against an approved budget of \$59.3m, excluding the Golden Mile which is being managed by the WCC Transport Team.

## Urgent Works:

- Cockayne Road Water Main Renewal – Awaiting Council's endorsement of WWL's recommend option of lining existing pipe with Cured-in-Place-Pipe (CIPP).
- Bellevue Subdivision Horokiwi Sewer Renewal - Detailed design in progress.
- Karori Outfall – Reinstatement largely complete in February but some items deferred due to landowner agreement being withheld. Project team will close-out all possible actions and the remaining activities are planned to be transitioned back into operations.

## The CBD WW Programme:

- Taranaki St Rising Main complete and in operation (5 months ahead of schedule). Re-instatement at Inglewood Place will be complete after WCC works are complete (expected April 25). Tracking under budget.
- Wakefield St construction tracking ahead of programme (June 25, contractual completion is August 25) and under budget.
- Decision by WCC to fast-track Victoria St project ahead of Town Hall and Library openings through our Panel Contractors was received in March. A revised programme is currently being developed. Programme is extremely tight. Detail design is near completion with contractor pricing and parallel cost estimate to commence in April.
- Pump Stations 1-7 Upgrade: PS5 and PS7 (2 of 7 pump station upgrades) in tender review with award expected in April (works need to be complete for Wakefield and Victoria St projects). PS2 Upgrade underway is currently underway by WWL Network Operations Group (NOG, previously COG). The delivery mechanism for the remaining 4 PS upgrades is under revision (utilising direct material procurement, WWL NOG and Open Market).

## Moa Point and Western WWTPs UV Renewals:

- Moa Point UV equipment is being manufactured (in Canada), shipping and on-site late 2025 through to mid 2026. The risk of the current Moa Pt UV equipment failing will remain high until replaced in mid 2026.
- Western WWTP temporary UV has been confirmed and UV design will proceed (due on-site late 2025 through to mid 2026).
- WWTP Electrical Instrument and Controls (EIC):
  - Detailed design is ongoing for the Moa Point WWTP MCC portion, project is taking a packaged delivery approach to better align with funding profile from years 1 to 4 of LTP24/34. Western and Carey sites work commences next FY.
  - Tender Evaluation process for Moa Point WWTP site is underway while preferred tendered has been identified by the Tender Evaluation team. Recommendation to contract award is planned to be in April, a month later than anticipated. The project is within the LTP approved funding envelope.

## Programme Delivery:

- Wrights Hill Reservoir Seismic Strengthening construction due for completion in April 2025. Concept Design for Newlands WM Renewals and Murphy Street WW Overflow Interceptor in progress.

## Key Issues and mitigations

- The Customer Operations Group's reactive renewals budget is tracking over budget largely due to overspend in drinking water as a result of the capex portion of leak repairs.

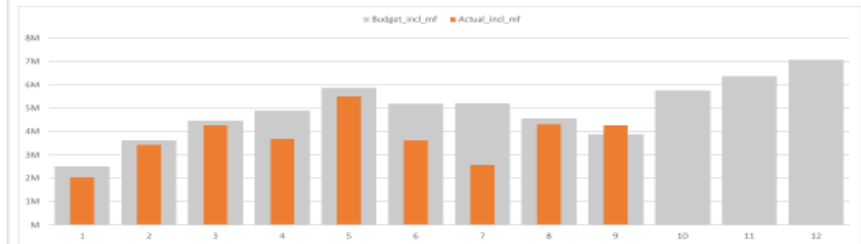
## Key Risks and mitigations

- Project changes impacting the budget – Budgets are based on different levels of estimation maturity and there is no programme level contingency to manage large changes in forecast/actuals from projects. When these occur they impact delivery of the wider programme due to budget balancing. Recommendation is that a programme level approach to contingency is implemented over the portfolio and held by Council. To be discussed with Councils options for this implementing and managing this.
- Procurement Strategy Changes - Changes in the procurement strategies to ensure value for money could delay the delivery of projects, which could result in budget underspend and misalignment with other key WCC infrastructure programmes. Any potential impacts will be monitored and raised when known.
- Carryovers to be signaled to WCC by end-March 2025. This is early in the process and any changes to delivery and forecasting by financial year end will have an impact on the carry-forward amount that is agreed.

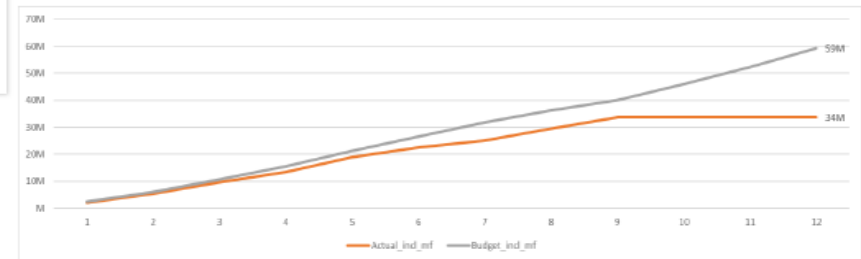
## Key Upcoming Items/Activities – April

- Agreements with WCC on proposed carry forward from FY24/25 to FY25/26.
- Stage 3 of Annual Planning process following on from agreement on carry forwards.

Financials \$000	Forecast March	Actuals March	YTD Actuals FY24/25	FY Approved Budget	FY Forecast	Variance
COG	1,878	804	11,146	8,921	16,038	-7,117
Control Systems	18	-	-	96	91	5
Design	24	78	1,232	1,228	1,547	-319
Land Development	-	28	28	461	-	461
Major Projects	2,003	2,477	14,409	27,885	23,083	4,802
Modelling	114	91	483	522	1,092	-570
Network Engineering	20	0	5	1,797	225	1,572
Programme Delivery	582	329	3,340	10,021	5,728	4,294
RMA	20	4	75	1,505	232	1,273
Waste Contracts	314	466	2,961	6,908	5,061	1,847
Grand Total	4,972	4,271	33,679	59,344	53,097	6,247



FY Budget vs Actual – Detail (FY 24/25)



FY Budget vs Actual – Trend FY (24/25)

## Comments on Financials

- WCC capex programme for FY24-25 is forecast at \$53.1m against an approved budget of \$59.3m (excluding the Golden Mile). A carry forward of \$6m from FY24/25 to FY25/26 is in discussion with WCC.
- Drinking water reactive renewals is tracking over budget by \$7m which is an increase from the previously forecasted \$3.9m. This is due to capex works identified as part of the leak repair programme and continuation of reactive works from the last FY (incl. Taranaki St and Miramar North). The increase to \$7m is attributed to leak repairs in the CBD which started in November and are likely to continue for the remainder of FY24/25. Repairs in the CBD typically incur higher capex.
- Major Projects forecasting lower than budget due to slow progress in design, changes in procurement and delays in equipment arrivals.

## Wellington Water Delivery metrics



## WCC Capital Delivery Dashboard

March 2025

## Delivery Metrics

	Total Projects	Projects on Hold	Physical Works (PW) In Progress	Contracts Awarded	Completed in the reporting period	Gateway Status (Current phase in progress)							Completed in FY 24/25 (passed GW7)
						Define	Plan	Concept Design	Detailed Design	Procure	Construct	Complete (Defects Period)	
This Month (March)	84	39	6	0	0	1	1	2	1	0	8	32	3
Last Month (February)	97	40	9	0	0	1	4	6	1	4	9	32	3

Due for Procurement < 3 mths **3**Due Start Construction < 3 mths **3**PW Due for Completion < 3 mths **1**Audits Completed (this month)  
(Engineer to contract H&S + project internal audits) **2**Meters Pipe (this month) **58**Meters Pipe YTD **443**Meters Pipe Full Year Forecast **510**

## Project Status Updates of Significance

## Urgent Works in Progress:

- Cockayne Road Water Main Renewal: Meeting conducted with WCC and have received endorsement from WWL's recommended preferred option of lining existing pipe with Cured-in-Place-Pipe (CIPP). Communication with private property owners to progress, along with detailed design and consenting, temporary works are required to support the construction methodology.
- Bellevue Subdivision Horokiwi Sewer Renewal: Detailed design is progressing along with Consenting process and identifying property owners. Parallely working on the best option for procurement of contractor for Physical Works.
- Karori Outfall: Reinstatement work completed in Feb 2025, but still at risk due to landowner disapproval.

## Construction Completed:: (Gateway 6 sign off)

- None

## Construction in Progress:

- Taranaki Street Rising Main in operation with final commissioning into the full network complete.
- Wrights Hill Reservoir Seismic Improvements working ongoing. Additional scope for scour pits added resulting in new completion date of April 25
- Landfill Rd Manhole Renewals is practically complete and currently being closed out.
- Wakefield St new WW Rising Main construction tracking ahead of estimated completion date of June 25.
- Pump station 1-7 Upgrades: P52 in construction with NOG

## Contracts Awarded:

- None

## Contracts Award in Progress:

- Pump Stations 1 - 7 Upgrades: P55 and P57 award required in April.
- Moa Point WWTP EIC preferred tenderer has been selected and award aimed to in April 2025.

## Designs Completed:

- Pump Stations 1 - 7 Upgrades: P51, P543 P54 and P56 design complete. Delivery plan under revision.

## Designs In Progress:

- Moa Point WWTP EIC: detailed design of MCC is being finalized. Design and procurement in packaged approach is aiming to match LTP funding levels.
- WCC VHCA Reservoirs WQ renewals: Vernon control has been highlighted as a high risk and has been prioritised for this program, Programme budget and schedule for all councils has been reprioritised to address these concerns this financial year. Currently reviewing the programme to prioritise other risks on these sites.
- VHCA Buried Reservoirs WQ renewals: New project commencing FY24/25. Currently under the internal finance approval process.
- Regional Pressure Management & PRV upgrades: New regional project commencing FY24/25. Planning activities are ongoing.
- Murphy St WW Interceptor at concept design phase
- Newlands WM Renewal at concept design phase
- Victoria St (P57), Wakefield St (P55-6) & Victoria/Dixon St Shared Rising Main Renewals - Decision by WCC to fast-track project ahead of Town Hall and Library openings through our Panel Contractors was received in March. Detail design is near completion with contractor pricing and parallel cost estimate to commence in April.
- Moa Point WwTP Aeration renewal – In Phase 3: Concept Design. Procurement to be fast-tracked if funding allows.
- Moa Point WwTP Roof renewal – PMP in progress, limited funding over triennium.
- Moa Point WwTP Odour & Ventilation project – PMP drafted, limited funding over triennium, project to be re-scoped.
- Moa Pt WWTP UV renewal - UV equipment is being manufactured overseas; Western WWTP UV renewals – temp UV is confirmed so UV renewal design will proceed.

## Planning in Progress:

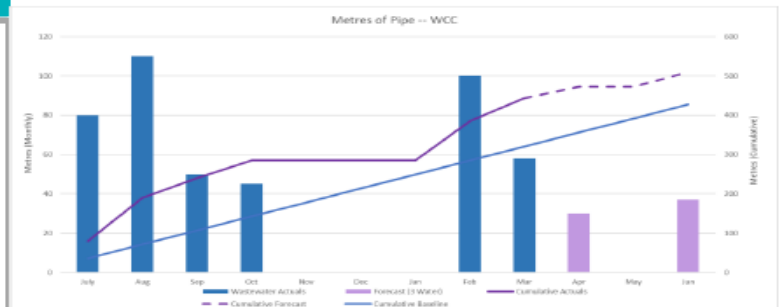
- Cockayne Rd as detailed under Urgent Works heading above.

## Projects On-Hold:

- List of on-hold projects provided to WCC. WCC and WWL to conduct site visits to each "project on hold" site to guide reprioritization.

## Contribution projects:

- Golden Mile: Tracking on programme. Fortnightly technical meetings and steering group meetings arranged between WWL and WCC.





# Whanaketanga ōhanga Economic Development

## Introduction

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

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

## Performance summary

Predicted end of financial year performance for Economic Development:

Met		3
Substantially met		2
Off target		
Not met		2
<b>Total for FY</b>		<b>12</b>

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

The KPIs which did not meet their target are detailed below.

- Number of businesses engaged by a WellingtonNZ intervention or programme – this KPI did not meet its target (result of 1212 against target of 1,350)*

Data supporting this KPI is lagging with numbers increasing throughout the year due to the cadence of reporting where some underpinning measures within the KPI are reported annually. Therefore, while below its quarterly target, this KPI is on track to meet its target at years end.

- WREDA: The number of Wellington region residents who attend events – this KPI did not meet its target (result of 405,359 against target of 450,000)*

As for the above KPI, data supporting this KPI is lagging with numbers increasing throughout the year due to the cadence of reporting where some underpinning measures within the KPI

## Whanaketanga ōhanga - Non-financial performance

Non financial performance						
KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	2	1		4	7	5
Last period (Q2)	2	-	-	5	7	5
Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
Accessibility	2	-	-	2	4	-
Sustainability	1	-	-	2	3	1
Client satisfaction	-	-	-	-	-	3
Other	-	-	-	-	1	1
KPIs to be reported at a later period:	five report annually					
KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report						

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

are reported annually. Therefore, while below its quarterly target, this KPI is on track to meet its target at years end.

We are investigating the possibility of amending the target phasing to better represent performance.

- WREDA: (\$m) Value of expenditure generated from events (including business, performance and major events) – this KPI did not meet its target (result \$82.8m against target of \$90m).*

Targets for FY25 were based on aspirational goals that additional

revenue could be generated to replace the FIFA Women's World Cup revenue that occurred in the previous year. Economic conditions, including reduced discretionary spending due to a more constricted job market have resulted in some instances in lower attendance numbers at major events. This is impacting WellingtonNZ's forecast for the year, which puts this KPI at risk of not meeting its target at years end.

- *(\$m) Direct economic impact of Wellington NZ's activities and interventions* – this KPI did not meet its target (result of \$126m against target of \$140m)

Data supporting this KPI is lagging with some underpinning measures within the KPI reporting annually. Therefore, while below its quarterly target, this KPI is on track to meet its target at years end.

#### Key activity

- **Recessionary economic environment:** the economic environment in the last 18+ months has seen a decline in discretionary income, which has broad impacts across CCOs, our venues, events, tourism and Tākina conferences and exhibitions, making it more challenging to achieve revenue target outcomes.
- The **macro-economic environment** remains tough for Wellington: with rising unemployment due to central government job and spending cuts, a cost-of-living crisis and higher interest rates. Additionally, working from home trends, an increase of young people moving offshore, inflationary pressures, stagnant GDP growth, and a lack of sector diversity in Wellington's economy are impacting on the business operating environment and vibrancy of Wellington.

- **Tākina:** Work to implement the streamlined operational model for Tākina is underway, following the decision made in February. Tākina was named runner-up in the internationally recognised World Architects Building of the Year Awards. This recognition highlights Tākina's sustainable and innovative design. The Banksy exhibition was staged by an external promoter within a venue for hire model and attracted more than 47,000 attendees, ensuring the building and wider precinct were activated with flow on impacts to surrounding hospitality and retail businesses. Disney, The Magic of Animation opened in February, delivering another high-quality international exhibition where Wellington is the last city in its touring programme before the artworks are returned to Los Angeles. During the quarter Tākina also hosted several large events including the 2025 World Conference of the International Council for Traditional Music, which attracted over 500 international delegates from 83 countries to Wellington for a week in January, and the Wellington Art Show at the end of February. Looking forward there are nine international conferences secured for 2025 including the

recently won Australian & New Zealand Trauma Society:

- **Pops of Positive:** Launched in December 2024, this initiative activated empty retail spaces with creative installations. Three artworks by artists Turumeke Harrington, Hemi Macgregor, and Martin Basher have been installed on Manners Street with future iterations of Pops of Positive being explored across other key central city sites.
- **Independent Venues – Research Report:** Independent Music Venues Aotearoa (IMVA) is researching Wellington's independent venues to understand their economic and cultural impact, challenges, and support needed to inform district plan and noise provisions and strategic alignment opportunities.
- **Thorndon Quay Microgrants pilot:** this pilot is live in Thorndon Quay as part of a programme of supports for businesses impacted by civic works. Eligible businesses can receive a \$1,500 microgrant for expenses like digital marketing, business innovation, and upskilling. As of March 2025, 13 businesses have received a microgrant.
- **Courtenay Carnival Event:** The first-ever Courtenay Carnival New Year's Eve event attracted 10,000 attendees, boosting local business

turnover by 40–45% compared to 2023 New Year's Eve. The event transformed Courtenay Place into a vibrant festival zone with live performances and extended trading hours for local businesses, resulting in higher hotel occupancy and strong community engagement.

- **Taiawa Wellington Tech Hub:** Several high-growth businesses at Taiawa a co-located hub comprising of 13 Wellington tech businesses supported by Victoria University of Wellington and Wellington City Council, have expanded their operations. Notably, Evithé Bio, a leader in botanical drug development, announced a new research partnership with Te Herenga Waka, Victoria University of Wellington.
- **CCO Operating Model Review Terms of Reference** – During the quarter the terms of reference were developed for the upcoming CCO Operating Model Review. The purpose of the review is to assess the effectiveness and efficiency of Council's current CCO model and identify options for improving the organisational model so that it best contributes to Council's vision for the city. The review will seek to review other CCO models in New Zealand and benchmark WCC against these models. This review is in accordance

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with section 17a of the Local Government Act 2002. The intent of this review is to identify improvement opportunities for consideration. It will inform a potential input into WCC's next Long-Term Plan in 2027

## Whanaketanga ōhanga Financial Summary

### Operating performance

#### Revenue:

Unfavourable due to lower than planned exhibition and conferencing revenue. Exhibition revenue forecast to still be unfavourable at year end because of the previous operating model. The model for exhibitions is changing to a rent based model and revenue for this is expected to be on budget for the remaining months.

#### Expenditure:

Favourable variance from temporary underspending for Destination Wellington and Tākina. Tākina expenses forecast to reduce in line with the change in Exhibition operating model.

### Capital Expenditure performance

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

We are proposing to carry forward \$2m across these two projects

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	13,341	16,203	(2,862)	19,096	21,604	(2,508)
Expenditure	43,012	46,367	3,355	59,081	61,030	1,949
Net Surplus/(Deficit)	(29,671)	(30,164)	493	(39,986)	(39,427)	(559)
Capital Spend	670	3,528	2,858	2,461	4,704	2,242

# Oranga ahurea

## Cultural Wellbeing

### Introduction

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

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

### Performance summary

Predicted end of financial year performance for Cultural Wellbeing:

Met		9
Substantially met		0
Off target		1
Not met		
<b>Total for FY</b>		<b>11</b>

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

### Key activity

Creative Capital's priorities include a number of major projects such as Te

Matapihi and Town Hall (client-side programmes), Reimagining Toi Pōneke as well as delivery of City Arts and City Events programmes.

- Te Matapihi Client-Side progress this quarter includes commencement of workstreams for the opening event, integrated programming planning, and relocation planning, as well as the completion of the brand strategy and digital experience design, setting the foundation for public engagement and a successful launch
- Work began on developing a reimagined operating model for Toi Pōneke focusing on the application process and incorporating a tuakana-teina model.

Highlights from Toi Pōneke this quarter include:

Bent: Queer and Subculture Zine by Pōneke Creatives, celebrating zine culture through over 50 risograph works and a hands-on Makers' Day:

### Oranga ahurea - Non-financial performance

KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	6	-	-	-	6	5
Last period (Q2)	6	-	-	-	6	5
Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
Accessibility	5	-	-	-	5	31
Other	1	-	-	-	1	-
Client satisfaction	-	-	-	-	-	1
Sustainability	-	-	-	-	-	1
<b>KPIs to be reported at a later period:</b> five report annually						
KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report						

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

Human. Nature., a personal, meditative collaboration by sisters Hannah Schickedanz and Jessica Arcus; and Creating Connections by textile collective Les Grandes Dames, reflecting community, heritage, and growth. Plus over 750 people attended the Toi Pōneke Market Day in February, enjoying open studios, workshops, stalls, and performance.

- An Arts and Culture funding round and a Living Wage round both occurred this quarter. A combined total of \$427,867 was requested for a funding pool of \$133,000, indicating

we are providing an important support role for the arts sector. The Public Art Fund round received proposals from five applicants with total funding requests amounting to \$142,659.

- This quarter the City Arts' Courtenay Place Light Box exhibition programme featured Mana Tipua Tuku Iho by Louie Zalk Neale, followed by Hyperballad by Wesley John Fourie, curated by City Gallery.
- The 24/7 Masons Screen programme premiered three new moving image commissions, while

Te Whakaaturanga on Manners Street showcased window installations by artists and designers to mark Waitangi Day and the Pride Festival. City Arts also supported Wellington Sculpture Trust's PARK(ing) Day, where 32 participants transformed car parks on Cube and Garrett streets with art, workshops, and interactive experiences.

- Signature events including Gardens Magic, Te Rā o Waitangi, and the Pasifika Festival collectively drew attendance of 64,000, offering a vibrant programme of performances that celebrated local music and cultures for residents and visitors alike. In partnership with Manatū Taonga Ministry for Culture and Heritage, City Events also delivered Te Tiriti and Me, a panel roadshow held at three suburban community centres and the Hannah Playhouse which drew 106 attendees. The forums were extremely well received and showcased the city's openness to innovative approaches to engaging with Te Tiriti.
- The Hannah Playhouse celebrated a strong season during New Fringe Festival 2025, hosting 191 artists and an audience of 3,247 between 13 February and 8 March. The festival alone delivered 32% of the Hannah's annual practitioner KPI and 38% of the Hannah's annual

audience KPI, with all presenting artists being professional creatives – many emerging, which is standard for Fringe.

- Community-sponsored events supported by Council this quarter – including the Manu World Champs, Lunar New Year, Island Bay Festival, Pride Parade, Greek Food Festival and Eid Day brought together 258,100 people this quarter. These events reflected the richness of Wellington's cultural and social diversity and helped activate communities across the suburbs.



## Oranga ahurea Financial Summary

### Operating performance

#### Revenue:

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

#### Expenditure:

Expenses are favourable YTD due to a temporary saving in Grants expenditure within Creative Capital. This expenditure will likely take place in the 4th quarter. Toi Poneke is favourable to budget and this will continue. City Arts favourable to budget as funds have not yet been committed.

### Capital Expenditure performance

Underspent as behind plan on a number of projects. No expenditure expected for the Bond Store and Māori Heritage trails in 2024/25.

We are proposing to carry forward \$1m across three projects.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	500	440	60	628	587	42
Expenditure	20,016	22,367	2,350	27,569	29,058	1,489
Net Surplus/(Deficit)	(19,517)	(21,926)	2,410	(26,941)	(28,472)	1,531
Capital Spend	299	1,384	1,085	783	2,036	1,253

# Pāpori me te hākinakina

## Social and Recreation

### Introduction

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

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

### Performance summary

Predicted end of financial year performance for Social and Recreation:

Met		6
Substantially met		3
Off target		5
Not met		3
<b>Total for FY</b>		<b>18</b>

All seven KPIs reporting this quarter have met or substantially met their target.

### Key activity

- Ākau Tangi Sports Centre hosted several large competitions this quarter with the Wellington Pickleball Cup (329 participants over 26 courts) and the NZ secondary Schools Futsal and Floorball national tournaments. The Pickleball event was the largest ever held in Aotearoa.
- The WRAC hydro pool closed for 5 weeks for unscheduled maintenance which included the removal of a permanent raised platform due to condition safety concerns. While there was key messaging explaining the closure and relocation of programmes, some pool users were frustrated with the interruption.
- Khandallah Pool had its 100-year celebrations and the pool closed at the end of March with about 360

dogs enjoying the successful Dogs 'n' Togs event which made Breakfast TV.

- We successfully achieved the Telarc 9001 ISO audit for cemeteries this quarter. The annual audit assesses management systems and processes for operating the Cemetery. There were no failures, 6 improvement actions were suggested.
- Freyberg Pool introduced SwimWell lessons for the first time, with classes
- We ran the Pukeahu Play Festival in partnership with the Ministry for Culture and Heritage. This involved, working with more than 10 ethnic community groups and 1400 attendees promoting multicultural play, celebrating connections, learning, and tākaro play.
- We successfully ran the summer Rangatahi Skate Sessions with

### Pāpori me te hākinakina - Non-financial performance

KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	6	1	-	-	7	11
Last period (Q2)	7	-	-	-	7	11

Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
Affordability	-	1	-	-	1	2
Accessibility	1	-	-	-	1	3
Quality	1	-	-	-	1	-
Safety	3	-	-	-	3	-
Other	1	-	-	-	1	-
Client satisfaction	-	-	-	-	-	6

**KPIs to be reported at a later period:** eleven report annually

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

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

Waahine Skate – encouraging and motivating wahine, queer and nonbinary whanau to give skateboarding a go. 5 sessions were run across 3 parks.

- Tawa College Recreation Centre remains temporarily closed for maintenance including fixing weather tightness issues and will not now reopen until late May. This is a delay from the intended completion of March.
- In March, an elevated number of cryptosporidium cases were reporting in the Wellington region. No closures were required at our facilities.
- In March 2025 a new funding framework to replace the existing Social and Recreation Fund was approved by the Grants Subcommittee. Tahua Whaihua Hāpori – Community Outcomes Fund. This fund supports activities programmes and organisations which impact on and address three priorities being;
  - Safety and Wellbeing – supporting an enduring and integrated approach to safety and wellbeing in the city to ensure a vibrant welcoming environment where everyone feels safe
  - Community resilience and connection - delivering equitable outcomes for

communities through āwhina (support) social connection and shared spaces (including Community Centres)

- Operational support for residents' associations and activity relating to the specific criteria of sub-funds i.e. Community Facility Partnership Fund Sports Facility Partnership Fund and Tawa Community Grants

Work is now underway to operationalise the fund from 1 July 2025. A detailed communications and transition plan has been developed alongside impacted organisations who will receive one-year of transitional funding to provide time to transition to the new funding framework.

- In March 2025 the City Safety and Wellbeing Plan was adopted by the Social Cultural and Economic Committee. This plan developed in conjunction with strategic partners buildings on the foundations of the Pōneke Promise to establish an integrated long-term strategic approach to enhancing safety in Wellington's Central City. The plan is organised around five pillars:
  - 1. Enhancing City Safety expands on the successful

initiatives established by the Pōneke Promise which laid the foundation for a more coordinated communityfocused approach to city safety in the CBD.

- 2. Strengthening our Community's Approach to Homelessness - Under this pillar we demonstrate a commitment to addressing homelessness as a distinct but interconnected issue ensuring that vulnerable individuals have access to pathways toward stability housing and well-being.
- 3. Supporting a Safe Night Life recognises that nighttime safety is essential for a city to thrive at night and draws on collaborations with cities in Australia to understand how a nighttime economy model can be tailored to Wellington's needs.
- 4. Moving Forward in an Integrated and Enduring Way emphasises our role as the central coordinator and driver within the city safety ecosystem ensuring that all initiatives are cohesive, outcome-focused and adaptable to emerging challenges.

- 5. Our Regulatory Framework refers to our regulatory role and ensures we balance regulatory measures with community needs fostering safer public spaces and supporting the city's social and economic wellbeing

- Procurement of a new Graffiti Management Contract is underway combining the Council's two existing contracts into a single contract with streamlined processes and enhanced customer service. This is expected to be in place from 1 July 2025.
- The Bond Street popup library container held in January engaged with many hundreds of people in person and generated positive engagement online reaching over 34,000 accounts. Positive feedback included comments such as: "We need more pop-ups like this", "What a great way to bring life to the city!"
- Data from Libby, our eLibrary service, identified that we exceeded one million loans in 2024, successfully increasing our eLibrary reach.
- Our Summer Reading Adventure where those involved complete reading or library related quests, and earn prizes (such as digital

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badges) concluded in January with the 1659 children, teen and adult participants recording they had read 26,952 books (increase of 17.6% on last year), and submitted 8,441 books reviews (increase of 9.7% on last year).

- 1300 people attended the very succesful Waitohi Summer Day where a range of activities were available such as Robotics free play; story times; Inflatables and games in the pool; Lego/Duplo play; along with drop in Zumba in the park and Tai Chi demonstrations.
- In March, we ran our first Global Hangout for Rangatahi - a collaborative event with libraries in Jessamine County, Kentucky, and Wyndham City, Melbourne. Teens from all three countries registered to receive a package with snacks and souvenirs from the other countries, as well as an invite to an exclusive online 'cultural exchange' event.

## Pāpori me te hākinakina Financial Summary

### Operating performance

#### Revenue:

Favourable owing to variances in PSR related to Freyberg Health & Fitness (swimming pool operation). Despite pool closures, Club Active has been performing strongly, driven by active promotions. City Housing revenue is favourable to budget by \$1m but is expected to track to under budget by \$1m at year end. These are offset by unfavourable variances in Public Health which is forecast to continue to year end.

#### Expenditure:

Favourable YTD with temporary underspends due to delays in grants expenditure expected to occur in Q4. There are unfavourable variances in Housing Maintenance. This trend is expected to continue to year end. Also, unfavourable variance in city and consenting with a bad debt being written off, and cost pressures in Animal control Services.

### Capital Expenditure performance

Underspent in Housing projects by \$29m due to a delay in starting, mostly in HUP 2 project (\$20m). This is expected to be underspent by \$33m (HUP2 \$25m) at year end. The City Safety project is \$2m behind budget due to changes in the timing of work. Community Centres upgrades and renewals are \$3m behind plan, forecast to remain unspent at year end.

We are proposing to carry forward \$32m across 14 projects and rephase \$1m for 1 project.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	30,165	29,172	994	39,876	40,962	(1,086)
Expenditure	130,716	132,187	1,471	176,265	179,448	3,183
Net Surplus/(Deficit)	(100,551)	(103,015)	2,465	(136,389)	(138,486)	2,097
Capital Spend	21,161	57,113	35,953	34,905	75,196	40,291

# Tāone tupu ora Urban Development

## Introduction

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

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

## Performance summary

Predicted end of financial year performance for Urban Development:

Met		6
Substantially met		1
Off target		1
Not met		3
<b>Total for FY</b>		<b>11</b>

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

- (%) Resource consents (non-notified) issued within statutory timeframes:- (a) Those not

*requiring external referral input - this KPI did not meet its target this quarter (result of 92% against target of 98%).*

There has been a slight (1%) improvement for the KPI this quarter. The bedding down of the new 2024 District Plan continues improving, however this will continue to take time to work through the challenges such as the inclusion of a natural hazards chapter and the need to evaluate and comprehend highly technical reports. We are continuing to upskill our Planners.

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

This KPI is expected to meet its target at years end.

- (%) Building consents granted within statutory timeframes:- (b) Those requiring structural engineering review - this KPI did

## Tāone tupu ora - Non-financial performance

KPIs to be reported at a later period:						
KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	5	-	-	3	8	3
Last period (Q2)	5	-	-	3	8	3
Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
Client satisfaction	1	-	-	-	1	1
Reliability	4	-	-	3	7	-
Quality	-	-	-	-	-	1
Sustainability	-	-	-	-	-	1
KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report						

Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = ≥5% away from target

*not meet target this quarter (result of 13% against target of 70%).*

As the economic environment worsens and the number of consents being applied for drops, the building team commenced a project to contact customers to reactivate and clear old 'on hold consents' that require structural engineer third party checks. This work is impacting our KPI and those relevant consents will be removed from the dataset next quarter.

We have also recruited a new geotechnical engineering contractor.

This addition will help allocate more of the older consents..

This KPI is unlikely to meet its target at years end.

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

- *Resource consents (non-notified) for multi-unit housing issued within statutory timeframes* – this KPI did not meet target this quarter (result of 57% against target of 85%).  
The 2024 District Plan has updated the definition of a multi-unit development from two or more dwellings to four or more dwellings. At the same time central government introduced the Medium Density Residential Standards, which removed the requirement for resource consent for many multi-unit developments. This means that this measure will no longer be capturing as many dwellings given resource consent is no longer required for developments of two or three dwellings if it complies with certain standards. Therefore as noted in Q2, this KPI will be retired in the next Annual Plan process, as it does not accurately measure the true number of dwellings we are consenting, whether through resource or building consents.  
This KPI will not meet its target at years end.
- Key activity**
- Our Resilient Building team was shortlisted for an ALGIM excellence award recognising their expertise and innovation using digital tools to assist regulatory processes
  - A key focus this quarter has the preparation for the upcoming biennial BCA accreditation assessment which will occur early next quarter.
  - We have brought Animal Services inhouse, which previously had been contracted out. The focus is on better quality of service to dog owners, more proactive dog control in Wellington, to encourage more responsible pet ownership.
  - This quarter considerable effort went into the District Licensing Committee decision on the Johnsonville Rugby Football Club alcohol license.
  - Regulatory reform continues to present uncertainty for our building and planning teams. Several discussion papers and bills are expected over the next 12 months and officers will prepare submissions for Council approval as appropriate.
  - A number of initiatives are underway to improve debt recovery for both existing debt and the management of future debt.
  - We are in the final stages of completing the 2024 District Plan process. Hearings concluded in November 2024 and the final recommendations of the Independent Hearings Panel are due before the Council for adoption in June 2025. The Plan remains within statutory timeframes and budget. The recommendations and decisions already taken to create the District Plan 2024 have raised the zoned capacity of the city by 52,906 homes (2019 vs 2023 base feasibility) reformed natural hazards rules to account for climate and seismic hazards and provided clearer pathways for resource consent.
  - We are progressing two plan changes: an Omnibus Plan Change to correct/adjust minor errors and matters in the plan and a Te Ao Māori Plan Change. Advice for decisions on a noise plan change has been prepared for consideration of the Council.
  - We have completed the review of the development contributions policy and the focus is now moving to the provisioning of advice on resource management, development funding water and building reform. The reform agenda is becoming increasingly complex and has effects on spatial planning, infrastructure planning, district planning and transport planning.
  - In other work, we have delivered a viable production version of the Underground Asset Map, taken responsibility for the quality assurance and opening of cycling data and delivered five submissions on new legislation over the past quarter. We have also concluded the RLTP cycle, negotiated five appeals and provisioned the defence of a judicial review of the District Plan Intensification Streamlined Planning Process. Pressures remain on resources due to external pressures of legislation and participation in new statutory processes.
  - There have been a number of Councillor directed work programme changes (The Glenmore Street review Island Bay carpark behind the library Wadestown centre beautification and Berhampore Trans-flag.) which have had to be initiated and progressed meaning other scheduled works have had to be delayed to prioritise resource to these from across the organisation.
  - This quarter has seen our city design programme recommence after servicing the LTP Amendment and reframing the work programme due to the uncertainties around the NLTP funding.
  - Occupancy remains high, at 97.1% for the year-to-date for the Te Kāinga Programme despite a softened rental market in Q3 and the anticipated high demand in summer not occurring. It is expected that this level will drop in Q4 due to a continued slow rental market in addition to the usual lower demand in winter. A number of strategies are in place to minimise the financial impact of market conditions on the programme, including reviewing rents and increasing marketing and engagement activity, however it is expected that occupancy challenges will remain until market conditions improve.



Tenant satisfaction remains high at 91%.

- Contract management is underway for delivery of an additional 183 Te Kāinga apartments, across two new buildings in 2025, which will bring the total number of apartments delivered to 473 - almost halfway towards the 1,000-unit target by June 2026. Work continues to negotiate the next tranche of developments, with several buildings in the pipeline.
- We continue to drive a programme exploring opportunities to stimulate growth and catalyse investment in Johnsonville. In this quarter we have built upon prior stakeholder engagement and workshopped a report with councillors. An example is the current procurement process underway for the old Johnsonville library site. This process aims to deliver more affordable housing to that area. Although this process is progressing well, until it is finalised there remains some risk that a development agreement cannot be concluded in a timely manner.
- We've establishment of a cross-Council 'City Significant Investment' forum to ensure that significant investments are identified and proactively supported as appropriate by Council.
- We are making good progress with the verandah inspection programme ensuring that these structures which

are important to people's experience of Wellington's city centre are well-maintained and compliant with safety standards.

- This quarter we had a successful completion of a significant public consultation with owners of pre-cast concrete floor buildings. This will inform both current and future work regarding such buildings.

## Tāone tupu ora Financial Summary

### Operating performance

#### Revenue:

Unfavourable due to the timing of additional Te Kāinga buildings going live (\$2m). This is now expected next financial year. Building and Resource consent revenues are down (\$2m), reflecting lower activity in the market. These general trends are expected to continue for the remainder of the year.

#### Expenditure:

Favourable due to lower than planned Te Kāinga rent (\$2m) due to the delay above, and lower costs in the Earthquake building programme (\$2m). Other underspending is also occurring in the Public Space (\$1m). The underspending in Te Kāinga and Earthquake building programmes is expected to continue until year end.

### Capital Expenditure performance

Over budget due to the Town Hall being ahead of plan. This overspending is expected for the year however over the life of the project it is expected to come in on plan. Offsetting that to some extent is the current underspending due to timing on the Frederick Street Pocket Park and the Underground Asset Register programme. Both of these are expected to remain underspent at year end and carry forward requests have been made.

We are proposing to carry forward \$3m across 8 projects and rephase \$3m into the current for the Town Hall project.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	22,904	27,900	(4,996)	30,393	37,190	(6,796)
Expenditure	57,811	60,189	2,378	74,584	79,386	4,802
Net Surplus/(Deficit)	(34,907)	(32,290)	(2,618)	(44,190)	(42,196)	(1,994)
Capital Spend	49,092	47,115	(1,978)	63,000	62,331	(669)

# Waka Transport

## Introduction

This strategic activity area is responsible for 27 LTP KPIs (which are 21% of the LTP KPIs). Of these eight KPIs report quarterly and 19 report annually.

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

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

## Performance summary

Predicted end of financial year performance for Transport:

Met		9
Substantially met		5
Off target		6
Not met		5
<b>Total for FY</b>		<b>26</b>

Six of eight KPIs have met or substantially met their targets this quarter. The two KPIs which did not meet their target are outlined below:

- Parking enforcement request for service response times: a. Level 1 requests (vehicle entrance obstruction, broken yellow lines, central city footpaths) – this KPI did not meet its target this quarter (result 64% against a target of 75%)*

The Q3 performance of this KPI, while not meeting target, is similar to that of Q2 (65%). There has been an increased demand for services across the City, including in suburban areas, for level 1 requests. At times this has exceeded available resources. To address this, we are undertaking an organisational change to enable more flexibility and responsiveness for Level 1 parking complaints across the CBD and suburbs. This coupled with the utilisation of new technologies will enable us to be in more places more often and should see an improvement in future response times.

## Waka - Non-financial performance

Waka - Non financial performance

KPI results	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
This period (Q3)	5	1	-	2	8	8
Last period (Q2)	7	0	0	1	8	18
Service dimension	Met target	Substantially met target	Off target	Not met target	Total reported	Reported later
Client satisfaction	4	-	-	-	4	9
Responsiveness	1	-	-	2	3	-
Other	-	1	-	-	1	-
Quality	-	-	-	-	-	3
Reliability	-	-	-	-	-	5
Sustainability	-	-	-	-	-	2
KPIs to be reported at a later period:	nineteen report annually					
KPIs can report at monthly, two monthly, quarterly, 6monthly or Annual intervals with all activity captured in the quarterly report or annual report						
Reporting thresholds: Met = at or above target; Substantially met 0-2.49%; Off target = 2.5-4.99%; Not met = >5% away from target						

It is unlikely this KPI will meet its target at years end.

- Parking enforcement request for service response times: b. Level 2 requests (other footpaths, resident parking) – this KPI did not meet it is target this quarter (result 65% against a target of 75%)*

As with the above KPI, Q3 performance for this KPI is similar to Q2 (64%) There has been a similar increased demand for services in the City and suburban areas

for level 2 requests which at times has exceeded available resources. The organisational change discussed will enable more flexibility and responsiveness for Level 2 parking complaints across the CBD and suburbs. Furthermore, the utilisation of new technologies will enable us to be in more places more often and should see an improvement in future response times.

It is unlikely this KPI will meet its target at years end.

**Key activity**

- The road maintenance contracts for Council are scheduled to come to term at the end of June 2025. Preparatory work included a Section 17a review in Q1 resulting in a recommended approach, then an approved procurement plan between Council and NZTA, and a tender to market via GETS in Q2. There has been significant interest from the market with tenders closing in December. This quarter the tenders were evaluated and preferred contractors identified. We have now entered into negotiations with these preferred suppliers with decisions due in Q4.
- During this quarter the following Capital works were delivered:
  - Karori Cycleway was completed
  - Aro cycleway adaption package was compleed with handover to close out the project
  - Ngaio cycleway adaption package was completed with handover to close out the project
  - 30% completion of the reconstruction of the Hataitai Beach sea wall as part of the Evans Bay Sea Walls
  - Stabilisation work was completed on the retaining wall at 2 Buchanan Street.
- Handovers were completed for: Russell Terrace crossing; Dr Taylor Terrace; and Karepa Street.
- This year we have had challenges in performance by one of our main road maintenance contractors which has resulted in non-delivery of the required surfacing quantities. Whilst we have plans in place to improve performance for future years through the tenders for road maintenance, the impact cannot be addressed for this year and will impact the KPI relating to sealed local road network at years end.
- The Wadestown parking project is about to be rolled out with this quarter being occupied with delivery planning.
- Metered Motorcycle parking is going through the traffic resolution process with 1600 submissions received and two days of oral hearings heard by the Regulatory Committee in February.

# Waka Financial Summary

## Operating performance

### Revenue:

Favourable year to date due to recovered revenue from owner contributions and other contracts. This is offset by reduced NZTA revenue. This is expected to continue at year end. Parking revenue is currently favourable to plan, however, is forecast to be unfavourable at year end. This is due to planned increased revenue for motorcycle parking and coupon parking conversion-to-metered not materialising.

### Expenditure:

Favourable to plan predominantly due to operating costs associated with Major Capital Works underspend (\$4m underspent to date, forecast \$5m full year). Further underspending in City Transport contract costs of \$3m, this underspend is forecast to increase to \$5m for rest of the year.

Depreciation forecast to be favourable to plan by \$4m. The methodology for interest charged has changed, forecasting to be \$2m less than budget at year-end.

Favourable to date variance in Street Transformation (\$1m), forecast to continue at year end. Additional

underspending in the Transitional Programme (\$1m) and Bus Priority (\$1m).

## Capital Expenditure performance

The Cycleways programme is \$3m under budget to date, anticipated to be below budget by \$6m at year end. The reduced spending was related to the uncertainty around the LTP amendment process. Transport Major Capital projects are \$16m behind budget, expected to be under spent by \$19m by year end due to a delayed start. Golden Mile is the largest variance (\$9m under YTD), forecast to be \$12m by end of year. General road renewals and upgrade projects are \$9m behind budget, this will be maintained to year end. The acquisition of car parks spaces and meter installations are behind budget by \$2m due to uncertainty of timing around acquisitions.

We are proposing to carry forward \$31m across 21 projects.

Note: Variance = Favourable / (Unfavourable)

	Year to date (\$000's)			Full Year (\$000's)		
	Actual	Adjusted Annual Plan	Variance	Forecast	Adjusted Annual Plan	Variance
Revenue	40,501	39,010	1,492	51,398	53,345	1,947
Expenditure	106,930	117,058	10,129	136,505	155,914	19,409
Net Surplus/(Deficit)	(66,428)	(78,049)	11,620	(85,108)	(102,569)	17,461
Capital Spend	70,425	103,472	33,047	95,579	137,432	41,852

# Key Strategy Reporting

## Key organisational strategies for 24 LTP

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

The suite of strategies are:

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

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

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

This quarter the deep dive strategy is

### Tūpiki Ora Māori Strategy:

Overall status of strategy is Kākāriki

Full details of the deep dive are contained in Appendix 1.

Summary:

- We remain on track to deliver our annual Tūpiki Ora Work Programme this year. Implementation of the Tūpiki Ora strategy continues, having gained good momentum from our efforts in the first year and there has been a demonstrable commitment across the organisation to deliver on the strategy's goals. Collaboration with Tākai Here partners at both governance and operational levels has improved. Our capability framework Kōkiritia, launched in July 2024, empowers Council Officers to learn and grow in confidence to fulfil the Tākai Here and Tūpiki Ora commitments. In January 2025, Councillors, ELT and our Tākai Here partners celebrated the three-year anniversary of the Tākai Here Agreement through a kai tahi (lunch) to reflect on progress to date.

### Key Strategy results for quarter

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

- In this quarter we also moved to make sure our T Council decision making is guided by te Tiriti o Waitangi, actively incorporating Tākai Here perspectives and values:
  - Reviewing the strategic risk profile: We assessed the risk of "inadequate alignment of strategies, plans and programmes with Tūpiki Ora outcomes and/or inadequate recognition and implementation of our Tākai Here partnership commitments". This led to identifying opportunities to strengthen our approach to delivering the Tūpiki Ora strategy.
  - Te Mātiti o te Tau: We supported Te Āti Awa to deliver their traditional seasonal ceremony which took place on January 16th and 17th at Wahine Memorial Park. This important cultural event plays a vital role in revitalising and strengthening iwi mātauranga (knowledge) for generations to come.
  - The signing of Te Wai Ora o Parirua – Porirua Harbour Accord marks a significant milestone in the partnership between one of our Tākai Here partners, Ngāti Toa Rangatira, Council and the other partners – Porirua City Council, GWRC and Wellington Water. This Accord

emphasises the restoration of Te Awarua o Porirua's ecological and cultural health, recognising the harbour as a taonga. The Accord aims to improve water quality, restore biodiversity, and integrates sustainable water management, reflecting a strong commitment to Māori outcomes and collaborative stewardship.

- Council's submission on the Treaty Principles Bill: We prepared and submitted Council's formal opposition to the proposed Treaty Principles Bill, which was endorsed by Council on 17 December 2024.

### He Rautaki Ōhanga Oranga: Economic Wellbeing Strategy:

Overall status of strategy is Green

- This quarter, we have seen progress in city revitalisation efforts, including the successful launch of creative installations, support for independent venues, and the running of a microgrant pilot for businesses affected by city works. Major events and achievements in the sports and tech sectors have bolstered our city's economic and cultural landscape.

### Te Atakura First to Zero:

Overall status of strategy is Amber

- Progress on the city's targets is dependent on strong action by the Council, central government, and the private sector to create systemic change. While the Council is on track to deliver the actions funded in the 2024 Long-term Plan (LTP), more effort at a national level, as outlined in the Climate Change Commission's first monitoring reports on emissions reduction and adaptation policy.
- This risk to the delivery of Te Atakura goals can be seen in the LTP amendment, mainly through slower delivery of key transport funding on projects that support residents to reduce city emissions.
- The city emissions reduction target is RED. City emissions have reduced by a total of 1.6% between FY20 and FY24 against the target of 57%. FY24 emissions were 1,010 ktCO<sub>2</sub>-e.
- The Council emissions reduction target is GREEN. Council emissions (Scope 1 and 2) have reduced by 44% between FY21 and FY24. FY24 emissions were 139 ktCO<sub>2</sub>-e. This is on track to hit target with the planned work programme.
- The target to increase the city's resilience is AMBER. Council's adaptation work programme is on track. Amber status due to lack of central government clarity on policy, funding and financing required to make further progress.
- Delivery of Te Atakura Implementation Plan actions is GREEN, with 31 of the 35 actions at green status.

### Te Whai Oranga Pōneke: Open Space and Recreation Strategy:

Overall status of strategy is Green

- Progress continues across all five strategic focus areas of the strategy. Planning for community parks at Kilbirnie, Grenada North, and Ian Galloway Park is advancing. To support inclusion and equity, tamariki from Wesley Community Action are receiving free swimming lessons through a LeisureCard and SwimWell partnership. An accessible trail at Matairangi is also progressing, designed to support people with disabilities and strengthen inclusive access to nature. Work is underway on reducing our environmental impact, including progressing the decarbonisation of Tawa Pool. We've also begun a citywide skate assessment to provide strategic guidance on future skate investment.
- We're continuing to work closely with mana whenua on the Coastal Reserves Management Plan and cultural restoration at Te Kopahou, with both projects progressing well. Initiatives in this strategy are being progressed based on available funding and resources.

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

Overall status of strategy is Green.

- Organics collection: in line with the LTP amendment, work is progressing on costing a local organics processing solution on Wellington City Council land. The full cost and feasibility of this is not yet at a stage where any certainty can be provided. The regional and local solutions will be compared when whole-of-life costings and market information are available in late 2025 / early 2026.
- An audit of landfill and kerbside waste is underway, with findings expected by Q1 25/26.
- Since the last quarter, the government has released a new Waste Strategy. The new document is significantly shorter and has removed targets. However, this does not impact on the council's Zero Waste Strategy or the Waste Minimisation Management Plan.

# Appendix

## In this section

Key Strategy Deep Dive information

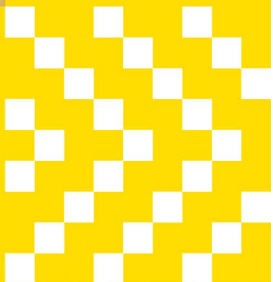
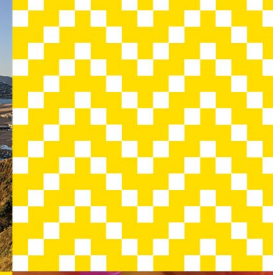
LTP Significant Projects Detailed Quarterly Reporting

Wellington Water Quarterly Report

UN Sustainable Development Goals

Performance Framework details

Project Management Office Operating Framework





# Appendix 1: Key Strategy Deep Dive - Tūpiki Ora Māori Strategy

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

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

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

Deep dive details on the following pages

## Deep Dive – Tūpiki Ora Māori Strategy

Overall RAG status: **Kākāriki**

### Performance Summary:

We remain on track to deliver our annual Tūpiki Ora Work Programme. Implementation of the Tūpiki Ora strategy continues, having gained good momentum from our efforts in the first year and there has been a demonstrable commitment across the organisation to deliver on the strategy's goals. Collaboration with Tākai Here partners at both governance and operational levels has improved. Our capability framework Kōkiritia, launched in July 2024, empowers Council to learn and grow in confidence to fulfil the Tākai Here and Tūpiki Ora commitments. In January 2025, Councillors, Executive Leadership Team and our Tākai Here partners celebrated the three-year anniversary of the Tākai Here Agreement through a kai tahi (lunch) to reflect on progress to date.

In 2024, the following kaupapa emerged, which were not part of the Tūpiki Ora work programme but remain strongly aligned with its goals. These efforts also ensure that Council decision making is guided by te Tiriti o Waitangi, actively incorporating mana whenua perspectives and values:

- Reviewing the strategic risk profile: We assessed the risk of "inadequate alignment of strategies, plans and programmes with Tūpiki Ora outcomes and/or inadequate recognition and implementation of our Tākai Here partnership commitments". This led to identifying opportunities to strengthen our approach to delivering the Tūpiki Ora strategy.
- Council's submission on the Treaty Principles Bill: We prepared and submitted Council's formal opposition to the proposed Treaty Principles Bill, which was endorsed by Council on 17 December 2024.

Pae Hekenga: Te whakatairanga i te ao Māori (Enhancing and promoting te ao Māori)	Pae Hekenga: Tiakina te taiao (Caring for our environment)	Pae Hekenga: Te whakapakari pūmanawa (Building capability)	Pae Hekenga: He whānau toiora (Thriving and vibrant communities)
<p><b>RAG status: <b>Kākāriki</b> – 50% or more of projects are completed or in progress</b></p> <p>The Council has established a regular programme of events and celebrations to recognise te ao Māori across the city. Our internal tikanga and reo services have led to consistent and high-quality use of tikanga and reo in our city. The Resident Monitoring Survey indicates increased visibility and recognition of Māori cultural heritage and te reo Māori. To sustain this positive momentum, we are developing the Tūpiki Ora Engagement model to streamline engagement.</p>	<p><b>RAG status: <b>Kākāriki</b> – 50% or more of projects are completed or in progress</b></p> <p>The Council has made progress including establishing a strong commitment to restoration of Te Awarua o Porirua, establishing a kai sovereignty network to progress kai sovereignty, and raising awareness about climate change impacts including te ao Māori perspective.</p> <p>We continue to improve how we fund and work with mana whenua, Māori and community groups. The challenges remain in establishing genuine working relationship to advance environmental outcomes and measures to monitor our progress.</p>	<p><b>RAG status: <b>Kākāriki</b> – 50% or more of projects are completed or in progress</b></p> <p>Council has implemented the Kōkiritia Māori capability framework. Good progress in promoting equity and diversity in recruitment and emergency response has also occurred.</p> <p>The delivery of iwi-led Kura Reo – Te Piere o Te Reo grows reo capability in the community. International relationships between Council, Tākai Here partners and Sakai (Japan) were supported.</p> <p>Progress is evidenced in self-assessed Māori capability and greater presence of Māori perspectives in Council decision-making. However maintaining momentum is critical.</p>	<p><b>RAG status: <b>Kākāriki</b> – 50% or more of projects are completed or in progress</b></p> <p>Council delivered Te Tai Ohinga in the city, demonstrating how a community space can be more accessible to the Māori community. Progress continues by adapting support to Māori businesses to enhance their participation in new contracts and contributions to the community. Efforts continue to improve connections between iwi and hapori Māori representatives and relevant housing discussions, aiming for better housing outcomes. Objectives in this area often exist within complex environments, requiring significant investment and coordination across services, stakeholders, and partners. It is crucial to consolidate our efforts and involve the appropriate parties, while focusing on addressing systemic issues that could have the most impact.</p>

## Tūpiki Ora Annual Work Programme 2024-2025

Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): Te whakatairanga i te ao Māori (Enhancing and promoting te ao Māori)</b> Mana whenua and Māori aspirations for Wellington are firmly fixed on elevating and celebrating te ao Māori in all spaces, normalising te reo Māori, and creating a sense of community pride for all things Māori within our city. Through increased visibility and presence of te ao Māori, Wellington will become a culturally rich city for all.				
Explore ways to restore indigenous names, consolidate options, and set in motion a plan for implementation	On Track	Teams within WCC have scoped the possibilities of delivering on reo Māori naming opportunities. We are currently seeking more clarity and feedback from Taranaki Whānui on the project's aims, purpose, and structure, as well as their level of involvement.	Mataaho Aronui	1.3.1 Explore ways to restore the indigenous names within our city
Golden Mile Upgrade (LGWM)	On Track	Overall, the project has made substantial progress. Taranaki Whānui and Te Rūnanganui o Te Āti Awa have been actively engaged on cultural design elements, and a clear working relationship between WCC and iwi have been established through the working group.	Transport & Infrastructure	1.3.3 Design opportunities for mana whenua to bring indigenous histories to the forefront
Develop mechanism for mana whenua to assess new memorials and structures	On Track	Several options, including a policy review were explored and discussed. Currently, potential opportunities are identified with utilising mana whenua representation from existing internal design review panel and developing operational guidelines for handling plaque requests.	Strategic Planning	1.3.4 Develop our understanding of mana whenua; expectations and aspirations for how they are visually represented, acknowledged, and reflected throughout the city, artwork, landmarks and narratives (including gateway signage, street signs)
Addressing existing memorials and structures of cultural concern	On Track	This kaupapa will be addressed through the Te ao Māori Chapter in District Plan project. Currently, the team are engaging with mana whenua to start drafting the plan. Mana whenua views and aspirations on memorial structures will be sought through the District Plan engagement.	Strategic Planning	1.3.4 Develop our understanding of mana whenua; expectations and aspirations for how they are visually represented, acknowledged, and reflected throughout the city, artwork, landmarks and narratives (including gateway signage, street signs)

Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): Te whakatairanga i te ao Māori (Enhancing and promoting te ao Māori) continued</b>				
Consolidated Te Ngākau actions related to Tūpiki Ora	On Track	Rangi Kipa is a descendent of Taranaki was endorsed by our Tā kai Here partners to lead the cultural design and cultural architecture. iwi led the development of a Kawa Tikanga and Mātauranga Māori Strategy framework for Te Matapihi. It is now completed and has potential to be applied in multiple contexts for Council. The mana whenua reference group established for Te Matapihi is transitioning to the Te Ngākau to ensure alignment.	Te Ngakau	1.3.4 Develop our understanding of mana whenua; expectations and aspirations for how they are visually represented, acknowledged, and reflected throughout the city, artwork, landmarks and narratives (including gateway signage, street signs)
Mana whenua Website Repository and Cultural Narratives	On Track	Initial development phase is nearly complete. WCC continued to support Taranaki Whānui with resources, GIS services, content management, and stakeholder hui. The focus has shifted to Phase 2 (developing website) with Ariki Creative. Progress is dependent on input and direction from Taranaki Whānui, with competing priorities potentially slowing the project.	City Design and Place Planning	1.3.4 Develop our understanding of mana whenua; expectations and aspirations for how they are visually represented, acknowledged, and reflected throughout the city, artwork, landmarks and narratives (including gateway signage, street signs)
Matariki Ahi Kā 2025	On Track	The first WCC Tā kai Here Advisory panel is being established, its purpose is to advise on City signature events (eg Te Rā o Waitangi, Mana Moana and Matariki Ahi Kā). The first advisory panel hui was held in December.	Creative Capital	1.3.5 Identify, establish, resource and/or support events and celebrations that give expression to a te ao Māori presence
Holistic view of creative arts opportunities	On Track	Currently we are working on how we can use the Events Advisory Panel as the mechanism for a holistic view of creative arts opportunities and also ways to evaluate the approach.	Creative Capital	1.3.5 Identify, establish, resource and/or support events and celebrations that give expression to a te ao Māori presence
Te Wiki o Te Reo Māori celebrations, in collaboration with WCC, Council Controlled Organisations, pakihi Māori, Tā kai Here partners & Te Taura Whiri. Events would include hikoi mō te reo Māori and community engagement	Completed	All three Tā kai Here partners were involved in Te Hui Ahurei Reo Māori 2024. The celebration included a Kapa Haka showcase, Stan Walker, and the inaugural Waha Kōrero impromptu reo Māori speech competition. Estimated reach was greater than 2,500 people.	Mataaho Aronui	1.3.5 Identify, establish, resource and/or support events and celebrations that give expression to a te ao Māori presence

Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): Tiakina te taiao (Caring for our environment)</b> Environmental issues in our city require targeted resourcing, investment and strategy to support real change within communities. The Council, mana whenua, Māori and community groups will work together to support existing environmental initiatives and ensure there is a considered approach to addressing major environmental challenges for the next 10 years and beyond.				
Kaiwharawhara Stream upgrade	Delayed	Managed by Wellington Water, the project was deferred due to other critical works. Originally scheduled for the 2025/26 financial year, it is deferred until 2026/27.	Waste, Water and Resilience	2.1.1 Develop our collective aspirations and expectations for the city's environment including identifying the key challenges and opportunities for change e.g. Urban streams, climate resilience, community gardens, restoration of key sites, waste reduction
Blue Network Plan	Pause	A benchmarking exercise to assess the City's water sensitivity as part of developing the Blue Network Plan was completed. Progress has been paused during Q2 and Q3 to prioritise ongoing water reform work, with no clear timeline for recommencement.	Urban Regeneration & Design	2.1.2 Identify activities that we can support and/or fund with mana whenua that enables us to reach the collective aspirations for the urban environment of the city
Refresh of Te Atakura Climate Change Strategy	On Track	A refresh of Te Atakura is underway. Currently, the focus is on developing the scope, approach, and structure. Next steps are to initiate discussions on including mana whenua.	Climate Change Response	2.2.2 Identify and design with mana whenua the environmental and climate change priorities and these will be reflected in climate change policy actions and Te Atakura - First to Zero Climate Action Plan
Climate Resilience Work Programme <i>Te Atakura Implementation Plan</i> - "Te Ngutu Kākā - building our ability to apply te ao Māori to climate change response",	On Track	We are seeking input to the draft design of the Local Climate Adaptation Pilot, and we've launched new education resources around climate risk that include mana whenua content and perspectives, with the Bloomberg-funded <i>Our Changing City</i> website and physical installation at various events around the city (currently at Te Papa until 18th April 2025).	Climate Change Response	2.2.3 Establish a Māori climate change action and engagement workstream of Te Atakura

Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): Tiakina te taiao (Caring for our environment) continued</b>				
Develop a best approach to ensure mana whenua are fully informed of the environmental infrastructure programme at Council and where/how their priorities are reflected in it, and the potential impacts and opportunities for Māori are understood by all	On Track	The project was initiated in quarter 3 and is currently in the planning phase.	Waste, Water and Resilience	2.2.4 Facilitate and lead with mana whenua a series of wānanga on the impacts of change to resource management system, the Three Waters review, and key environmental initiatives and programmes including the Waste Sewage Sludge processing, recycling and waste management
Coastal Reserves Management Plan The Coastal Management project	On Track	Despite some challenges in managing capacity and delays, the inclusion of mana whenua on the governance group has been mostly positive. Increased hui and workshops have helped address delays, resulting in progress with the drafting of the plan and planning of communications and consultation, with the outcome of strengthening relationships with iwi partners	PSR	2.3 Restoring the mauri ora to our taiao is a priority for all environmental initiatives
Tiakina Te Taiao   Environmental Wellbeing Strategy	Not Started	The project is yet to start due to potential change in scope.	Strategy, Policy & Research	2.3 Restoring the mauri ora to our taiao is a priority for all environmental initiatives
Kai sovereignty network	On Track	The purpose of the rōpū is to enable the aspirations of Māori connected to the takiwā to guide, grow and share localised food systems. Using the existing Stone Soup model members have allocated funding from Te Anamata a Kai to local initiatives aimed at empowering the community to restore connections with te taiao.	Connected Communities	2.3.1 Support and facilitate mātauranga Māori-led environmental initiatives that focus on restoring mauri ora to our taiao

Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): Te whakapakari pūmanawa (Building capability)</b> The capability of mana whenua partners and Māori across our city is important, and the Council must contribute to this growth in capability in order to create successive, thriving leaders in our communities. We are committed to developing trusted relationships and partnerships that are mutually beneficial and collaborative, and that ensure the decisions and direction are set by mana whenua and supported by the Council				
Coordinated engagement on Community Facilities Network Plan actions (Te Awe Māpara)	Delayed	The LTP Amendment consultation process has impacted the Te Awe Māpara Programme facility investigation actions. It is expected that four facility investigations (Central Pools, Johnsonville, Western Cluster and Newtown) will commence from July 2025.	Community Services	3.1 Council decision-making is underpinned by te Tiriti o Waitangi and actively addresses and considers mana whenua perspectives and values
Tūpiki Ora Engagement Model (Originally Revised Tākai Here Partnership Model)	On Track	The development of the business case is progressing as planned with feedback collected from stakeholder engagements across the organisation, some hapori representatives, and Tākai Here partners to inform a revised model of engagement.	Mataaho Aronui	3.1.1 Develop a partnership model that will support engagement and building a relationship between partners
Social and Recreation Grant Funds Strategic Review  Now called Tahua whaihua hapori.	On Track	A new framework and criteria for the fund have been developed and is now being tested by running random funding applications through the criteria to ensure its effectiveness. Next steps are an engagement plan for organisations which traditionally access the fund, and a go live date for July 1.	Connected Communities	3.1.2 Ensure the Council reflects mana whenua priorities and aspirations in all we do
Supporting mana whenua capacity to comment on Resource Consents	On Track	A business case has been developed and we are now considering recently derived insights on resource consents to further advance the change proposal.	Strategic Planning	3.1.3 Ensure mana whenua involvement at all levels of decision-making to discuss key policy issues, priorities of each party, opportunities for collaboration and implementation of shared goals

Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): Te whakapakari pūmanawa (Building capability) continued</b>				
Implement Kōkiritia – Māori Capability Framework	On Track	The project has made notable progress. From July 2024 Kōkiritia was rolled out across the organisation with associated learning solutions being launched as they became available. For example, resources on three sites of significance to mana whenua were completed and are available to kaimahi. Mataaho Aronui and People and Culture are collaborating on the development of face-to-face workshops for Leaders, around Tūpiki Ora and work is ongoing to procure an external provider for te Tiriti workshops and working with Tākai Here partners to support this process.	Culture and Capability	3.1.4 Build internal capability on Council Tiriti leadership, Te Ao Māori and mana whenua priorities so that they are woven in all that we do
Wānanga kaimahi Māori	Delayed	There has been a delay and it is now rescheduled for Q4. Event planning is well underway, with workshop facilitators and kaupapa confirmed, and a venue secured.	Mataaho Aronui	3.1.5 Explore opportunities to support kaimahi Māori to confidently undertake their roles within the Council (e.g. Māori staff networks, wānanga, staff connecting to their own hau kāinga)
Indicators to measure the progress of Tūpiki Ora are embedded including data collection processes	On Track	Indicators frameworks have been further refined along with initial internal and external data discovery activities. The outcome is additional data insights that will measure the progress of Tūpiki Ora.	Mataaho Aronui	3.1.7 Collect quality data, analysis, reporting and engagement with mana whenua
Emergency Management (EM) system incorporates Tākai Here function	On Track	<p>We have made good progress through key events (simulated regional earthquake exercise and the national Te Hikoi mō te Tiriti) which tested assumptions on capacity and capability requirements for the EM function, identifying the need for specific roles and skills.</p> <p>The Tākai Here functions across eight other councils were brought together under WREMO to connect and share learnings. Because iwi overlap within the regions, efficiencies can be achieved with better understanding on how we can align our efforts. Forward intention is to hold quarterly hui to maintain connections and collective efforts</p>	Emergency & Continuity	3.3 Growing iwi and Māori leadership and capability in the community

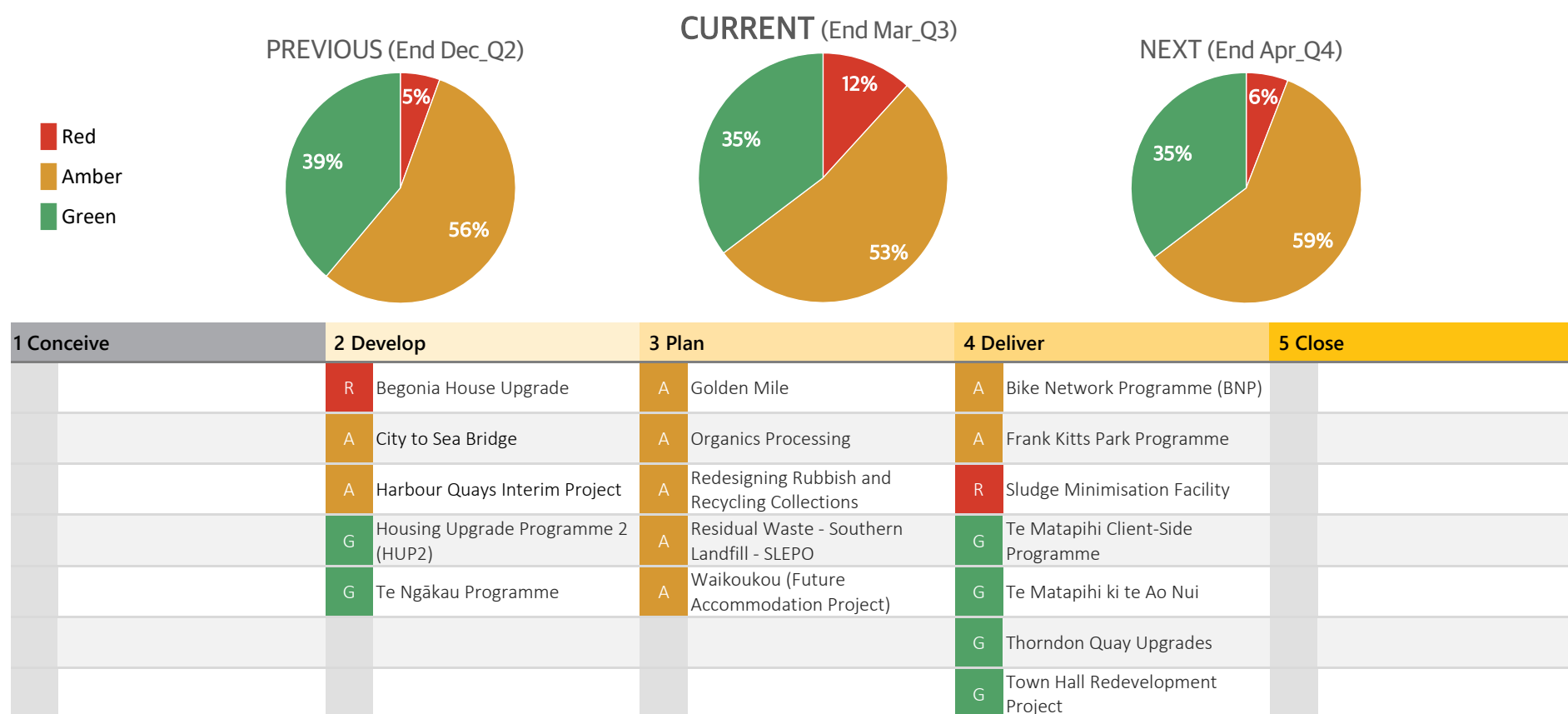


Project/Initiative	Status	Comment	Lead	Tūpiki Ora Action
<b>Pae Hekenga (Priority waypoint): He whānau toiora (Thriving and vibrant communities)</b> Whānau wellbeing is important to our communities, and the Council will support communities to thrive. Specific areas for action include combating homelessness; supporting whānau Māori into their own homes; providing more options to access social services such as mental health for rangatahi Māori; increasing opportunities to grow Māori businesses, leaders and entrepreneurs; and investing in greater representation and presence of mana whenua and Māori culture, language and identity within and across our city. These actions (and others) contribute to strong, vibrant whānau who are self-determining.				
Package of redevelopment projects that support mana whenua housing aspirations	On Track	The current focus is on understanding each iwi's housing aspirations and activities and connecting iwi and hāpori Māori representatives to relevant housing discussions to encourage engagement and collaboration. This aims to contribute to improved housing outcomes for Māori and mana whenua.	Housing Development	4.1.1 Engage with whānau Māori to identify housing needs and aspirations
Collaborating with mana whenua to establish housing solutions allowing Māori to transition into a whare they own	On Track		Housing Development	4.1.1 Engage with whānau Māori to identify housing needs and aspirations
Housing Upgrade Phase 2	On Track		Property and Capital Projects	4.1.2 Develop housing initiatives and actively seek solutions to prioritise putting whānau māori into quality, safe, warm and affordable housing
Te ao Māori Plan Change	On Track	Currently, the team are ready to begin engagement with mana whenua to start drafting the plan.	Strategic Planning	4.1.2 Develop housing initiatives and actively seek solutions to prioritise putting whānau māori into quality, safe, warm and affordable housing
Setting progressive procurement targets and outcomes specific to Māori outcomes	Paused	A paper to ELT has been drafted with strong recommendations from the working group to make some structural changes. However, the project has been on pause since the turnover of staff.	Commercial Partnerships	4.3.1 Develop and implement progressive procurement policies that increase Māori businesses and enterprise participation in Council contracts (and align this with the Government's progressive procurement policy)

# Appendix 2: LTP Significant Projects Detailed Quarterly Reporting

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

The number of significant projects with red status have increased since Q2, with a subsequent decrease in both green and and amber status related projects, details for project status can be found in the progress updates on the following pages.



## Key Milestones - Significant Projects

Key Milestones												
◆ Completed ◆ Overdue/Delayed ◆ Upcoming	FY 2024-25 Q3			FY 2024-25 Q4			FY 2025-26 Q1			FY 2025-26 Q2		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
IDF STAGE: 1 CONCEIVE												
IDF STAGE: 2 DEVELOP												
Begonia House Upgrade	Developed	Design Complete	and Approval to Proceed ◆				◆ Resource Consent Approved	◆ Detailed Business Case Approved				
City to Sea Bridge			Court Hearing ◆			Court Decision ◆						
Harbour Quays Interim Project		Business Case Approved / Develop Complete ◆										
Housing Upgrade Programme 2 (HUP2)				◆ Programme Business Case Approved						Tranche 1 Complete ◆		
Te Ngākau Programme			◆ Annex Building Design Complete		Harris Street Re-design Final Design Complete ◆			◆ MFC Strengthening Options Finalised	◆ Annex Building Commence			
								1 Market Lane Relocation Begins ◆		Harris Street Re-design Complete ◆		
IDF STAGE: 3 PLAN												
Golden Mile	Sod turning for Kent/Cambridge Terrace ◆			◆ Construction begins on Kent/Cambridge Terrace			◆ Consent Granted - Courtenay Place					
Organics Processing	RFP Stage 4 Procurement Plan CE Approval ◆						Recommended Supplier Approved ◆					
Redesigning Rubbish and Recycling Collections												
Residual Waste - Southern Landfill - SLEPO	◆ Main Contractor Procured	◆ Main Works Commence										
Waikoukou (Future Accommodation Project)			◆ Podium Developed Design Released			◆ Podium Detailed Design Due						

## Key Milestones

◆ Completed ◆ Overdue/Delayed ◆ Upcoming

[illegible]

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
Begonia House Upgrade  ▪ Jul 2022 - Aug 2028 ▪ 2 Develop	R	R	R	R	WOPC	Budget: \$8,352 K Forecast: \$24,920 K (198.4% var) Actual: \$0,317 K (3.8% spent)	GENERAL UPDATE  • Work is dependent on the decision of the future of the Begonia House, and what option Council adopts. Officers have been requested to undertake further work on the options and report back on those options for community consultation as part of the LTP process.
					FY24-25	Budget: \$0,463 K Forecast: \$0,642 K (38.5% var) Actual: \$0,003 K (0.7% spent)	KEY ISSUES/RISKS & MITIGATIONS  • Budget risk being managed through LTP decision process on adopted option.
							KEY MILESTONES  • Design is on hold while the business case process and decision on how to proceed is completed. Design will not start in July as planned.  • Design programme to be confirmed during design kick-off and engagement of consultants.

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)  · Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
<b>Bike Network Programme (BNP)</b>  ▪ Oct 2022 - Feb 2037 ▪ 4 Deliver	A	A	R	A	<div>WOPC</div> <div>FY24-25</div> <div>Budget: \$169,413 K Forecast: \$200,486 K (18.3% var) Actual: \$68,157 K (40.2% spent)</div> <div>Budget: \$25,215 K Forecast: \$18,729 K (-25.7% var) Actual: \$16,206 K (64.3% spent)</div>	<b>GENERAL UPDATE</b> <ul style="list-style-type: none"><li>The overall health status is amber due to two red health indicators (budget &amp; schedule) and seven amber.</li><li>Both budget and schedule health have been impacted by the LTP Amendment process. The LTP decision in June will provide better certainty and mean baselines can be reset in Q1 of next financial year.</li><li>Tranche 2 (Transitional &amp; Transformational projects) is 85% complete and progressing well. The last project in the tranche - Evans Bay S2 - is due to commence construction at end of April.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li><b>Issue:</b> Cycling count data &amp; delayed transition to Viva City digital counters. <b>Mitigation:</b> additional resource assigned to cleanse and verify electronic count data and additional governance and controls put in place for the transition to digital counting system.</li><li><b>Risk:</b> Impact on budgets of Council decision to relitigate completed section of cycleways. <b>Mitigation:</b> ensure the cost of change is well documented and communicated and that cycle count data integrity is robust.</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>Kilbirnie, Wadestown &amp; Thorndon Transitional Adaptations due to complete in Q4</li><li>Evans Bay S2 Construction is due to commence in Q4</li></ul>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST) <div>· Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date</div>	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
<div>City to Sea Bridge</div> <div><div>▪ Sep 2024 - Aug 2025</div><div>▪ 2 Develop</div></div>	A	A	A	A	<div>WOPC</div> <div>Budget: \$30,000 K</div> <div>Forecast: \$30,000 K (0.0% var)</div> <div>Actual: \$0,000 K (0.0% spent)</div> <div>FY24-25</div> <div>Budget: \$0,500 K</div> <div>Forecast: \$0,500 K (0.0% var)</div> <div>Actual: \$0,000 K (0.0% spent)</div>	<div>GENERAL UPDATE</div> <div><div>• Amber due to uncertainty surrounding judicial review. Committee agreed 5 December 2024 to demolish the bridge and the former Capital E building. This decision is now subject to a judicial review in April. Latest date for decision is late July 2025. Business Case approval will depend on decision. A statement of defence has been lodged.</div></div> <div>KEY ISSUES/RISKS &amp; MITIGATIONS</div> <div><div>• Delays and cost escalation due to: judicial review, a notified Resource Consent (Environmental Court), judicial review on a granted resource consent</div><div>• Artwork removal complexities</div><div>• Relitigation of decision due to change of Government</div></div> <div>KEY MILESTONES</div> <div><div>• Judicial review outcome due in mid-2025.</div></div>
<div>Frank Kitts Park Programme</div> <div><div>▪ Feb 2023 - Aug 2030</div><div>▪ 4 Deliver</div></div>	A	A	A	A	<div>WOPC</div> <div>Budget: \$42,934 K</div> <div>Forecast: \$42,934 K (0.0% var)</div> <div>Actual: \$0,976 K (2.3% spent)</div> <div>FY24-25</div> <div>Budget: \$1,000 K</div> <div>Forecast: \$1,000 K (0.0% var)</div> <div>Actual: \$0,042 K (4.2% spent)</div>	<div>GENERAL UPDATE</div> <div><div>• Delayed due to LTP amendment processes, impacted resource consent lodgement and project manager procurement. Major changes to scope, budget, and programme to align with the Fale Malae Trust proposal.</div></div> <div>KEY ISSUES/RISKS &amp; MITIGATIONS</div> <div><div>• Proposed funding delays risks leading to inefficient delivery models and insufficient allocation for the second stage of the redevelopment. Managing this through rescoping and recasting the programme alongside Fale Malae project team.</div></div> <div>KEY MILESTONES</div> <div><div>• Resource consent delayed due to funding uncertainty with LTP amendment.</div></div>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
Golden Mile  ▪ Apr 2024 - Dec 2031 ▪ 3 Plan	A	A	A	A	WOPC	Budget: \$116,149 K Forecast: \$116,149 K (0.0% var) Actual: \$4,859 K (4.2% spent)	<b>GENERAL UPDATE</b>  • Construction will start on the Kent & Cambridge Terrace (Work Package 1) on 4 May 2025. Over an 8-month period, these enabling works will establish a new centre island in the intersection to provide safe crossing for pedestrians and cyclists.  • Courtenay Place streetscape designs are complete. The GWRC bus shelter design is completing final reviews through WCC’s City Design review panel. The design team is also working with WWL on 100% design acceptance of the must-do water renewals.  • Businesses and stakeholders are being kept up to date for both work packages via ongoing engagement.  <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b>  • Key risks and issues include unknown underground clashes, and disruption to businesses. These are being managed through proactive engagement.  <b>KEY MILESTONES</b>  • 28 April 25 - Sod turning for Kent/Cambridge Terrace • 4 May 25 - Construction begins on Kent/Cambridge Terrace
					FY24-25	Budget: \$18,446 K Forecast: \$6,635 K (-62.4% var) Actual: \$4,359 K (23.6% spent)	



## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST) <div>· Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date</div>	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
Harbour Quays Interim Project <div>▪ May 2024 - Mar 2027 ▪ 2 Develop</div>	A	A	G	A	<div>WOPC</div> <div>Budget: \$10,000 K Forecast: \$12,555 K (25.5% var) Actual: \$0,299 K (3.0% spent)</div> <div>FY24-25</div> <div>Budget: \$1,140 K Forecast: \$0,494 K (-56.7% var) Actual: \$0,299 K (26.2% spent)</div>	<div>GENERAL UPDATE</div> <div>• Project progressing well, business case being finalised and approval currently planned for June.</div> <div>KEY ISSUES/RISKS &amp; MITIGATIONS</div> <div>• Forecast project costs are marginally over budget, following Quantity Surveyors estimate, a value engineering exercise will be undertaken during the next stage of design. Interface with Golden Mile project (stop infrastructure) being progressed in advance of the rest of the project.</div> <div>KEY MILESTONES</div> <div>• Stop infrastructure will enable the Golden Mile team to commence with their diversions late 2025. • Service design by Metlink underway, GWRC ELT approvals to be sought in May for the proposed service design. • Route currently planned to be operational in late 2026.</div>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)  · Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date	OVERALL PROGRESS UPDATE	
	Q2	Q3					
		JAN	FEB	MAR			
Housing Upgrade Programme 2 (HUP2)  ▪ Nov 2022 - Feb 2036 ▪ 2 Develop	G	G	G	G	WOPC  FY24-25	Budget: \$446,522 K Forecast: \$438,591 K (-1.8% var) Actual: \$13,293 K (3.0% spent)  Budget: \$33,148 K Forecast: \$7,852 K (-76.3% var) Actual: \$4,617 K (13.9% spent)	<b>GENERAL UPDATE</b> <ul style="list-style-type: none"><li>Programme Business Case processes are nearing completion, with all programme options now fully defined and the final review completed. Activities to reset the overall programme structure are completed, preparing for the shift in delivery following the anticipated endorsement of the business case.</li><li><b>Granville demolition:</b> soft demolition processes are completed. The hard demolition commenced 1 April, with full demolition scheduled for completion by December 2025.</li><li><b>Vacant Standalones project:</b> Phase 1 has been successfully completed, with upgrades to the first 3 houses finalised. Phase 2 construction works in progress and aims to upgrade a further 16 properties by September 2025.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li>Key risks (1) Escalation, (2) Forecast Costs, (3) Unidentified Building Condition Issues, (4) Stakeholder expectations, 5) Regulatory change. Allowed for 2.5% included for cost escalation, QRA done and P90 costs provisioned for additional scope, TTM engaged in PBC development for expectation alignment, changes in regulations to be monitored.</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>Baseline Schedule complete and not subject to LTP amendment. Schedule revised to align with approved LTP period of 10 years - FY2024/34. Completion date to be agreed with MUHD. Business Case internal review completed. Plan to submit to council on 17 April for endorsement.</li></ul>

<div>Organics Processing</div> <div><div>▪ Nov 2022 - Dec 2028</div><div>▪ 3 Plan</div></div>	A	A	A	A	<div>WOPC</div>	<div>Budget: \$20,349 K</div> <div>Forecast: \$20,349 K <i>(0.0% var)</i></div> <div>Actual: \$0,073 K <i>(0.4% spent)</i></div>	<div>GENERAL UPDATE</div> <div><div>• Organics collection: in line with the LTP amendment, work is progressing on costing a local organics processing solution on Wellington City Council land. The full cost and feasibility of this is not yet at a stage where any certainty can be provided. The regional and local solutions will be compared when whole-of-life costings and market information are available in late 2025 / early 2026.</div></div>
					<div>FY24-25</div>	<div>Budget: \$0,383 K</div> <div>Forecast: \$0,115 K <i>(-69.9% var)</i></div> <div>Actual: \$0,073 K <i>(19.2% spent)</i></div>	<div>KEY ISSUES/RISKS &amp; MITIGATIONS</div> <div><div>• <b>Risk:</b> If Hutt City Council (HCC) withdraws from the procurement process, this will change the market offering, potentially increasing cost and reducing potential Ministry for the Environment funding. <b>Mitigations:</b> Accurate, timely information sharing with Ministry for the Environment, joint effort with Hutt City Council throughout procurement, minimising cost of service through comprehensive and competitive procurement process, investigating local organics processing option at Southern Landfill.</div><div>• <b>Risk:</b> If the project does not receive full funding from Ministry for the Environment (only get partial or 0 funding). <b>Mitigations:</b> regional coordination with Hutt City Council, maintaining regular contact with Ministry for the Environment throughout the application process and procurement process.</div><div>• <b>Risk:</b> Uncertainty of when organics processing solution is available. <b>Mitigations:</b> Request for Proposals will be assessed for supplier ability to mitigate risk around securing resource consent. Working with Redesigning Collections project on timing to start kerbside organics collections.</div><div>• <b>Risk:</b> Market responses not operationally or financially viable. <b>Mitigations:</b> Running a thorough procurement process including due diligence, supported by Commercial Partnerships. Scenario planning with Hutt City Council.</div></div>
<div>Redesigning Rubbish and Recycling Collections</div> <div><div>▪ Nov 2022 - May 2028</div><div>▪ 3 Plan</div></div>	A	A	A	A	<div>FY24-25</div>	<div>Budget: \$13,502 K</div> <div>Forecast: \$13,502 K <i>(0.0% var)</i></div> <div>Actual: \$0,000 K <i>(0.0% spent)</i></div> <div><div>Budget: \$0,000 K</div><div>Forecast:</div></div>	<div>GENERAL UPDATE</div> <div><div>• Overall status is Amber.</div><div>• Collections is behind schedule due to dependency on timing and affordability of the organics processing project.</div></div>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)  · Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
					Actual:    \$0,000 K (0.0% var) \$0,000 K (0.0% spent)	<ul style="list-style-type: none"><li>Once organics procurement timelines are confirmed, there will be more clarity on the future scheduling of this project.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li>There is a lack of clarity on the future of the Collections project, as it is dependent on the organics processing project.</li><li>If Organics Processing does not proceed, the agreed level of service will be reduced and the related benefits will not be realised (GHG emissions, waste to landfill etc)</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>Collections is behind schedule due to dependency on timing and affordability of the organics processing project.</li><li>Schedule will be updated once the timelines for Organics RFP to market and response are confirmed.</li></ul>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
Residual Waste - Southern Landfill - SLEPO  ▪ Nov 2022 - Dec 2026 ▪ 3 Plan	A	A	A	A	WOPC	Budget: \$38,624 K Forecast: \$42,958 K (11.2% var) Actual: \$10,105 K (26.2% spent)	GENERAL UPDATE  • Physical works are underway across the SLEPO site with additional crews and large excavation machinery arriving to expedite works. A risk review has resulted in the project shifting scheduling to target delivery of Cell 2 first. This shift reduces weather risk to earthworks and lining, and risk of 'any' cell on site not being ready to receive waste. The project remains on track for Cell 2 to receive general waste by 30th June 2026.  • Part of the SLEPO footprint has been brought up to grade and the access road almost cut to the main Borrow Area. A Winter Works application is underway to ensure earthworks can continue as weather allows over winter.
					FY24-25	Budget: \$12,046 K Forecast: \$6,770 K (~43.8% var) Actual: \$4,117 K (34.2% spent)	
KEY ISSUES/RISKS & MITIGATIONS							
<ul style="list-style-type: none"><li>• <b>Risk:</b> Wet Weather Delays – If the construction season is too wet or windy then earthworks and lining may be delayed resulting in delays to delivery of a waste cell by June 2026. <b>Mitigations:</b> Change in programme to deliver the cell requiring the least earthworks first, coupled with maximising works in dry weather and installation of erosion and sediment control devices to manage stormwater.</li><li>• <b>Risk:</b> Different materials are required from different borrows sites and may vary in consistency and quality resulting in failed compaction tests. <b>Mitigations:</b> An excavation and stockpiling methodology has been developed to ensure the right materials are consistently blended and compacted.</li><li>• <b>Risk:</b> If the SMF plant is delayed then SLEPO can not receive waste under consent conditions. <b>Mitigations:</b> Consent strategies have been developed and a workstream is underway to manage this possibility.</li></ul>							
KEY MILESTONES							
<ul style="list-style-type: none"><li>• Preferred contractor selected: 6 January 2025.</li><li>• Enabling Works completed: 28 March 2025.</li></ul>							

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
Sludge Minimisation Facility  ▪ Feb 2023 - Nov 2026 ▪ 4 Deliver	A	A	A	R	WOPC	Budget: \$428,600 K Forecast: \$425,301 K (-0.8% var) Actual: \$196,561 K (45.9% spent)	<b>GENERAL UPDATE</b>  • Project has moved to RED while action is taken to decrease pressure on contingency funds. It is still forecast to complete within the available funding amount. Status will return to AMBER once Issued for Construction design complete (May), procurement completion brings improved certainty around equipment and subcontractor costs (June), continuation of improvements in programme and satisfactory close out of the Extension of Time claim. • Construction: work continues to progress at pace with multiple work fronts operating across the site and construction milestones being met. • Operator Procurement: commercial negotiations for the SMF operator, led by WCC, has commenced. The timeline for this workstream is tight due to the importance of having the operator on board prior to commissioning starting (October 2025). Progress is being monitored closely by the Project team and Project Board.  <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b>  • <b>Design Delays:</b> Beca’s final milestone delivery date for Issued for Construction design is now May 2025 primarily due to prior delays receiving vendor information to incorporate into final electrical and instrument control design. • <b>Contract Programme duration:</b> the JV’s latest programme update has shown some improvement in SP1, SP2 and Class A biosolid production dates after the removal of a ‘hard milestone’ but they remain behind project requirements. A review of all hard milestones in the programme is underway. • <b>Extension of Time claim:</b> the Engineer to Contract has reconfirmed his original decision to reject the JV’s 69 day EoT claim. While the JV consider their next steps a negotiation approach has been drafted and is with the Project Board for review to inform next steps. The project continues to hold an allocation for both time and cost until the matter is finalised. The JV and project team continue to explore and identify opportunities to shorten the current programme. • <b>Wellington Electricity:</b> the WELL HV cable workstream has moved off critical path due to other changes to programme however the workstream continues to be managed tightly with frequent meetings with all parties (WCC, WELL, JV and Beca) and any issues being escalated to the Project Board or WCC ELT promptly to manage programme risk.  <b>KEY MILESTONES</b>  • 28 April: Wellington Electricity switch-room installed • 15 May: Issued for Construction design completed • 20 October: Permanent GSE facility complete
					FY24-25	Budget: \$133,013 K Forecast: \$153,429 K (15.3% var) Actual: \$78,810 K (59.2% spent)	

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)  · Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
<b>Te Matapihi Client-Side Programme</b>  ▪ Feb 2023 - Jun 2026 ▪ 4 Deliver	G	G	G	G	WOPC  FY24-25  Budget: \$9,185 K Forecast: \$9,152 K <i>(-0.4% var)</i> Actual: \$4,268 K <i>(46.5% spent)</i>  Budget: \$2,183 K Forecast: \$2,183 K <i>(0.0% var)</i> Actual: \$1,141 K <i>(52.3% spent)</i>	<b>GENERAL UPDATE</b> <ul style="list-style-type: none"><li>GREEN. Te Matapihi Client-side programme is tracking to time, cost, and scope.</li><li><b>Te Matapihi Opening:</b> likely opening date of 14 March 2026 proposed and being canvassed with stakeholders.</li><li><b>Moving into Te Matapihi:</b> progressing well and developing a detailed plan for post-Practical Completion; working closely with the Waikoukou team, Construction, Corporate Services, Residents, and other partners.</li><li><b>Programming:</b> integrated programming framework under development with input received via workshops</li><li><b>Website:</b> A shortlist of vendors has been engaged as part of an RFP process, with Requirements &amp; Design scheduled for completion in July.</li><li><b>Digital Display Software:</b> testing of proposed WCC-wide solution carried out, including creation of custom template.</li><li><b>Digital Windows:</b> designs have been finalised; provisional costing have been added to FF&amp;E budget; Client-side team working with Construction team to confirm approach for procurement of hardware and installation.</li><li><b>Wayfinding:</b> Strategy completed, signage modelling underway by AAL.</li><li><b>Brand:</b> Strategy completed, vendor engaged for Brand Design.</li><li><b>Mātauranga Māori and Kawa &amp; Tikanga initiative:</b> Framework completed, detailed implementation hui underway.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li>No critical risks or issues as of April 2025.</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>Project on track for Te Matapihi’s opening, March 2026.</li></ul>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)  · Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
<b>Te Matapihi ki te Ao Nui</b>  ▪ Jun 2021 - Aug 2025 (Level basement, ground floor, mezzanine, Level 1, 2 &5); Dec 2025 levels 3 & 4 fitout. ▪ 4 Deliver	G	G	G	G	<div>WOPC</div> <div>FY24-25</div> <div>Budget: \$217,597 K Forecast: \$217,597 K (0.0% var) Actual: \$169,848 K (78.1% spent)</div> <div>Budget: \$85,237 K Forecast: \$85,237 K (0.0% var) Actual: \$60,231 K (70.7% spent)</div>	<div>GENERAL UPDATE</div> <div><ul style="list-style-type: none"><li>GREEN - project programme and budget on track.</li><li>20 weeks until practical completion - internal fitout works progressing on Ground, mezzanine, Level 1 and 2.</li><li>Landscaping, defects, and painting continue to progress well. Services first fix largely complete on Level 1, Level 2 north and Mezzanine North. Finishing trades are in progress throughout Level 1 and ceiling install is in progress on Level 2 north. Northern Level 1 bathroom defecting almost complete. Nikau palms on Harris St Western canopy refurbished and reinstated.</li><li>Commissioning reports and Practical completion handover discussion and planning started with WCC Property. All procurement (other than FF&amp;E) is complete and due for delivery, except some floor rubber still coming from overseas.</li><li>Rawa samples for 2 of the 4 artworks produced. Mezzanine piece instructed and lighting strategy TBC. Rawa costs are tracking on budget based on pricing received to date.</li><li>FF&amp;E budget tracking and procurement ongoing.</li><li>Digital windows package - majority of base-build infrastructure required for integration of screens instructed to LTM. Remainder to be instructed 24 April 2025. Initial costings provided to FF&amp;E team - revised budget position significantly higher than budget provision (from Feb 2025). Budget adjustments made across FF&amp;E scope to allow digital windows scope change.</li><li>Relocation moves identified and shared with relevant teams responsible.</li></ul></div> <div>KEY ISSUES/RISKS &amp; MITIGATIONS</div> <div><ul style="list-style-type: none"><li>As of mid-April, no critical risks or issues.</li></ul></div> <div>KEY MILESTONES</div> <div><ul style="list-style-type: none"><li>Project is on target for practical completion on 22nd August 2025.</li></ul></div>



## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
<b>Te Ngākau Programme</b>  ▪ Jan 2023 - Jun 2027 ▪ 2 Develop	G	G	G	G	WOPC	Budget: \$31,529 K Forecast: \$21,968 K (-30.3% var) Actual: \$2,057 K (6.5% spent)	<b>GENERAL UPDATE</b> <ul style="list-style-type: none"><li>The City to Sea Bridge Judicial review outcome mid-2025.</li><li>Civic Basement works have commenced and still on track to be delivered by Feb 2026.</li><li>The heads of terms for the development agreement between Precinct Properties and the Council for the CAB/MOB site redevelopment will be presented to Council on 12 June.</li><li>MOB Demo 70% complete. Accessway created within MOB to allow access for the Civic Basement project. The Seven Steps artwork has been palletised ready for storage. Salvaged pavers stored. 93% of materials recycled. No negative feedback from neighbours.</li><li>The process of finalising the Development plan is progressing. The Design Reference Group will meet for a workshop on 11 April. Outcomes from this workshop will advise the project team, WAM and Tihei on the master plan.</li><li>Town hall Annex Design is progressing well and all the consultants are on board: RC application in May. Codesign workstream with Tihei (mana whenua reps/ Māori design) has commenced.</li><li>We are collaborating with WWL to coordinate and deliver all the water projects before opening of Te Matapihi and Town Hall.</li><li>We have started the process of options analysis for remediation of MFC.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li>City to Sea Bridge JR – MITG: Contingency Planning for different scenarios</li><li>Economic and market conditions affecting PPP projects and cost escalations; Lessons learnt from other PPP agreements, clear sunset clauses, activation of the site and consistent cost estimates</li><li>Launch and Programming of re-openings (realisation of benefits): Govt. Board Plan re comms and engagement and storey telling to ensure the precinct will be utilised as planned and activate the heart of the city</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>June/July 25: Briefing on Precinct Properties HoT, briefing on Development Plan and MFC Option Analysis Process, CtSB JR Decision</li></ul>
					FY24-25	Budget: \$14,245 K Forecast: \$14,245 K (0.0% var) Actual: \$0,825 K (5.8% spent)	

# Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
Thorndon Quay Upgrades  ▪ Mar 2024 - July 2025 ▪ 4 Deliver	G	G	G	G	WOPC	Budget: \$56,513 K Forecast: \$56,513 K (0.0% var) Actual: \$42,059 K (77.3% spent)	GENERAL UPDATE <ul style="list-style-type: none"><li>The upgrades programme includes Aotea Quay (complete) and Thorndon Quay (in progress)</li><li>Aotea Quay has been completed to budget (\$13.9m)</li><li>Thordon Quay is tracking well to its programme. A cost correction in the LTP budget will be addressed in the Annual Plan to reflect the Hutt Road scope termination.</li></ul>
					FY24-25	Budget: \$19,067 K Forecast: \$19,067 K (0.0% var) Actual: \$13,021 K (68.3% spent)	KEY ISSUES/RISKS & MITIGATIONS <ul style="list-style-type: none"><li>Top risk is inclement weather delaying asphalt paving works at Thorndon Quay. This has been managed by accelerating paving works within the summer period where possible.</li></ul>
							KEY MILESTONES <ul style="list-style-type: none"><li>Complete the asphalt paving works by the end of April 25.</li><li>Complete all other works and inspections for Practical Completion in July 25.</li></ul>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST) · Budget = Approved Budget · Forecast = Full WOPC / Full Year Forecast · Actual = Spend to Date	OVERALL PROGRESS UPDATE
	Q2	Q3				
		JAN	FEB	MAR		
Town Hall Redevelopment Project  ▪ Mar 2017 - May 2027 ▪ 4 Deliver	G	G	G	G	WOPC  Budget: \$329,100 K Forecast: \$329,100 K (0.0% var) Actual: \$218,122 K (66.3% spent)  FY24-25  Budget: \$57,800 K Forecast: \$60,206 K (4.2% var) Actual: \$47,651 K (82.4% spent)	<b>GENERAL UPDATE</b> <ul style="list-style-type: none"><li>The project is on track with the Council mandate October 23 in terms of budget and projected to finish early.</li><li>The North facade is complete and the East face circa 60%. West Hall foundations and steel placed. Work paused for the demo of MOB and is now ongoing again. Roof flashings are still WIP.</li><li>The building approaches its full seismic resilience state, with all foundation isolators and fabric bracing in place. Dowel floor connections are 90% complete. West corner level 2 concrete poured.</li><li>Basement shell is now finished and water-tight and most of the final interior waterproofing system is in place. Choir stall structure is almost finished. Planning and pricing of heritage finishes in the auditorium areas is still due to complete Q2 and the auditorium drying is on track. Cornicing structural cracking remedials is complete in the South end and the North end progressing. Most of the acoustic slabs are poured and acoustic room framing is in progress.</li><li>The debating chamber pressed metal ceiling re-installation is underway and refurb started.</li><li>The VUW tenancy areas continue. The acoustic isolation floor slab in the E2 classroom is poured ready to jack once the steel is in place.</li><li>First fix services continue in the Eastern areas and the various risers. Shop drawings continue and first draft of the commissioning plans under review. Principles of the organ reinstatement agreed with SIOC as a 'separate contractor' working under NL site management and instructions will be issued to both in the next period. Interface with Smart Council and key end user stakeholders continues, to resolve IT access issues and funding on the basis of an opex agreement with 2 degrees.</li><li>Budget forecast revisions were made in the period but will not be reflected in the Significant Projects report until end of financial year. The project is now tracking to a total cost of \$288.6M having returned \$28M for the Annexe building and \$12.5M to WCC for reallocation to other projects.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li>Top Risks: Contractor resourcing, cost inflationary fluctuation, organ reinstatement plan, heritage finish scope definition. All under managed mitigation.</li><li>Top issues: Historic variation agreement, finalisation of West Hall costs, Fixture and fittings additional scope creating budget pressure, IT architecture. All under managed mitigation.</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>In the Quarter: NZSO fitout commenced.</li></ul>

## Project Progress Update

PROJECT NAME (START - END DATE / IDF STAGE)	OVERALL HEALTH STATUS				PROJECT FINANCIALS (WHOLE OF PROJECT COST / FY COST)		OVERALL PROGRESS UPDATE
	Q2	Q3					
		JAN	FEB	MAR			
Waikoukou (Future Accommodation Project)  ▪ Jun 2024 - Feb 2029 ▪ 3 Plan	A	A	A	A	WOPC	Budget: \$77,846 K Forecast: \$55,707 K (-28.4% var) Actual: \$3,594 K (4.6% spent)	<b>GENERAL UPDATE</b> <ul style="list-style-type: none"><li>The project programme is tight and on track to deliver on time. Operational costs for leasing and rent continue to impact the OPEX budget, and mitigations continue to be worked through. The design and construction programme is being delivered in stages.</li><li>The podium-developed design was released in mid-March, on time and within budget.</li><li>Podium detailed design due 22 April.</li><li>A move plan has been developed to commence moving from late December - staff will work from 68JQ 2 February.</li></ul> <b>KEY ISSUES/RISKS &amp; MITIGATIONS</b> <ul style="list-style-type: none"><li>The project has a risk register, which is monitored monthly. Leading risks are the programme and moving costs. Mitigations have been actioned. The programme is on track and hitting key milestones. The RFP for relocation suppliers is out to tender - costs will become clearer once the RFP is complete. Archives risk has been mitigated.</li></ul> <b>KEY MILESTONES</b> <ul style="list-style-type: none"><li>2 February 2026 occupation has been agreed with the exception of areas of the Ground and L1 of the podium. The residual balance is to be delivered from March/April 2026. The current programme is on track to deliver to these timeframes</li></ul>
					FY24-25	Budget: \$41,399 K Forecast: \$8,580 K (-79.3% var) Actual: \$3,009 K (7.5% spent)	

# Appendix 3: Wellington Water Project metrics and Operations report



## WCC Capital Delivery Dashboard

March 2025

Project Metrics												
	Project Status RAG		March		Financial Year 24/25					Project Life Financials		
Major projects	Overall	Commentary	Actuals \$000	Forecast \$000	YTD Actual \$000	YTD Planned Baseline \$000	FY Approved Budget \$000	FY Forecast \$000	FY Variance \$000	Budget \$000	Actuals \$000	Forecast \$000
Taranaki New RM		Rising Main complete, 5 months ahead of schedule. Final reinstatement at Inglewood place will take place once WCC toilet works are complete, expected in April. Currently forecasting completion under budget.	-8	0	13	-	364	40	324	292	306	332
Taranaki Pump Station		In operation. CCC required to close out the project.	103	105	625	926	5,599	1,304	4,295	1,635	1,051	8,570
Pump Stations 1-7 upgrades		Detail design complete. PS2 in construction by WWL NOG (formally COG) PS5 and PS7 expected award in April. Currently revising delivery plan for PS1, PS3, PS4 and PS6 (utilizing direct material procurement, WWL NOG and Open Market). This will inform a revised cost estimate expected to bring the forecast down.	-10	-	31	-	-	41	-41	54,312	54,343	54,343
Victoria St PS7 RM, Wakefield St PS5-6 RM & Victoria/Dixon St Shared RM Renewal		Decision by WCC to fast-track Victoria St project ahead of Town Hall and Library openings through our Panel Contractors was received in March. A revised programme is currently being developed. Programme is extremely tight. Currently Stage 3 will not be complete ahead of March 2026, this methodology is under review. Detail design is complete with contractor pricing and parallel cost estimate to commence in April.	4	21	144	52	1,150	375	775	2,303	234	2,149
Wakefield East New Rising Main		Completion expected ahead of programme - June 2025. Tacking underbudget.	269	275	5,685	5,392	5,167	6,082	-914	20,832	20,615	20,908
Oriental Parade/Kent Terrace RM Renewal		The design and construction is funded from 2027/28. Optioneering in progress to assist alignment with other projects in the area. A revised cost estimate will also be prepared.	0	-	45	-	-	45	-45	12,129	12,175	12,187
Moa Point and Western WWTP UV Renewal		Moa Point UV equipment is being manufactured (in Canada), shipping and on-site late 2025 through to mid 2026. Western WWTP temporary UV is confirmed so UV design will proceed (due on-site late 2025 through to mid 2026).	32	17	572	1,467	2,566	891	1,676	9,080	1,190	9,080
Wellington Airport WW Renewal		Planning is underway for significantly reduced scope to align with LTP funding. Physical works due in FY25/26.	104	57	606	1,051	1,485	883	602	24,328	4,258	23,738
Eastern Trunk Main WW Renewal		Planning is underway for significantly reduced scope to align with LTP funding. Stage 1 physical works due in FY27/28.	1,758	1,586	3,923	8,538	5,364	8,851	-3,487	13,427	7,362	12,917
WGTN WWTP EIC Renewals		High existing operational risk, high likelihood and consequence if current system fails at each WWTP. Recommendation for contract award in April. Project is within the LTP24/34 funding envelope.	11	10	25	-	-	121	-121	47,359	231	48,037

Note: The budget under project life financials includes actuals and has been calculated as below.

• Total Budget (includes Corporate Cost): Actuals till end of FY 23/24 plus LTP budget (10 years - FY33/34)

# Wellington Water Project Metrics



## WCC Capital Delivery Dashboard March 2025

### Project Metrics

	Project Status RAG		March		Financial Year 24/25					Project Life Financials		
Programme Delivery	Overall	Commentary	Actuals \$000	Forecast \$000	YTD Actual \$000	YTD Planned Baseline \$000	FY Approved Budget \$000	FY Forecast \$000	FY Variance \$000	Budget \$000	Actuals \$000	Forecast \$000
Wrights Hill Reservoir Seismic Upgrade		On track. Additional scope for repairing scour pits. Project now to be completed end April.	131	162	1,716	2,131	1,905	2,212	-306	2,662	2,352	2,757
Karori Outfall WW Renewal		Practical completion achieved. Reinstatement largely complete in February, some items deferred due to landowner agreement being withheld. Project team will close-out all possible actions and the remaining activities are planned to be transitioned back into operations.	0	-	1	-	-	1	-1	732	733	735
Reservoir VHCA Water Quality Renewals		Vernon control has been highlighted as a high risk and has been prioritised for this programme	1	30	86	99	200	216	-16	9,086	977	8,469
Landfill Road Manhole Renewals		Project in close-out.	0	-	109	-	-	110	-110	470	580	580
Moa Pt WWTP Aeration System Renewal		In Phase 3: Concept Design. Procurement to be fast-tracked if funding allows	43	131	457	671	1,023	726	297	14,103	826	14,219
Moa Pt WWTP Odour & Ventilation Renewal		PMP drafted, limited funding over triennium, project to be re-scoped	1	52	97	-	-	359	-359	24,395	132	3,090
Moa Pt WWTP Roof Replacement & Associated Works		PMP drafted, limited funding over triennium	25	28	30	-	-	67	-67	14,941	266	3,958
Cockayne Road Water Main Renewal		Unfunded urgent works project. Project estimate is \$1.85m, noting risks and assumptions which needs to be worked out as part of detailed design.	19	14	293	-	-	413	-413	-	293	1,857
Bellevue subdivision Horokiwi Sewer Renewal		Unfunded urgent works project. Project estimated is \$1.8m. Detailed design is in progress, exploring best approach for procurement of physical works.	32	25	183	-	-	422	-422	-	183	1,807
Regional Pressure Management & PRV upgrades		Modelling/data logging under review for additional scope requirements.	1	-	11	-	200	202	-202	2,800	11	2,332
VHCA Buried Reservoirs WQ Renewals		On Track, budget update in approval process.	-	123	-	114	154	492	-338	5,141	-	2,844

Note: The budget under project life financials includes actuals and has been calculated as below.

- Total Budget (includes Corporate Cost): Actuals till end of FY 23/24 plus LTP budget (10 years - FY33/34)

# Wellington Water Project timelines



# WCC Capital Delivery Dashboard

March 2025

## Project Timeline

PROJECT NAME	Start Date	End Date	% Complete Overall	24/25 Q1			24/25 Q2			24/25 Q3			24/25 Q4			25/26 Q1			25/26 Q2			25/26 Q3			25/26 Q4			26/27 Q1			26/27 Q2			26/27 Q3			26/27 Q4				
				Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27		
Major Projects																																									
Taranaki St new WW Rising Main	30-Nov-20	19-Jun-25	86%																																						
Taranaki St new WW Pump Station	5-Nov-21	31-Oct-24	98%																																						
Pump Stations 1 - 7 Upgrades	3-Nov-21	12-Mar-27	24%																																						
Victoria St PS7 Wakefield St PS5-6 Victoria and Dixon St Shared Rising Main Renewal	23-Sep-21	15-Dec-27	12%																																						
Wakefield St new WW Rising Main	6-Apr-21	21-Oct-25	87%																																						
Kent Toe and Oriental Pde Rising Main Renewal	6-Apr-21	4-Mar-33	37%																																						
Moa Point WWTP EIC Renewals	14-Aug-23	31-Mar-26	46%																																						
VHCA Wellington Airport Wastewater Renewals	3-Jul-23	31-Aug-26	21%																																						
Eastern trunk main WW Renewal	30-Jun-23	4-Jun-28	45%																																						
Western WWTP EIC Renewals	14-Aug-23	31-Jan-29	18%																																						
Programme Delivery																																									
Wrights Hill Reservoir Seismic Improvements	27-Oct-16	23-Apr-25	69%																																						
Karori Road (357a) Wastewater Renewal (with SW) [sp]	3-Jul-19	31-Mar-25	98%																																						
WCC VHCA Reservoir Water quality Renewals	30-Sep-22	29-Jun-28	44%																																						
Landfill Road Manhole Renewals	3-Jul-17	15-Apr-25	100%																																						
Moa Point WWTP Aeration System Renewal	16-Jul-24	22-Nov-27	49%																																						
Moa Point WWTP Odour Control System Renewal	1-Jul-24	30-Jun-26	67%																																						
Moa Point WWTP Roof Renewal	16-Aug-23	20-Sep-28	37%																																						
Cockayne Rd WM Renewal	1-Jul-24	2-Mar-26	13%																																						
Bellevue Subdivision Horokiwi WW Renewal	15-May-24	22-Nov-27	49%																																						
WCC Regional Pressure Management and PRV Upgrades	1-Jul-24	8-Dec-26	15%																																						
WCC VHCA Buried Reservoirs Renewal	1-Jul-24	2-Jul-29	0%																																						

KEY: Pre-construction phases Construction phase (includes as-builts, excludes defects) Today's Date

# Appendix 4: Sustainable Development Goals

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

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

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

## Community Outcomes

## UN Sustainable Development Goals

### Cultural:

A welcoming, diverse and creative city



### Social:

A city of healthy and thriving whānau and communities



### Economic:

An innovative, business friendly city



### Urban Form:

A liveable and Accessible, compact city



### Environmental:

A city restoring and protecting nature





# Appendix 5: Performance and Monitoring Framework

## How we report

### Purpose

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

### What we report

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

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

### How we report

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

## Performance thresholds

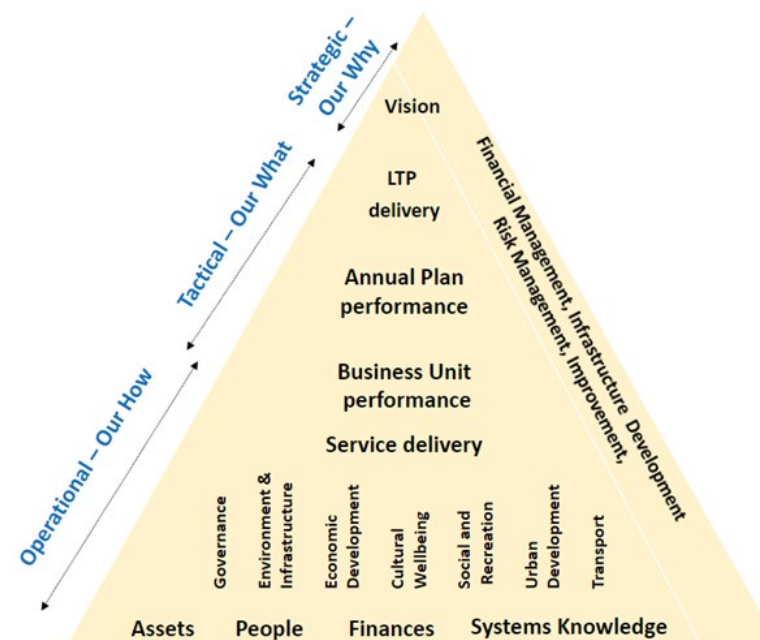
Performance is reported against a series of thresholds representing distance from the level of service target for each KPI. The 2024 LTP, performance thresholds have been set as –

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

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

## Where we get our data

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

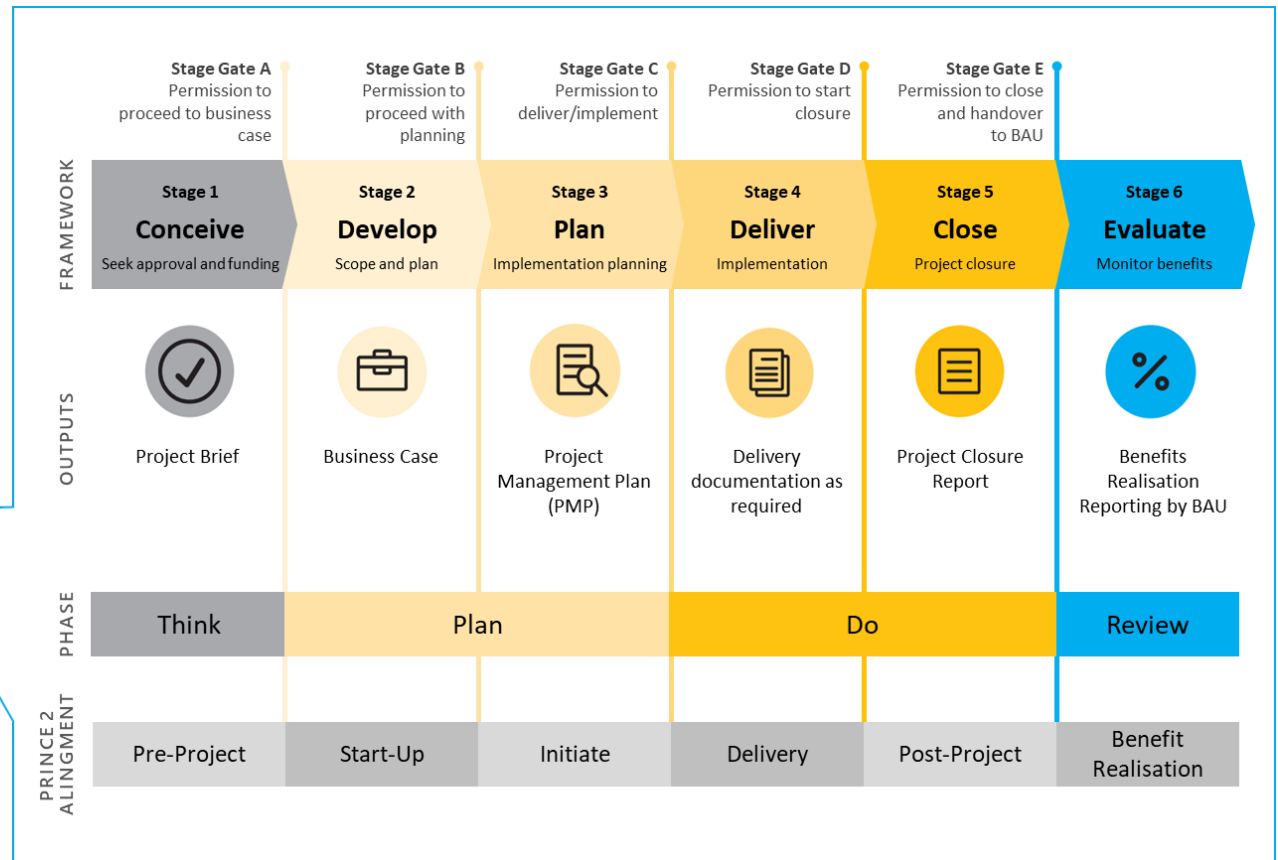
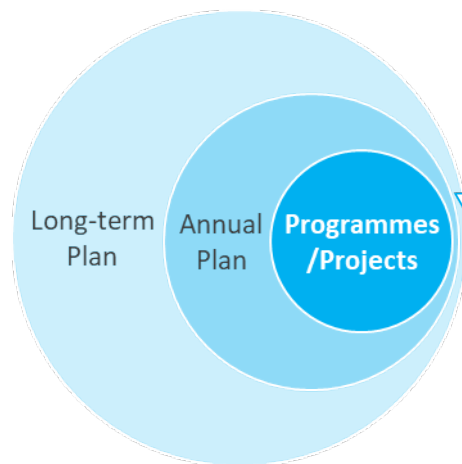


Performance and Monitoring framework

# Appendix 6: Project Management Office Operating Framework

## Investment Delivery Framework

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



## Project Classification

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

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

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

By answering a set of questions on

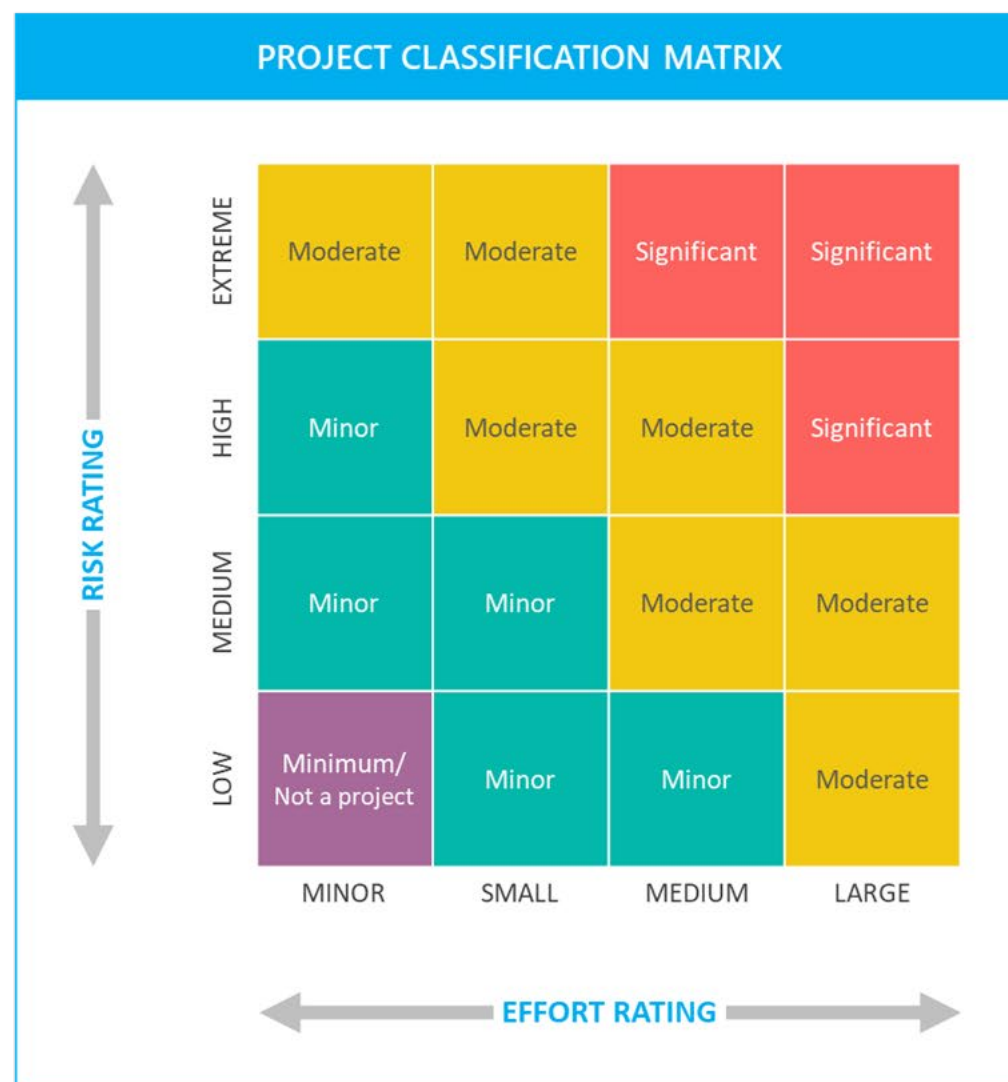
- › Delivery duration
- › Urgency
- › Delivery complexity
- › Breadth of impact
- › Political sensitivity
- › Workload placed on WCC staff to deliver

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

- The classifications for Council are:

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

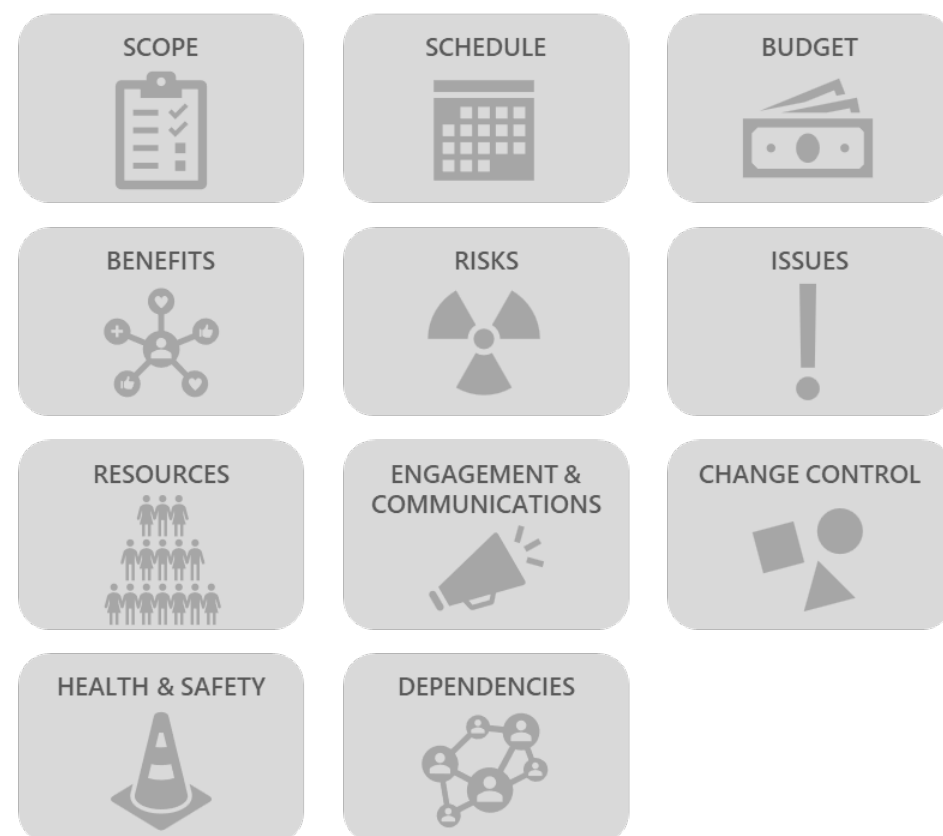
- The scope of the Quarterly Report covers Council projects categorised as **Significant**.



## Overall Delivery Confidence RAG

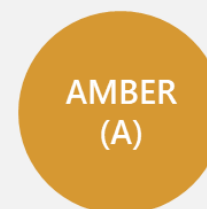
The Programme/Project Overall Delivery Confidence RAG represents the WCC's view of a project's ability to deliver against its defined programme/project parameters

### Programme/project Parameters



#### Red (R)

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



#### Amber (A)

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



#### Green (G)

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

