



If calling, please ask for Democratic Services

Wellington Regional Leadership Committee

Tuesday 4 June 2024, 9.00am

Council Chamber, Hutt City Council, 30 Laings Road, Lower Hutt

***Quorum:** half of the members, including at least half of the local authority members*

Members

Darrin Apanui, Chairperson – Rangitāne Tū Mai Rā Trust

Council Chair Daran Ponter, Deputy Chairperson – Greater Wellington Regional Council

Councils

Mayor Anita Baker

Mayor Campbell Barry

Mayor Greg Caffell

Mayor Martin Connolly

Mayor Wayne Guppy

Mayor Janet Holborow

Mayor Ron Mark

Mayor Bernie Wanden

Mayor Tory Whanau

Porirua City Council

Hutt City Council

Masterton District Council

South Wairarapa District Council

Upper Hutt City Council

Kāpiti Coast District Council

Carterton District Council

Horowhenua District Council

Wellington City Council

Iwi organisations

Marama Fox

Denise Hapeta

Helmut Modlik

Huia Puketapu

Di Rump

Ngāti Kahungunu ki Wairarapa Tāmaki-a-Rua
Settlement Trust

Raukawa ki te Tonga

Te Rūnanga o Toa Rangatira Inc.

Port Nicholson Block Settlement Trust

Muaūpoko Tribal Authority Inc.

Recommendations in reports are not to be construed as Council policy until adopted by Council

Wellington Regional Leadership Committee

Purpose

The purpose of the Wellington Regional Leadership Committee is to take responsibility for key matters of regional importance – Wellington Regional Growth Framework, Regional Economic Development, and Regional Recovery – where a collective voice and collective planning and action is required.

The Wellington Regional Leadership Committee (Joint Committee) is a joint committee, established in accordance with clauses 30 and 30A of Schedule 7 to the Local Government Act 2002.

The Joint Committee has members from all the nine councils wholly within the Wellington Region and the Horowhenua District Council, mana whenua and members from central Government.

Specific Responsibilities

The Wellington Regional Leadership Committee specific responsibilities include:

Wellington Regional Growth Framework

1. Oversee the development and implementation of the Wellington Regional Growth Framework.
2. Recommend to the Wellington Regional Growth Framework partners how funding and resources should be applied to support implementation of the Framework.
3. Monitor the implementation of the Wellington Regional Growth Framework and associated workstreams.
4. Review and keep up to date the Wellington Regional Growth Framework as circumstances change.
5. Recommend to the Wellington Regional Growth Framework partners actions to achieve alignment with council, central government and iwi plans, strategies and policies.
6. Facilitate engagement and consultation with stakeholders and the community on the Wellington Regional Growth Framework.
7. Develop submissions and advocate to external organisations on matters relating to the Wellington Regional Growth Framework.
8. Engage with neighbouring regions on cross-boundary matters relating to the Wellington Regional Growth Framework.

Regional Economic Development

1. Provide leadership in regional economic development, including establishing partnerships with key agencies involved in economic development. Acknowledging that constituent local authorities also have leadership roles within their cities and districts.
2. Develop and keep up to date a regional economic development plan to guide the collective work of the region, in line with the desired future outlined in the Wellington Regional Growth Framework.
3. Monitor and report on the status of the regional economy, emerging risks and opportunities and progress towards the implementation of the regional economic development plan and transition to a low carbon economy.
4. Develop submissions and advocate to external organisations on matters relating to regional economic development.
5. Recommend to Greater Wellington Regional Council (as a joint shareholder of Wellington NZ) the allocation of the regional targeted rate for economic development to initiatives and activities based on the regional economic development plan.

Regional Economic Recovery

1. Provide leadership in regional economic recovery, including establishing partnerships with key agencies involved in recovery, acknowledging that constituent local authorities also have leadership roles within their cities and districts.
2. Develop and keep up to date a programme of regional economic recovery initiatives, which incorporate alignment with the region's climate change goals.
3. Coordinate the implementation of a programme of regional economic recovery initiatives through local authorities, council controlled organisations and other partners.
4. Monitor and report on the impacts of regional economic recovery on the region, emerging risks and opportunities and progress towards implementation of the programme of regional economic recovery initiatives.
5. Develop submissions and advocate to external organisations on matters relating to regional economic recovery including developing regional proposals for partnerships and funding assistance.

Membership

The membership of the Joint Committee is comprised of:

- The Mayor of Carterton District Council
- The Mayor of Horowhenua District Council
- The Mayor of Hutt City Council
- The Mayor of Kāpiti Coast District Council
- The Mayor of Masterton District Council
- The Mayor of Porirua City Council
- The Mayor of South Wairarapa District Council

- The Mayor of Upper Hutt City Council
- The Mayor of Wellington City Council
- The Chair of Wellington Regional Council
- A person nominated by the Joint Committee itself and appointed by the Administering Authority to be the independent chairperson of the Joint Committee.

The member of the Joint Committee may also include:

- A person nominated by Te Rūnanga o Toa Rangatira Inc (Ngāti Toa Rangatira) and appointed by the Administering Authority
- A person nominated by the Port Nicholson Block Settlement Trust (Taranaki Whānui) and appointed by the Administering Authority
- A person nominated by Rangitāne O Wairarapa Inc (Rangitāne O Wairarapa) and appointed by the Administering Authority
- A person nominated by Ngāti Kahungunu ki Wairarapa Trust (Ngāti Kahungunu ki Wairarapa) and appointed by the Administering Authority
- A person nominated by Raukawa ki te Tonga and appointed by the Administering Authority
- A person nominated by Āti Awa ki Whakarongotai Charitable Trust (Ātiwawa ki Whakarongotai) and appointed by the Administering Authority
- A person nominated by Muaūpoko Tribal Authority Inc (Muaūpoko hapū) and appointed by the Administering Authority
- Up to three persons nominated by the Crown (Cabinet) and appointed by the Administering Authority.

In respect of those members who are persons nominated by a particular entity or body (and then appointed by the Administering Authority), for the avoidance of doubt, if no nomination occurs then the Administering Authority need not make an appointment to the joint committee in respect of that entity or body. The membership of the Joint Committee will be accordingly reduced to the extent that there is no nomination/appointment (including for the purposes of calculating the number of vacancies for establishing a quorum). Such appointment may be made if and when a relevant nomination occurs.

The territorial authorities that are parties to this agreement must appoint the relevant Mayor to be a member of the joint committee. This is so that those Mayors are counted for the purposes of determining the number of members required to constitute a quorum – see clause 30A(6A) of Schedule 7 of the Local Government Act 2002.

The local authorities that are parties to this agreement may, in addition to the appointment of the relevant Mayor or Chair, appoint an alternate who, in exceptional circumstances where the Mayor or Chair is not able to attend a Joint Committee meetings, is entitled to attend that Joint Committee meetings as a member of the Joint Committee (and appointed by the relevant local authority). The appointment of alternates does not affect the normal calculation of a quorum.

A Deputy Chairperson is to be appointed by the Committee from the existing membership. In accordance with standing orders, the Deputy Chairperson may preside at meetings in the absence of the Chairperson (including before the Joint Committee nominates an independent chairperson and that person is appointed by the Administering Authority).

General

The membership of the Wellington Regional Leadership Committee shall be limited to a maximum of 21 members (including the Independent Chairperson).

Expectations around member voting based on Committee programme and agenda

When the Joint Committee is addressing matters that are not within the Wellington Regional Growth Framework programme, it is expected that the following members of the Joint Committee will not exercise their voting rights (and may elect not to attend the relevant meetings or parts of meetings):

- The Mayor of Horowhenua District Council
- The person nominated by Muaūpoko Tribal Authority Inc (Muaūpoko hapū)
- The person nominated by Raukawa ki te Tonga
- The persons nominated by the Crown (Cabinet).

This is illustrated in the below table (where the absence of a tick indicates that the relevant member is not expected to exercise voting rights in respect of the relevant programme):

Relevant members	Relevant programme		
	Wellington Regional Growth Framework	Regional Economic Development	Regional Economic Recovery
Independent chairperson	√	√	√
Chair of Wellington Regional Council	√	√	√
Mayor of Wellington City Council	√	√	√
Mayor of Porirua City Council	√	√	√
Mayor of Kapiti Coast District Council	√	√	√
Mayor of Hutt City Council	√	√	√
Mayor of Upper Hutt City Council	√	√	√
Mayor of South Wairarapa District Council	√	√	√
Mayor of Masterton District Council	√	√	√

Relevant members	Relevant programme		
	Wellington Regional Growth Framework	Regional Economic Development	Regional Economic Recovery
Mayor of Carterton District Council	√	√	√
Person nominated by Te Rūnanga o Toa Rangatira Inc (Ngāti Toa Rangatira)	√	√	√
Person nominated by the Port Nicholson Block Settlement Trust (Taranaki Whānui)	√	√	√
Person nominated by Rangitāne O Wairarapa Inc (Rangitāne O Wairarapa)	√	√	√
Person nominated by Ngāti Kahungunu ki Wairarapa Trust (Ngāti Kahungunu ki Wairarapa)	√	√	√
Person nominated by Raukawa ki te Tonga	√	√	√
Person nominated by Āti Awa ki Whakarongotai Charitable Trust (Ātiwawa ki Whakarongotai)	√	√	√
Person nominated by Muaūpoko Tribal Authority Inc (Muaūpoko hapū)	√		
Persons nominated by the Crown (Cabinet)	√		
Mayor of Horowhenua District Council	√		

Observers

Regional economic development programme

In respect of the Regional Economic Development programme, the Joint Committee may invite the following observers to attend and speak at meetings (as relevant):

- One or more representative(s) from the Ministry of Business, Innovation and Employment
- Any other persons as the Joint Committee may consider necessary.

Regional economic recovery programme

In respect of the Regional Economic Recovery programme, the Joint Committee may invite the following observers to attend and speak at meetings (as relevant):

- One or more representative(s) from key government entities.
- One or more representative(s) from key private sector organisations on a required basis.
- Any other persons as the Joint Committee may consider necessary.

Wellington Regional Growth Framework programme

In respect of the Wellington Regional Growth Framework programme, the Joint Committee may invite the following observers to attend and speak at meetings (as relevant):

- One representative of Waka Kotahi
- One representative from Ministry of Housing and Urban Development (HUD) and/or Kāinga Ora
- Any other persons as the Joint Committee may consider necessary.

At each meeting, the Chairperson shall recognise those observers attending in accordance with these provisions and the persons recognised by the Chairperson shall have speaking rights at the meeting.

The attendance at any public excluded session by observers shall only be permitted with the prior approval of the Chairperson.

Voting

Each member has one vote. In the case of an equality of votes the Chairperson has a casting vote.

Meetings

The Joint Committee will arrange its meetings in separate parts, relating to the specific focus areas of: Wellington Regional Growth Framework; Regional Economic Development; and Regional Recovery.

Meetings will be held once every two months, or as necessary and determined by the Chairperson.

Quorum

In accordance with Clause 30A of Schedule 7 to the Local Government Act 2002, the quorum at a meeting of the Joint Committee shall be half of the members if the number of members (including vacancies) is an even number, or a majority of members if the number of members (including vacancies) is an odd number. In accordance with clause 30A(6)(c)(iii) of Schedule 7 to the Local Government Act 2002, for a quorum to be established there must be present at least 5 members appointed by local authorities.

Notification of meetings and the publication of agendas and reports shall be conducted in accordance with the requirements of Part 7 of the Local Government Official Information and Meetings Act 1987 and will be undertaken by the administering local authority.

Delegations

Each local authority delegates to the Joint Committee, and in accordance with the terms of reference, the following responsibilities:

1. Approval of all plans and implementation programmes necessary to fulfil the specific responsibilities of the Joint Committee, including:
 - a. Wellington Regional Growth Framework and Wellington Regional Leadership Committee Implementation Plan
 - b. Regional Economic Development Plan
 - c. Regional Economic Recovery Implementation Plan
2. Approval of all submissions and advocacy statements necessary to fulfil the specific responsibilities of the Joint Committee.

Remuneration and expenses

Each party shall be responsible for remunerating its representative(s) on the Joint Committee.

Members who represent organisations or entities other than local authorities (for instance iwi members) shall be eligible for compensation for Joint Committee activity including travel, meeting time, and preparation for meetings paid by the administering local authority. This amount is to be agreed in advance.

Standing Orders

The Joint Committee shall apply the standing orders of the Administering Authority.

Duration of the Joint Committee

In accordance with clause 30(7) of Schedule 7 of the Local Government Act 2002, the Wellington Regional Leadership Committee is not deemed to be discharged following each triennial local government election.

Servicing

The Joint Committee is serviced by a joint secretariat. The administering local authority shall be responsible for the administration of the Committee.

Council decisions on the Committee's recommendations

Where a Council makes specific decisions on the Joint Committee's recommendations, these will be reported to the Joint Committee. Where the decision is materially different from the Committee's recommendation the report will set out the reasons for that decision.

Variation of this Terms of Reference

These terms of reference may be varied from time to time. It is envisaged that changes may be made to add or remove specific responsibilities as the circumstances require. Changes will be approved by the members on the recommendation of the Joint Committee.

Wellington Regional Leadership Committee

Tuesday 4 June 2024, 9.00am

Council Chamber, Hutt City Council, 30 Laings Road, Lower Hutt

Public Business

No.	Item	Report	Page
1.	Apologies		
2.	Conflict of interest declarations		
3.	Public Participation		
4.	Confirmation of Public minutes of the Wellington Regional Leadership Committee meeting on 19 March 2024	24.139	11
5.	Implementation of Health Check	24.256	16
6.	Wellington Regional Economic Development Plan Refresh	24.278	25
7.	Future Development Strategy Implementation Plan	24.246	94
8.	Supporting a Regional Approach to Climate Adaptation - The Wellington Regional Climate Change Impacts Assessment	24.277	134
9.	Wellington Regional Leadership Committee Programme (Including Priority Development Areas) Reporting	24.227	165



Please note these minutes remain unconfirmed until the Wellington Regional Leadership Committee meeting on 4 June 2024.

Report 24.139

Public minutes of the Wellington Regional Leadership Committee meeting on Tuesday 19 March 2024

Council Chamber, Hutt City Council
30 Laings Road, Lower Hutt, at 9.01am

Members Present

Darrin Apanui – Chairperson
Council Chair Ponter – Deputy Chairperson

Rangitāne Tū Mai Rā Trust
Greater Wellington Regional Council

Councils

Mayor Baker
Mayor Barry (from 9.20am)
Mayor Caffell
Mayor Guppy
Mayor Holborow
Hon. Mayor Mark
Acting Mayor Sadler-Futter
Mayor Wanden
Mayor Whanau

Porirua City Council
Hutt City Council
Masterton District Council
Upper Hutt City Council
Kāpiti Coast District Council
Carterton District Council
South Wairarapa District Council
Horowhenua District Council
Wellington City Council

Iwi organisations

Helmut Modlik

Te Rūnanga o Toa Rangatira

Mayors Caffell, Mark and Whanau, Acting Mayor Sadler-Futter and Helmut Modlik participated at this meeting remotely via Microsoft Teams and counted for the purposes of quorum in accordance with clause 25B of Schedule 7 to the Local Government Act 2002.

Karakia timatanga

The Committee Chair opened the meeting with a karakia timatanga.

The Committee Chair welcomed those present and acknowledged those who have died in the last 12 months.

Public Business

1 Apologies

Moved: Council Chair Ponter / Mayor Holborow

That the Joint Committee accepts the apology for absence from Huia Puketapu and apology for lateness from Mayor Barry.

The motion was **carried**.

2 Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3 Public participation

Gwynn Compton spoke to agenda item 11 – Regional Deal.

4 Confirmation of the Public minutes of the Wellington Regional Leadership Committee meeting on 5 December 2023 – Report 23.656

Moved: Council Chair Ponter / Mayor Guppy

That the Joint Committee confirms the Public minutes of the Wellington Regional Leadership Committee meeting on 5 December 2023 – Report 23.656.

The motion was carried.

5 Confirmation of the Public Excluded minutes of the Wellington Regional Leadership Committee meeting on 5 December 2023 – Report PE23.657.

Moved: Council Chair Ponter / Mayor Caffell

That the Joint Committee confirms the Public Excluded minutes of the Wellington Regional Leadership Committee meeting on 5 December 2023, as corrected – Report PE23.657.

The motion was **carried**.

Noted: The minutes were corrected to change the reference to ‘Mayor Apanui’ to ‘Darrin Apanui’.

6 Confirmation of the Public minutes of the Joint Committee Subcommittee for the Future Development Strategy meeting on Monday 11 December 2023 and reconvened on Wednesday 13 December 2023 – Report 23.661

Moved: Mayor Wanden / Mayor Baker

That the Joint Committee confirms the Public minutes of the Joint Committee Subcommittee for the Future Development Strategy meeting on Monday 11 December 2023 and reconvened on Wednesday 13 December 2023, as corrected – Report 23.661.

The motion was **carried**.

Noted: The minutes of the reconvened meeting on 13 December 2023 were corrected to include the full name of the presiding member, Deputy Mayor Hellen Swales.

7 Report on the Future Development Strategy Hearing – Report 24.16

Deputy Mayor Hellen Swales, Presiding Member of the Joint Committee Subcommittee for the Future Development Strategy, spoke to the report.

Moved: Mayor Holborow / Council Chair Ponter

That the Joint Committee:

- 1 Approves the recommended amendments to the draft Future Development Strategy September 2023 agreed by the Subcommittee as outlined in Attachment 1, subject to the:
 - i Removal of the reference to considering the option of an East-West link from Kelson
 - ii Removal of references to the Let's Get Wellington Moving project.

The motion was **carried**.

Mayor Barry joined the meeting online at 9.20am during discussion of the above item.

8 Adoption of the Future Development Strategy – Report 24.17

Parvati Rotherham, Project Lead FDS and HBA, spoke to the report.

Moved: Council Chair Ponter / Mayor Wanden

That the Joint Committee:

- 1 Adopts the final Future Development Strategy 2024-2054 in Attachment 1.
- 2 Endorses the Draft Implementation Plan priority actions and measures in as set out in Attachment 2.

The motion was **carried**.

9 Final Regional Emissions Reduction Plan – Report 24.103

Allen Yip, Programme Manager, spoke to the report.

Moved: Mayor Baker / Mayor Holborow

That the Joint Committee:

- 1 Approves the Final Regional Emissions Reduction Plan.

- 2 Endorses the plan for action that supports the outcomes of the Regional Emissions Reduction Plan and notes that this work will be prioritised alongside other work programmes.

The motion was **carried**.

10 Wellington Regional Leadership Committee Priority Development Areas Report – Report 24.102

Allen Yip, Programme Manager, spoke to the report.

Moved: Council Chair Ponter/ Mayor Holborow

That the Joint Committee:

- 1 Notes the information provided in the Priority Development Area Programme Report (attachment 1).
- 2 Approves a pathway to accelerated project delivery through:
 - a Agreeing relevant Committee members to each Priority Development Area to report at Committee meetings, outlined on paragraph 8 (change 1).
 - b The establishment of a Priority Development Area steering group led by a member of the WRLC CEO Group, and programme structure, outlined on paragraph 9 (change 2).

The motion was **carried**.

11 Regional Deal – Report 24.91

Luke Troy, Group Manager Strategy, Greater Wellington, spoke to the report.

Moved: Council Chair Ponter / Mayor Guppy

That the Joint Committee:

- 1 Endorses the overall approach and framework outlined in this paper for the basis of an initial discussion with Ministers on a regional deal.
- 2 Supports the Chair and Deputy Chair meeting with government Ministers on behalf of the Committee on this matter.

The motion was **carried**.

Noted: Mayor Wanden requested that his abstention be recorded.

12 Wellington Regional Leadership Committee Programme Report – Report 24.105

Allen Yip, Programme Manager, spoke to the report.

Moved: Mayor Holborow / Mayor Wanden

That the Joint Committee:

- 1 Notes the information provided in the Programme Report (Attachment 1).

- 2 Endorses the position that protecting the food system and working towards food security is a priority for the Wellington Region-Horowhenua District and the Wellington Regional Leadership Committee.
- 3 Approves the Regional Food System Project team's continued work on the Project to identify the role of Wellington Regional Leadership Committee partners in implementing initiatives and activities in support of the vision and objectives of the project.
- 4 Notes the progress and planned actions in the Wellington Regional Leadership Committee health-check action progress report (included in Attachment 1).

The motion was **carried**.

13 Aggregates Supply Security in the Wellington Region – Report 24.113 [For Information]

Graeme Campbell, Principal Advisor Flood and Resilience, Greater Wellington, spoke to the report.

Noted: The Committee asked officers to consider including mapping of aggregate sites into the WRLC regional work on availability of potential industrial land.

Karakia whakamutunga

The Committee Chair closed the meeting with a karakia whakamutunga.

The public meeting closed at 10.25am.

D Apanui

Chair

Date:

Wellington Regional Leadership Committee
4 June 2024
Report 24.256



For Decision

IMPLEMENTATION OF HEALTH CHECK

Te take mō te pūrongo

Purpose

1. To advise the Wellington Regional Leadership Committee (WRLC) of the progress of implementing the Health Check.

He tūtohu

Recommendations

That the Wellington Regional Leadership Committee:

- 1 **Agrees** that the role and purpose of the Wellington Regional Leadership Committee is to focus on areas where collective focus and action can accelerate regional outcomes, which may include:
 - a development of specified regional plans;
 - b facilitation of priority actions to enable the implementation of agreed plans; and
 - c monitoring and reporting to provide decision-makers a fuller picture of how the region is progressing and where collective action is required.
- 2 **Agrees** to re-prioritise the work programme for the Wellington Regional Leadership Committee for 2024/25 to have a key focus on:
 - a Future Development Strategy Priority Actions
 - b Regional Climate Change Adaptation Planning
 - c Regional Deal (framing and joint development work with Government)
 - d Monitoring and Reporting (on regional delivery of agreed plans).
- 3 **Notes** that the projects listed in paragraph 19, whilst they will be led by other agencies, will still remain part of the Wellington Regional Leadership Committee work programme for resourcing and reporting purposes.
- 4 **Agrees** to reduce formal meetings to twice a year and create two informal plenary sessions focussed on key regional issues and opportunities.
- 5 **Agrees** that:
 - a the Secretariat will be managed as part of Greater Wellington Regional Council (to date it has been independent); and

- b A review of the Secretariat resourcing will be undertaken with the intention of establishing a new Programme Director role focussed on managing the interface between the secretariat and the Wellington Regional Leadership Committee.
- 6 **Agrees** that a senior lead for each major element of the work programme is identified from within a partner agency and that the Greater Wellington Senior Manager, Programme Director and Project Leads meet as a Steering Group to coordinate across.
- 7 **Agrees** that Project Leads report to the Committee on project progress.
- 8 **Notes** that depending on the scope of work agreed for Regional Climate Change Adaptation, it may require an amendment to the Terms of Reference for this Committee.

Te tāhū kōrero

Background

- 2. The WRLC has been in existence since 2021. It is a joint committee under the Local Government Act 2002, established by all the local government bodies in the Wellington Region plus Horowhenua District. The membership comprises a member from each local government body, plus a member from each iwi organisation and up to three Ministers of the Crown.
- 3. Since its establishment, the WRLC has been primarily focussed on the development and approval of a range of regional plans (some statutorily required), developing a regional information database to inform decision-makers, and coordinating actions to implement agreed regional plans. Some of the regional plans completed have included:
 - a Future Development Strategy;
 - b Regional Economic Development Plan; and
 - c Regional Emissions Reduction Plan.
- 4. Other achievements have included a Housing Portal (to provide consistent data to decision-makers), and a regional Housing Building Assessment (HBA).
- 5. A Health Check was completed in late 2023 (refer Health Check – Report 23.590) led by Glenda Hughes and reported to the Committee in December 2023. It recommended a number of key shifts relating to:
 - a the role of the Committee;
 - b the meeting format;
 - c chair roles;
 - d the work programme;
 - e the Secretariat;
 - f decision-making processes;
 - g partner commitment; and

- h mana whenua participation.
6. This Committee agreed, and has since implemented, a number of actions related to the Health Check in December 2023, including:
 - a Changed the format of Committee meetings and workshops to provide for discussion of regional issues including the ability for members to raise items for discussion;
 - b Elected a Chair and Deputy Chair from within the membership, to work together as 'dual chairs';
 - c Agreed a work programme for 2024/25;
 - d Formed an iwi caucus to meet before each Committee meeting;
 - e Commenced work on the development of a framework for a Regional Deal for discussion with Ministers; and
 - f Invited Ministers Brown and Bishop to become members of the Committee.
 7. There are some other actions agreed by the Committee that are yet to be implemented, including:
 - a Agreeing a set of principles to inform the ongoing role and purpose of the Committee;
 - b Establishing Portfolio Leads for each project and a Steering Group;
 - c Establishing greater management oversight of the Secretariat; and
 - d Review the resourcing requirements of the Secretariat.
 8. Since the Health Check was completed, there have been a number of policy and structural changes that are relevant to the role and work of this Committee.
 9. The new Government has formed, Ministers have been appointed and the Government has enacted a range of changes as part of its 100-day plan. This includes the repeal of the Spatial Planning Act and the release of a draft Transport Government Policy Statement. The Government is currently drafting guidance on the priorities, scope and process for Regional and City Deals and an independent review of Kāinga Ora has recently been reported to Cabinet.
 10. The Committee has:
 - a approved the Future Development Strategy;
 - b approved the Regional Emissions Reduction Plan,
 11. At this meeting the Committee is considering:
 - a the approval of the FDS Implementation Plan;
 - b the approval of the refresh of the Regional Economic Development Plan.
 12. This means that many of the larger regional planning projects have been completed (to the current stage) and opens up the opportunity to refocus the future work programme of the Committee.

13. All Councils within the Wellington Region have also agreed to prioritise the investigation of the preferred form of a new regional water entity under the Local Water Done Well programme. When coupled with other big reform changes (e.g. Resource Management Act 1991, transport, housing etc) there may be a temporary constraint on the availability of local government staff resources to engage in other regional programmes.

Te tātaritanga Analysis

Role and Purpose

14. The WRLC provides a joint committee to make formal collective decisions and to provide an opportunity for regional engagement and joint working between local government, iwi and central Government – there is no other structure that does this for the Wellington Region. The model follows the other Urban Growth Partnerships established in major metros in New Zealand.
15. Under the current agreed terms of reference, the Committee’s role is to be responsible for the wider region’s growth framework, regional economic development and regional recovery. As a result of the Committee’s work over the last few years, the wider region now has a significant agreed planning basis for managing urban growth and economic development and has developed a consistent regional understanding of climate risks and housing data. It has also identified a small number of Priority Development Areas for which collective action can accelerate the outcomes sought through the region’s growth plan.
16. It is recommended that its role and purpose should remain focused on areas where collective focus and action can accelerate regional outcomes. This may include development of regional plans; facilitation of priority actions to enable the implementation of agreed plans; and monitoring and reporting to provide decision-makers a fuller picture of how the region is progressing and where collection intervention/action may be required. However, this Committee should not become the default for any issue of regional importance and scope, as there are other committee structures which operate at a regional or sub-regional level – such as the Regional Transport Committee, Civil Defence and Emergency Management Group and the Wairarapa Committee. There is also the Mayoral Forum which acts an informal discussion group for local government.

Work Programme

17. A work programme for 2024/25 was agreed at the Sept 2023 WRLC meeting. It comprised the following projects
 - a Future Development Strategy Implementation
 - b Regional Deal framework
 - c Common Evidence base
 - d Priority Development Areas
 - e Regional Economic Development Plan Implementation
 - f Regional Climate Adaptation Plan

- g Regional Food Systems Strategy
- h Regional Emissions Reduction Plan Implementation
- i Iwi Spatial Plan

18. Recent feedback is that this work programme is too broad and is unsustainable from a staff resource viewpoint. As a consequence we are proposing that the work programme is prioritised to three-four projects per year. Consideration also needs to be given to which agencies are best placed to lead-out on initiatives.
19. A number of agencies are already taking the lead on some of the projects and can continue this. For instance the Food Systems Strategy is being led by Te Whatu Ora. Iwi members can also collectively progress the Iwi Spatial Plan under the leadership of the iwi caucus. The Regional Economic Development Plan is led by WellingtonNZ with the guidance of a joint steering group.
20. Government officials are currently preparing advice for Cabinet on guidelines for the implementation of Regional Deals. One option likely to be considered is to prioritise initial work with established Urban Growth Partnerships, of which this Committee is one. This points to the importance of this Committee continuing to have a role in the development of any Regional Deal.
21. Seven Priority Development Areas have been identified for the wider region. Together these could deliver over 32,000 new homes – a considerable contribution to providing more housing supply for the region. Government officials has indicated that these are considered a critical element of the joint work programme and that ongoing Government financial support and coordination is heavily influenced by their identification as regional priorities and ongoing collective coordination. Darren Edwards (CE Kāpiti Coast District Council) has recently agreed to be the lead for the PDA Steering Group agreed by this Committee at its last meeting (Report 24.102).
22. Climate adaptation is an issue of increasing importance to this region and collective action at a national, regional and local level will be required to manage its impacts. A number of councils have active programmes of work in this space. The proposed regional work programme will not duplicate these but will support them where needed. This could include coordination and shared learnings, or could facilitate agreed pathways for adaptation where the Committee can be helpful in bringing national, regional and local perspectives together. The precise shape of this work programme will be determined after engagement with all partner agencies.
23. It is therefore recommended that the work programme be re-focussed on the following four focus areas:
 - a Future Development Strategy Priority Actions (including Priority Development Areas)
 - b Regional Climate Change Adaptation Planning
 - c Regional Deal (framing and joint development work with Government)
 - d Monitoring and Reporting (on regional delivery of agreed plans).
24. It is possible that City Deals may be in the frame as well. These would be for individual territorial authorities to manage with the Government.

Relationship with the Crown

25. A key element of the value of the WRLC is the enhanced ability to work directly with Government agencies and Ministers. There are monthly meetings with officials and relationships are well-established. However, engagement between Ministers and the Committee has in the past been sporadic and the value less evident due to difficulties in coordinating diaries and attendance.
26. An alternative approach has been proposed to Ministers, where they would be invited to participate in a facilitated discussion on key regional issues twice a year (Plenary session). This would maximise the benefit of engagement with Ministers and provide for a more productive forum.

How the Committee meets

27. Currently the Committee meets four times per year and in addition has several workshops to provide for facilitated discussion on key issues and opportunities. The formality of the meetings has been unhelpful to facilitating dialogue. Whilst some changes have already been made to the meeting format it is recommended that some additional changes are made to:
 - a Reduce formal meetings to twice a year; and
 - b Create two informal plenary sessions on key regional issues and opportunities, to which Ministers would be invited (and reducing the need for additional workshops).

How the Committee is supported

28. The Committee has a dedicated independent Secretariat to provide administrative support and to coordinate joint work across the partner organisations. Individual projects are supported by a project manager (either a fixed-term employee or from a partner agency) and typically have a Steering Group and Working Group comprised of staff from partner organisations. Coordination and oversight across the work programme is provided by a Senior Staff Group, a CEs Group and an Iwi Caucus.
29. This structure, while necessary to achieve consensus and buy-in across a large number of partner organisations, is resource-intensive and is cause for concern amongst agencies. It is necessary to reduce the work programme and look at how it is supported and managed. The lack of available resources has also led to the Secretariat taking a policy-making role rather than a supporting role and a perception that the Secretariat is driving the agenda not the member organisations. Change is needed.
30. Other Urban Growth Partnerships typically have a Programme Director who works to the direction of the Committee and other resources are in-house within the administering authority. Another common feature is the identification of senior leads for each major project from a partner agency, in some cases these staff have been partly 'seconded' to this role. A similar approach would be beneficial for this Committee.
31. Reflecting on these issues, we recommend that:
 - a the Secretariat is now managed by Greater Wellington Regional Council (to date it has been independent); and

- b A review of the Secretariat resourcing be undertaken with the intention of establishing a new Programme Director role focussed on managing the interface between the secretariat and the Wellington Regional Leadership Committee;
- c the Secretariat be supported by in-house resources and a senior manager within Greater Wellington;
- d A senior lead for each major element of the work programme is identified from within a partner agency and that CEs ensure that sufficient time is allocated for this role;
- e The Greater Wellington Senior Manager, Programme Director and Project Leads meet as a Steering Group to coordinate across; and
- f Project Leads report to the Committee on project progress rather than the Secretariat.

Ngā hua ahumoni

Financial implications

- 32. The agreed work programme for 2024/25 will be used to inform the budget requirements from member organisations. Initial budget advice has already been given to local government Senior Staff to inform the preparation of Long Term Plans for 2024-34. It is expected that this level of funding will be sufficient to cover the work programme outlined.
- 33. No other financial implications have been identified.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

- 34. This report is largely concerned with administrative matters.
- 35. A regional/city deal would provide an opportunity for mana whenua to engage with Government on regional issues of importance to them.

Te huritao ki te huringa o te āhuarangi

Consideration of climate change

- 36. The proposed work programme for 2024/25 includes a specific climate change project – Regional Climate Change Adaptation framework. This is an important step to assist local policy and action.
- 37. The work programme also includes implementation of the Future Development Strategy – the implementation of this will have significant implications for urban form and transport, which are critical levers for reducing carbon emissions and adapting to the impacts of climate change.

Ngā tikanga whakatau
Decision-making process

38. The matters requiring decision in this report were considered by officers against the decision making requirements of the Local Government Act 2002.

Te hiranga
Significance

39. Officers considered the significance (as defined in Part 6 of the Local Government Act) of the matters for decision, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that the matters are of low significance given their administrative nature.

Te whakatūtakitaki
Engagement

40. No specific engagement has been undertaken in drafting this report.

Ngā tūāoma e whai ake nei
Next steps

41. Once the Committee has agreed its recommendations, the Chair and Deputy Chair will oversee the implementation of the agreed actions, supported by Greater Wellington as the Administering Authority.

Ngā kaiwaitohu
Signatories

Writers	Darrin Apanui – Committee Chair Daran Ponter – Deputy Committee Chair
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He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Committee's terms of reference</i> The report proposes to define the role and purpose of the Committee and revise the work programme. This may result in changes.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> The report recommends that the key regional plans agreed by the Committee are implemented.
<i>Internal consultation</i> There was no internal consultation.
<i>Risks and impacts - legal / health and safety etc.</i> To implement the changes recommended in the report a review of resourcing in the Secretariat will be required.

Wellington Regional Leadership Committee
4 June 2024
Report 24.278



For Decision

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT PLAN REFRESH

Te take mō te pūrongo

Purpose

1. To update the Wellington Regional Leadership Committee (the Committee) on the light refresh of the Wellington Regional Economic Development Plan (REDP) to reflect the latest data, context and detail on initiatives, and to seek approval to launch the refreshed plan.

He tūtohu

Recommendations

That the Committee:

- 1 **Approves** the refreshed Regional Economic Development Plan ([Attachment 1](#)).
- 2 **Notes** the value of working as a region to drive economic development priorities
- 3 **Notes** the opportunities for Committee members to proactively support implementation of the Regional Economic Development Plan.

Te tāhū kōrero

Background

2. This report is an update to the Committee by WellingtonNZ who are driving implementation of the REDP. The purpose is to seek your approval and ongoing commitment to the refreshed REDP.
3. This report outlines the work undertaken to refresh the plan as a living document and highlights the value of the plan representing the collective voice of the Region through the Committee. It also considers how the Committee can proactively add value to ongoing implementation of the REDP.

Te tātaritanga

Analysis

Evolution of the REDP

4. The REDP was developed through extensive desktop research and community engagement across our wider Region. The REDP was approved by the Committee in mid-2022 and updated in mid-2023 to include four additional initiatives addressing issues and opportunities raised through the plan.

5. The REDP is a ten-year plan intended to evolve and adapt as conditions change, relationships are built, and new initiatives come to the surface that address some of the issues and opportunities identified.
6. Operational delivery of the REDP is managed by WellingtonNZ and overseen by a Steering Group including representatives from local and central government, business, and Te Matarau a Māui - Māori economic development agency.
7. Implementation is underway across the four priority sectors (screen, science, technology, engineering and mathematics (STEM), visitor economy, and primary sector) and four enablers (skills talent and education, Māori economic development, water accessibility and security, and resilient infrastructure), aiming to help create jobs and improve quality of life for all. The latest quarterly report is included in the Wellington Regional Leadership Committee Programme (Including Priority Development Areas) Reporting – Report 24.227, which has more detail on recent activities undertaken as part of the REDP. Highlights from this quarter include the Canada/New Zealand film co-production summit, space being secured for tech start-up hub to launch in June 2024, the visitor economy sustainability programme commencing with hospitality businesses from across the Region, and the House of Science programme expanding its reach to deliver STEM education in more schools across our region.
8. WellingtonNZ have completed a light refresh of the REDP alongside representatives from the Steering Group. This is to ensure the plan reflects the latest context, data, initiative information, and terminology used by the Committee. The refresh provided an opportunity to remove some references to Covid and plans of the previous government, and to indicate how initiatives have evolved including where actions are complete and next steps are required.

Updated selection of initiatives

9. As part of the refresh, the REDP Steering Group endorsed focusing on a refined set of 31 initiatives, a reduction from the current spread of 37 initiatives. A robust assessment process was undertaken to review new initiatives and remove others, prioritising those most strongly aligned to and able to benefit from being part of the plan.
10. Two new skill-focused initiatives have been added into the REDP. These are:
 - a Tūhura Tech
 - b Girls who Grow

Tūhura Tech

11. Many children and youth, especially those from low socio-economic and underserved ethnic backgrounds, are at higher risk of being digitally excluded. The Tūhura Tech programme aims to grow the next generations of technologists by providing free technology education to youth and upskilling educators. Tūhura Tech aim to scale their operations to reach more schools, libraries, and community centres. This will require recruiting and training additional coaches and securing sustainable funding.
12. This initiative aligns with the issues and opportunities identified in the refreshed skills, talent and education chapter. These include systemic skills shortages in the tech sector, reliance on overseas skills, opportunities to influence career choices at an early age, work required now to create future skills, and disparity in accessibility to education.

Tūhura Tech will benefit from being in the REDP through increased visibility and connections, which will help accelerate their growth across the region.

Girls who Grow

13. Aims to connect female students in years 10, 11 and 12 back to the land and inspire them to be changemakers, leaders and environmental guardians in the primary sector. Girls who Grow completed the Creative HQ GovTech accelerator programme in 2022 and was piloted in Central Otago in 2023. Of the students who participated in the pilot, 97.4% said that following the programme they would like to engage in further environmental, nature and land-based studies and future roles. The programme is delivered through imagination centred workshops, imagination challenges and fun and interactive on farm experiences to create environmentally sound solutions for the sector and create prosperity through the wellbeing of the students feeling empowered, engaged and optimistic about the future.
14. This initiative aligns with the issues and opportunities identified in the refreshed skills, talent and education and primary sector chapters (including innovation, resilience, sector skills development). Girls who Grow will benefit from being in the REDP through engagement with our region and the ability to secure partnerships to deliver the programme.

Removal of initiatives

15. Eight initiatives have been removed from the REDP. These are:
 - a **BioTech Centre of Excellence** – the private company leading this intend to locate the centre in Christchurch, however we are continuing to pursue opportunities to encourage the location of Biotech companies in our Region and to advocate for appropriate facilities to be made available at Callaghan Innovation.
 - b **CleanTech Centre of Excellence** – being completed through a Summit on 20 June 2024.
 - c **Kāpiti kai pokapu** – a scalable shared food production facility is now being explored as part of the *Kapiti-Horowhenua kai connect* initiative instead.
 - d **Ka kaha ake social procurement training** – merged into the *Greater access to contracts* social procurement initiative.
 - e **International GovTech Summit** – Creative HQ are pursuing alternative formats to position our region as a leader in public sector innovation including smaller more regular events.
 - f **Job Search Connect** – underway and Business Central will independently pursue the programme in alignment with partners including Ministry of Social Development.
 - g **Seismic strengthening of 33kV cables** – remains important and requires WRLC advocacy, however is now captured through the Future Development Strategy.
 - h **Rail slope stability** – remains important and requires WRLC advocacy; however, is now captured as part of a wider rail programme through the Future Development Strategy.

16. WellingtonNZ will continue to work alongside the leads of all 31 refreshed initiatives to champion and enable implementation. Progress is reported to the Committee quarterly along with any recommendations for/actions required from the Committee.

Value of working as a Region

17. Feedback received during the refresh has reiterated the power of the REDP as a mechanism to coordinate, agree and support economic development priorities as a Region. Working as a region enables us to create a greater impact than operating in isolation, including through:
 - a WRLC ownership of the REDP providing a unified, single voice on regional economic development priorities. This enables us to work together on attracting awareness, support, and investment, including through Central Government opportunities such as regional deals.
 - b The REDP Steering Group meeting every six weeks to discuss progress, resolve barriers, and collaborate on supporting implementation.
 - c Raising the visibility, credibility and connections of initiatives recognised as regional priorities in the REDP, as confirmed through positive feedback from initiative leads.
 - d Aligning with other WRLC owned plans which recognise the need to prepare for our growing population - focusing on how to help create jobs and improve quality of life for all.
 - e Enabling regional coordination to take place and initiatives to reach our residents where they live, work and play, going beyond territorial authority boundaries.
18. WellingtonNZ will continue to drive operational delivery of the REDP alongside the Steering Group and Committee.

Opportunities to utilise WRLC support

19. Proactive support from the Committee is important. There are three immediate ways in which Committee members can continuously champion and support implementation of the refreshed REDP:
 - a **Sharing our vision for developing the skilled future workforce of our region.** Skills are important for everyone but are a long-term investment. This makes it challenging to attract ongoing support for skills initiatives, particularly during difficult economic times. We need our regional leaders to publicly advocate for accessible local opportunities to inspire students into future careers, and to emphasise the importance of creating local pathways for employment. We need our local businesses to take the lead on providing opportunities for interns and supporting programmes that prepare our future workforce for their sector.
 - b **Elevating initiatives designed to support the performance of our focus sectors.** This requires rallying the right people behind these initiatives and promoting the value of the opportunities each are designed to provide. Support from Committee members has potential to help attract the capital required to make these initiatives happen, and therefore for businesses to grow and create jobs for our Region.

- c **Empowering collaboration across the region including through regional deals.**
This will enable ongoing implementation of the REDP for the benefit of all. Residents live, work, and play across our region and are not limited by the boundaries of territorial authorities. Meaningful impact can be created by continuing to drive initiatives of regional significance, including by elevating priorities to central government and into the economic development component of a regional deal.
20. WellingtonNZ will continue to escalate any specific requests for initiative support to the appropriate levels through the REDP Steering Group and WRLC, seeking letters of support, connections and advocacy as required.

Ngā hua ahumoni

Financial implications

- 21. No financial decisions are required by the Committee as a result of the recommendations in this report.
- 22. The oversight and delivery of the REDP is led by WellingtonNZ and is funded through the regional economic development targeted rate. A limited amount of seed funding is available towards initiatives where required, which along with the status of having initiatives recognised in the REDP, aims to be leveraged to secure wider and more sustainable investment for implementation of initiatives.
- 23. Implementation of the REDP continues to require all partners to work together towards the vision of creating a thriving region for all.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

- 24. The refreshed REDP continues to recognise the importance of Māori economic development, including through the Māori economic development chapter prepared in collaboration with Te Matarau a Māui, the Māori economic development agency for our region.
- 25. The refreshed REDP has been assessed against Te Tirohanga Whakamua, the statement of iwi and hapū values and aspirations for urban development in the Wairarapa-Wellington-Horowhenua region as part of the Future Development Strategy. Although this was prepared for a different context, consultant Dr Anita Perkins found there was a medium to high level of alignment between the REDP and Te Tirohanga Whakamua, and no areas of low alignment.
- 26. A representative from each iwi remains welcome to participate in the REDP Steering Group that oversees operational delivery of the REDP at any stage.

Te huritao ki te huringa o te āhuarangi
Consideration of climate change

27. The overarching framework for the REDP includes a strategic objective to support a transition to a low emissions economy and responsibly manage our natural resources for future generations. This objective also forms part of the criteria for selecting initiatives that go into the REDP.

Ngā tikanga whakatau
Decision-making process

28. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

Te hiranga
Significance

29. Officers considered the significance (as defined in Part 6 of the Local Government Act 2002) of the matters for decision, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers recommend that the matters are of low significance given their administrative nature.

Te whakatūtakitaki
Engagement

30. Given the low significance of the decision, community engagement is not required.

Ngā tūāoma e whai ake nei
Next steps

31. WellingtonNZ will liaise with designers to incorporate the refreshed content into the REDP before it is relaunched.
32. WellingtonNZ will ensure a champion remains allocated to each initiative in the REDP, working alongside them to provide support on implementation as required including identifying funding pathways, connections, and requesting WRLC support as needed.
33. WellingtonNZ will continue to monitor the relevance of the REDP and recommend any further updates as required to maintain the plan as a living document.
34. The Committee will have an ongoing role in championing implementation of the REDP through sharing the vision, elevating initiatives and empowering collaboration, including through the economic development component of a regional deal, as outlined in more detail above.

Ngā āpitihanga

Attachments

Number	Title
1	Refreshed Regional Economic Development Plan

Ngā kaiwaitohu

Signatories

Writers	Julia Stevens – Regional Economic Development Plan Programme Manager, WellingtonNZ Matt Carrere – Regional Economic Development Team Lead, WellingtonNZ
Approver	Kim Kelly – Programme Director, Wellington Regional Leadership Committee

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Committee's terms of reference</i> Overall programme governance for the Regional Economic Development Plan sits with the Committee as decision-makers across our region with responsibility for the plan.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> The recommendations outlined in this report contribute to keeping the Regional Economic Development Plan current, given it is one of the WRLC's key strategy documents.
<i>Internal consultation</i> The REDP refresh was discussed at the WRLC Senior Staff Group on 15 May 2024 and received unanimous support. This report will be discussed at the WRLC CEO Group on 31 May 2024 ahead of the WRLC meeting.
<i>Risks and impacts - legal / health and safety etc.</i> There are no known risks arising from this report.

Wellington Regional Economic Development Plan 2022 – 2032 Refreshed in 2024



About the Wellington Regional Leadership Committee (WRLC)

WRLC members have partnered to achieve better shared outcomes for Te Upoko o Te Ika. Our region faces many cross-boundary growth-related challenges. By joining forces, we can solve our regional challenges, maximise our potential, improve existing communities and develop new communities to be places where we all want to live and work.

The WRLC provides a platform to positively influence and drive the region’s future, unlock opportunities and address shared challenges. We have two inter-dependent areas of responsibility:

1. Regional spatial planning – the Future Development Strategy
2. Regional economic development.

We are looking at change from a systems-level, covering all inter-related aspects that underpin how we live and work. These include housing, infrastructure, transport, iwi/Māori housing, climate change, resilience and economic development. The WRLC recognises that to progress regional economic development there needs to be a new approach and a more dynamic and collaborative plan. We are focusing on better co-ordination and alignment across our region, to build a better future, together.

Contents page – **page numbers to be updated.**

Foreword – **pending WRLC approval**

Our region’s economic future

We are proud to present the refreshed Wellington Regional Economic Development Plan (REDP). We have completed a refresh to ensure the initiatives in the REDP are current, relevant and support the growth in jobs in targeted sectors within the region.

The Wellington Regional Leadership Committee (WRLC) is a union of councils, iwi and central government in the Wairarapa-Wellington-Horowhenua regions. The WRLC were formed to work together to positively shape the future of the region. The REDP covers this same geographical area.

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The REDP was originally developed in 2022. Over the past two years, the REDP has provided a vision “to build a future-focused thriving region for all to be proud of.” During this time, employment in the Wairarapa-Wellington-Horowhenua region has increased by 6% while national figures have increased by 5%.¹

Our approach focuses on:

- Acceleration of key sectors to build on our competitive advantage and future opportunities. Sectors we will focus on are screen, creative and digital; science, technology, engineering and high-value manufacturing; visitor economy; and primary sector, food and fibre
- Acceleration of key enablers to build from solid foundations. These enablers are Māori economic development; skills, talent and education; water accessibility and security; and resilient infrastructure.

At the heart of the REDP is an agreed set of initiatives that will enable us as a region to achieve our vision, strategic objectives, growth and employment. These initiatives have received unified support from the WRLC to help grow jobs and emphasise the importance to our region. They will continue be reviewed by the committee on an ongoing basis to ensure the focus on relevant sectors remains strong.

It has been pleasing to see the region working together to implement initiatives from the plan. We remain true to the REDP vision and approach. Our refreshed REDP builds on the successes and learnings from the past two years, to ensure each chapter continues to identify issues and opportunity that are current, and the right set of initiatives to address them. The REDP aligns with Te Tirohanga Whakamua, a statement of iwi and hapū values and aspirations for urban development for the Wairarapa-Wellington-Horowhenua region, which was created in 2023 as part of the regional Future Development Strategy.

This REDP was shaped with input and critique from a large number of partners and stakeholders, including through workshops and one-on-one meetings. It was developed through a joint local government, central government, iwi and economic development partners’ steering group. The refresh has been undertaken with help from the same steering group and wider stakeholders. We thank everyone who has contributed to strengthening our plan and ensuring it reflects the latest context.

Successful implementation continues to be a job for us all. Progress is summarised in an annual report each year. We will continue to drive implementation and to continuously improve the plan to ensure all partners are working towards the best possible outcomes for our region.

DARRIN APANUI (Chair) and DARAN PONTER (Deputy Chair)
Wellington Regional Leadership Committee

Moemoea for the people of Te Upoko o Te Ika

Ka eke ki te taumata ikeike o Rangiatea
Ascend the highest summit of potentiality

This whakatauākī encourages individuals to set goals and to strive to the best of their ability. This is relevant for everyone residing in the takiwā (region), including mātāwaka - or Māori of other iwi and kāinga - and all cultures who have chosen Te Upoko o Te Ika as their home. Many whānau have

Attachment 1 to Report 24.278

contributed to our marae and the repatriation of our cultural practices, and to us as uri of the mana whenua. We acknowledge these relationships and the care we feel for their uri also.

Our expectation is that our takiwā is a positive place for all to reside. We see that the strengthening of mana whenua supports all to thrive – including Māori, uri of Te Moananui a Kiwa, and all other nations. It is difficult to manaaki manuhiri when you are not at full potential or with thriving wellbeing.

'Rangiatea' is a name of a building that resides in the uppermost heaven where the 'mareikura' and 'whatukura' resided. It is important to note that every iwi will have their own narratives, based on their respective whare wānanga as it highlights in the following saying 'Tō piki amokura nōu, tōku piki amokura nōku'.⁴

Te Ahi kā roa tupua rau, he auripo i te manga nui, he kaitiaki ki te whenua

The Ahi kā roa of many phenomena, a ripple in the great water tributaries, a guardian on the land

Interlinking strategies in Te Upoko o Te Ika

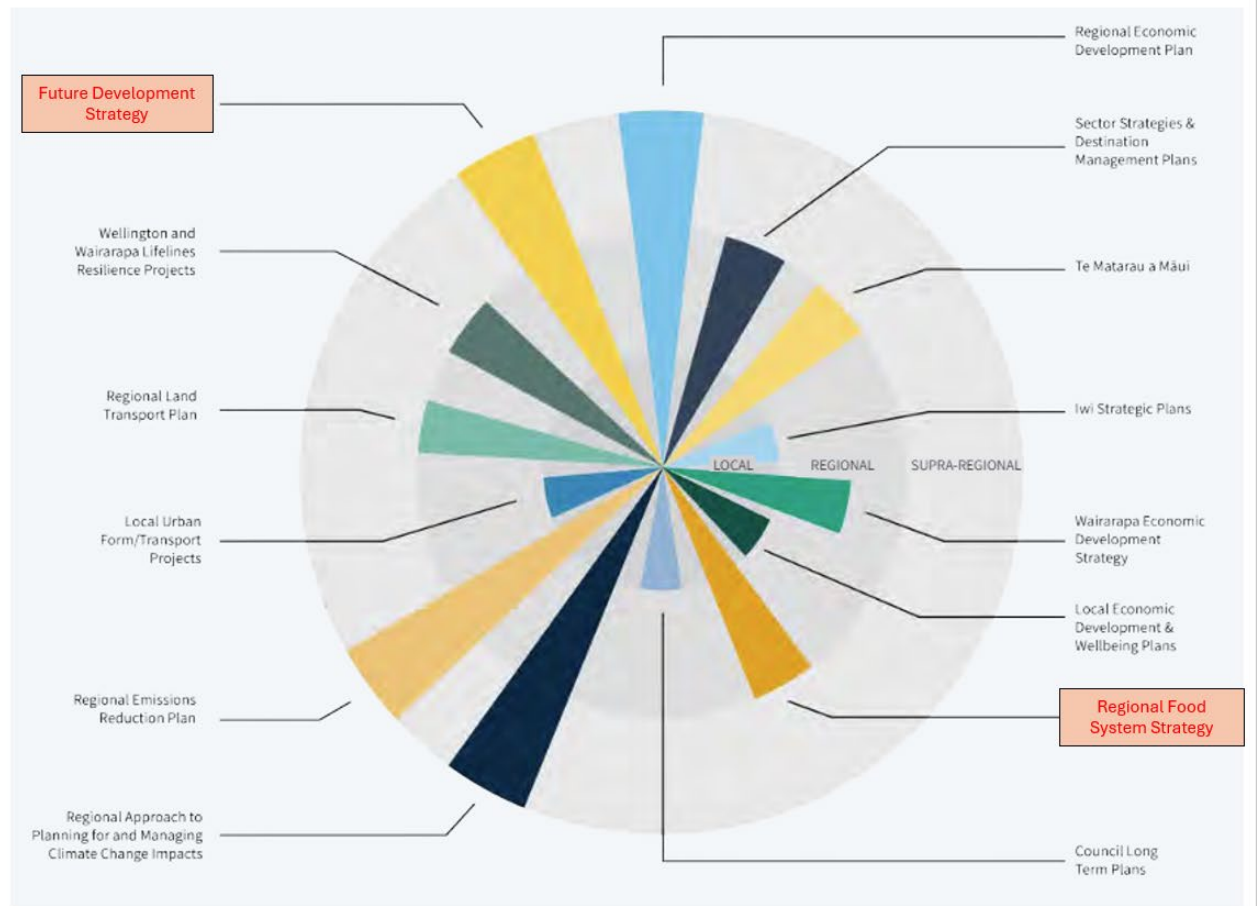
At this point, we must consider how our plan is positioned and its relationship with other strategies and plans across the wider region with economic impacts.

This diagram highlights the importance of agencies working across boundaries to ensure that strategies and plans integrate, information sharing occurs, and we achieve scale when collaborating on regional and national economic development projects. It is not a hierarchy but rather shows the link between those plans, our local communities, and how they support and intersect with each other.

The Future Development Strategy and Regional Economic Development Plan sit in the supra-regional sphere. This includes territorial authorities and iwi across our region as well as central government.

At a regional level we include Te Matarau a Māui, Destination Management Plans and the Regional Land Transport Plan as reflecting the scope of our whole region. Sector strategies of relevance are included as one grouping. There are also several sub-regional plans, providing regional benefits across localities but with a narrower geographic focus, such as the Wairarapa Economic Development Strategy.

There are then local plans which remain important though governed at local level. Importantly, these include any local economic development or wellbeing plans and council long-term plans, district plans and iwi strategic plans.



Purpose

Our Regional Economic Development Plan guides the long-term direction of our economy. It identifies issues and opportunities in key focus areas and helps prioritise initiatives to contribute towards creating decent jobs for our growing population and continuously improving quality of life in our region.

We aim to help:

1. Create some of the 100,000 new decent³ jobs needed in our region over the next 30 years because of the expected increase in population
2. Improve quality of life by supporting our region to be more productive, resilient, inclusive and sustainable with thriving Māori and Pasifika communities.

We do this by elevating initiatives that will make a difference from a regional or sub-regional perspective. These complement rather than replace individual local development plans and generally require alignment of multiple councils, iwi, business stakeholders and central government.

We heard a strong emphasis on the need for action while engaging with a range of stakeholders and iwi. This plan is a cluster of opportunities and the concrete steps which, if pursued together, will boost the prosperity of our region. It is both a strategy and an economic action plan – with enough detail to guide and enough vision and direction to lead.

The plan is a living document that continues to evolve and adapt as conditions change, relationships are built, and new initiatives come to the surface that address some of the issues and opportunities identified. We refresh this plan every one to two years to maintain momentum and focus. Having a well-connected region with an agreed plan helps us and potential funders know what regional priorities require support.

This is about building a better future for our residents and our region, the place we call home.

Introduction

One of six strategic direction areas identified in the Future Development Strategy (FDS) is providing opportunities for productive sustainable local employment⁴.

As our regional population grows, we'll need more decent jobs closer to where people live, along with infrastructure, affordable housing and sustainable transport networks.

Our region is growing and we're expecting an additional 200,000 people living in the Wairarapa-Wellington-Horowhenua region in 30 years' time, leading to a need for about 100,000 more jobs. This would equate to a regional population of 780,000 people, however there is no certainty as to if or when this may occur.

How the plan was developed

Our plan has been created on behalf of the region by WellingtonNZ as the regional economic development agency, in partnership with representatives from across central and local government, iwi and business. The process included the following:

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- In mid-2021, Henley Hutchings analysed more than 300 documents and data sources⁵ that relate to economic development to identify sectors, enablers and areas of alignment to provide the foundations for our plan
- In October 2021, a steering group made up of representatives from across central and local government, Māori economic development and business was formed to lead the development of our plan, guided by the central government PRISM Framework⁶
- Te Matarau a Māui representatives led development of the Māori economic development chapter and supported the alignment of our plan with the Te Matarau strategy. Local rangatira Kura Moeahu, and AATEA Solutions Director Hinerangi Edwards supported the steering group to ensure our plan reflected learnings through the lens of mana whenua
- There were many engagements and discussions across our region to identify the overarching Wellington regional economic development framework and key focus areas, clarify the issues and opportunities, and gather information on potential initiatives to make a difference
- In April 2022, we received independent advice from Martin Jenkins for consideration, including data analysis, key trends, drivers and strategic uncertainties. The Martin Jenkins Independent Review and Advice – Final Report 11 April 2022 formed the bases of the statistics originally referenced in this plan.⁷ A regional snapshot with data and insights from when this report was developed is available on our website
- We agreed to focus on areas that can be influenced in key sectors to build our competitive advantage and key enablers to create solid foundations for building our diverse regional economy
- The steering group members and WellingtonNZ staff then developed the chapters for each key focus area, informed by their collective business networks and industry knowledge
- In 2022, the WRLC approved the original REDP, including the overarching Wellington regional economic development framework and initial set of 33 initiatives
- In 2023, four new initiatives were added to address some ongoing issues and opportunities
- In 2024, the plan was refreshed and relaunched to reflect the latest data, context, and progress on initiatives. The refresh was informed by steering group members and WellingtonNZ, once again using their collective business networks and industry and local knowledge. The refreshed plan focuses on a refined set of 31 initiatives.

Regional summary

Our region is an important location for Aotearoa and New Zealanders. Wellington is the head of the fish of Maui, the harbour – Te Whanganui-a-Tara and Wairarapa Moana are the eyes of the mythical fish, and the great bay between them is the fish’s mouth.

Māori have lived in Te Upoko o Te Ika since the time of Maui, Kupe and Whātonga. More than 90,000⁸ live in our region today, constituting more than 15% of the region’s population.⁹ Sixteen percent affiliate to one or more of the mana whenua groupings of Ngāti Kahungunu ki Wairarapa, Taranaki Whānui ki te Upoko o Te Ika, Ngāti Toa Rangatira, Te Ātiawa ki Whakarongotai, Ngāti Raukawa ki te Tonga, Muaūpoko and Rangitāne o Wairarapa.

Our region has strong cultural connections, with more than 20 marae and 39% of Māori adults speaking some Te Reo. Māori-owned entities play a key role in commercial property, housing and social developments, and Māori in business have a strong presence in the screen, technology, business services and food and fibre sectors. Mātauranga Māori knowledge and Te Ao Māori perspectives have an increasing and important role to share knowledge and support better outcomes for all.

With an abundance of opportunities, our region offers a great lifestyle for our 588,050¹⁰ residents. Our population has grown by nearly 7,000 residents over the last two years, primarily as a result of international migration. With an average annual population increase of 1.3%, our region looks set to meet the ambitious projected regional population of about 780,000 in 30 years. Our region is culturally, economically and geographically diverse, and our cities, towns and transport networks are shaped by stunning natural landscapes, including rivers, harbours, hills, ranges, valleys and coastlines.

In 2023, our regional GDP was estimated at about \$51.48 billion¹¹, about 13.7% of the national economy, and our region provided around 334,834¹² jobs, or 12.16% of national employment.

Our region has seismic resilience challenges, with a higher risk of exposure to earthquakes compared to the rest of New Zealand, and ongoing discoveries of structural vulnerabilities.¹³ This impacts the insurability of our buildings and makes achieving compliance with regulatory requirements challenging. It is therefore, uneconomical to complete the required strengthening and repair work on some buildings. A significant earthquake would create serious economic and social disruption for our region and beyond, and we need to proactively enhance our resilience, where possible, to reduce risk to our economy.

We have a strong base of innovation and technical skills, with 46.5%¹⁴ of our workforce employed in knowledge-intensive occupations compared to a national average of 33% in 2023. We also have the largest research, science and innovation workforce in the country. Our industry make-up and relatively high levels of education mean we are well-placed to adapt to changes in the future of work.

Wellington, as the capital of New Zealand, is home of Government and associated professional services which make up a quarter of jobs in our region. As a result of the Government seeking a 6.5% to 7.5% reduction of expenditure in 2024, the public sector has been experiencing job losses. That may see a shift in the make-up of our regions’ employment or a redeployment of these roles into other professional services. While this is likely to negatively impact jobs in our region, our plan continues to leverage our capital city status and focus on key sectors and enablers that can be influenced to shape our diverse regional economy.

Attachment 1 to Report 24.278

The key sectors of focus identified in the research were validated with industry and our steering group, and include screen, creative and digital; science, technology, engineering and high-value manufacturing; visitor economy; and primary sector, food and fibre.

Performance of our key sectors, and therefore our region, depends on the quality of the underlying enablers of prosperity and wellbeing. The key enablers include Māori economic development; skills, talent and education; water accessibility and security; and resilient infrastructure.

Successful enterprises of all sizes and sectors have started out in our region, including Wētā Workshop, Sharesies, Hnry, Fraser Engineering, Port Nicholson Fisheries, Kāpiti Island Nature Tours, Whittaker's, Farm Focus, Merino Kids, Storypark, Goodnature and more. Innovative and high-value businesses excelling in global markets are key to our region's success, and we want to enable enterprises like these to continue flourishing while supporting new startups to establish and grow into market leaders.

A summary of our region, based on the data, key trends, drivers and strategic uncertainties, is included below. A more detailed regional snapshot and references to supporting evidence from when the REDP was first developed is available on our website, and the latest data is included in our annual summary each year.

Our region has:

- High levels of earnings and incomes. In 2023, the mean annual earnings (\$81,064) and mean household income (\$138,861) in our region were higher than national levels (\$74,754 and \$127,423 respectively)¹⁵
- High productivity levels, at about \$153,733 compared to \$137,196 nationally (2023 estimates from GDP per filled job).¹⁶
- A lower emissions profile than other comparable regions (Auckland and Canterbury). However, evidence shows that increasing greenhouse gases are contributing to higher temperatures and that our region is particularly vulnerable to the economic and environmental impacts of climate change, so we must do our bit to lower emissions. Moving to a low emissions economy means reducing carbon dioxide (CO²) emissions produced or consumed by our regional economy to an acceptable level. Transport accounts for the largest share of our emissions, followed by agriculture and then stationary energy. Industry and waste account for less than 5% of our region's total emissions respectively
- A successful capital city that has flow-on benefits across our region. We can be proud that Wellington, as our capital city, was ranked:
 - 7th safest major urban area in the world in The Economist's Safe Cities Index 2021,¹⁷ which considers digital, health, infrastructure, personal and environmental security
 - 23rd most liveable city in the Global Liveability Index 2023, by the Economist Intelligence Unit, ranked as the biggest mover, up from 50th in 2022.¹⁸
 - 35th out of 200 on the Innovation Cities Index: Small 200 Cities in 2022-2023.¹⁹ The Innovation Cities Index measures and compares cities across all business innovation, including sustainability, technology/digital, entrepreneurship and many more indicators.

We also have:

- A high quality of life. In 2022, 88% of our region's residents rated their quality of life as positive compared to the national average of 83%. However, only 54% of residents reported having enough or more than enough income to meet their everyday needs in 2022.²⁰ The

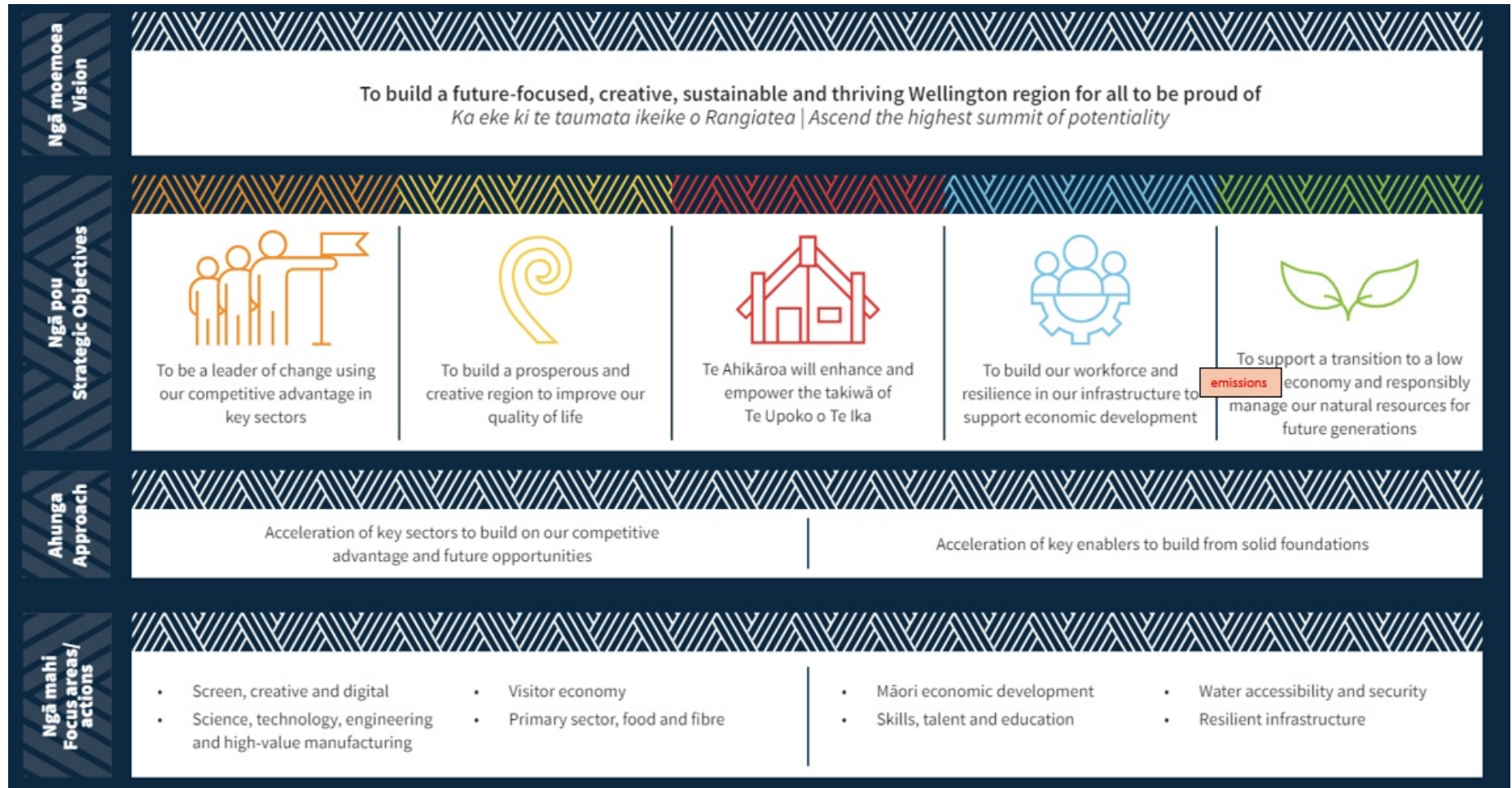
Attachment 1 to Report 24.278

ability to meet everyday needs is likely to get worse as the cost-of-living increases, global supply chains are affected by international conflicts and political uncertainty leading to global consequences

- Regional disparities. For example, Wellington city contributes more than 61% of GDP and has high mean earnings (\$91,874) with all other territorial authorities' areas having mean earnings lower than the New Zealand average²¹
- An unemployment rate of 3.1% in 2023 (down from 4.5% in 2021), just below the New Zealand rate of 3.3%. Unemployment represents unfulfilled potential in our region. Unemployment and underutilisation vary considerably across the region with Māori and Pasifika experiencing higher levels of unemployment and Pasifika having lower labour participation compared to European and Asian people. For example, in 2023 the unemployment rates in our region were 5.1% for Māori (7.9% in 2021) and 3.7% for Pasifika (7.5% in 2021), compared to 3.1% for all ethnicities (4.8% in 2021). Horowhenua, Porirua and Wellington city have relatively high unemployment rates compared to other territorial authorities in our region. Our plan aims to address these variations through helping to reduce disparities²²
- With nearly six out of 10 jobs in the capital being knowledge intensive, Wellington city is New Zealand's most knowledge-intensive territorial authority. The concentration of the public sector in Wellington city contributes to its high proportion of knowledge-intensive jobs. Even when excluding public sector roles, our region's key employment sectors remain highly knowledge-intensive. Knowledge-intensive industries are those in which the generation and use of knowledge play the predominant part in the creation of economic activity. Three of our territorial authorities feature in the list of Top 10 Knowledge-Intensive Territorial Authorities in NZ – Wellington city first, with Porirua fourth and Lower Hutt seventh.²³



Overarching Wellington regional economic development framework



Vision

OUR VISION IS

"to build a future-focused, creative, sustainable and thriving Wellington region for all to be proud of."

We are collectively aiming for an entirely better life and world in its broadest sense for all our children and mokopuna.

Our vision is based on feedback from the Wellington Regional Leadership Committee, iwi and communities. The reason for each aspect is:

- **Future-focused** – We are a region full of aspiring leaders with a drive for positive change locally, nationally and globally
- **Creative** – Creativity is in our DNA, as demonstrated through our creative arts, events, food, fibre, technology and manufacturing
- **Sustainable** – Our region is vulnerable to the economic and environmental impacts of climate change and we support a transition to a low emissions economy
- **Thriving region for all** – We recognise disparities exist across our sub-regions and ethnicities, and aim for our region to be inclusive to all, so every resident enjoys a high quality of life and good overall wellbeing.

All communities require economic health and development to thrive. A resilient and diverse economy is one where community members have choices, access to decent jobs and wages, and employment prospects over the long-term.

Strategic objectives

After careful consideration of the opportunities and challenges we have heard about, we have decided on five broad strategic objectives of importance across our region.



1.

To be a leader of change using our competitive advantage in key sectors

Through innovation, partnerships and supporting our diverse sectors we will enable our region to be internationally competitive and highly productive, therefore contributing to our positive global reputation.



2.

To build a prosperous and creative region with improved quality of life

We recognise our urban and rural potential, as well as variations in wellbeing across our region, and seek to create an enabling environment for the positive standard of living we all aspire to. While our regional economy performs strongly in some areas, there are wide disparities, especially for Māori and Pasifika.



3.

Te Ahikāroa will enhance and empower the takiwā of Te Upoko o Te Ika

Ahikāroa are those who stoke the home fires, overseeing the cultural vibrancy of their respective takiwā. Initiatives including those led by Te Matarau a Māui, mana whenua and mātāwaka will support Māori to thrive and lead to greater outcomes for all in our region.



4.

To build resilience in our workforce and infrastructure to support economic development

We need to attract, retain and develop our workforce to meet increasing demand and grow our industries. By developing resilient infrastructure, we create new opportunities and minimise impact to our regional economy from future disruptions such as earthquakes.



5.

To support a transition to a low emissions economy and responsibly manage our natural resources for future generations

We have an opportunity to be a national leader in the deployment and adoption of climate change technology. We support initiatives that lower overall carbon emissions, to protect the wellbeing of the people and environment in our region both now and in the future.

Approach

To deliver our agreed objectives, our plan focuses on two key areas:

1. Accelerating key sectors to build on our competitive advantage and future opportunities

The following sectors have been identified because of potential growth opportunities, annual average growth over the last decade, creation of skilled employment, and contributions to our regional identity. These sectors are:

- Screen, creative and digital
- Science, technology, engineering and high-value manufacturing
- Visitor economy
- Primary sector, food and fibre ●

2. Accelerating key enablers to create solid foundations for building our regional economy

The following enablers have been identified because they unlock, leverage and build resilience in our businesses, iwi and communities. These enablers include:

- Māori economic development
- Skills, talent and education
- Water accessibility and security
- Resilient infrastructure ●

We have focused on key sectors and enablers that can be influenced to shape our diverse regional economy. Other sectors have been considered such as central government and professional services, but their size and potential growth are mainly influenced by factors outside of our region's control.

Health and construction are also potential growth sectors, though opportunities are largely workforce-related and ~~subsequently included in the Regional Workforce Plan recently developed by the Regional Skills Leadership Group.~~

~~Future development areas were identified in the WRGF.¹⁴ For consistency we have used the terminology in this plan where appropriate:~~

- ~~Western Growth Corridor refers to the area from Tawa to Levin~~
- ~~Eastern Growth Corridor refers to the area from the Hutt to Masterton~~
- ~~Wellington Growth Corridor refers to the Wellington city area~~

To achieve our vision, we need to remain inclusive, innovative and future-focused. Implementation will require contributions from central and local government, iwi and hapū, businesses, education and research providers.

Sectors and enablers^{24,25}

Each of the sectors and enablers have different contexts, complexities, opportunities, issues and stakeholders. The following chapters have been developed with a focus on outlining the issues and opportunities to set direction. The initiatives were reviewed against multiple criteria by an assessment panel, endorsed by the steering group and considered to be projects that, with support, can generate positive action.

The economic development targeted rate collected by Greater Wellington Regional Council will be used to administer the plan and activate some projects, such as validating the case for investment or co-funding initiatives to leverage other complementary funding from private investors, local and central government.

The first set of initiatives included in each chapter is a start that will help to create new jobs and achieve the strategic objectives. We expect other initiatives that address the issues and opportunities to be included in the future as they are identified. The initiative tables include estimated timeframes and stages that range from **planning and research** through to developing business cases, attracting investment and project delivery. Project leads are expected to undertake detailed planning and manage effective projects or programmes. Icons are used to indicate which of our strategic objectives (SO) each initiative contributes to, based on the key to the right.



Be a leader of change using our competitive advantage in key sectors



Build a prosperous and creative region to improve our quality of life



Te Ahikāroa will enhance and empower the takiwā of Te Upoko o Te Ika



Build our workforce and resilience in our infrastructure to support economic development

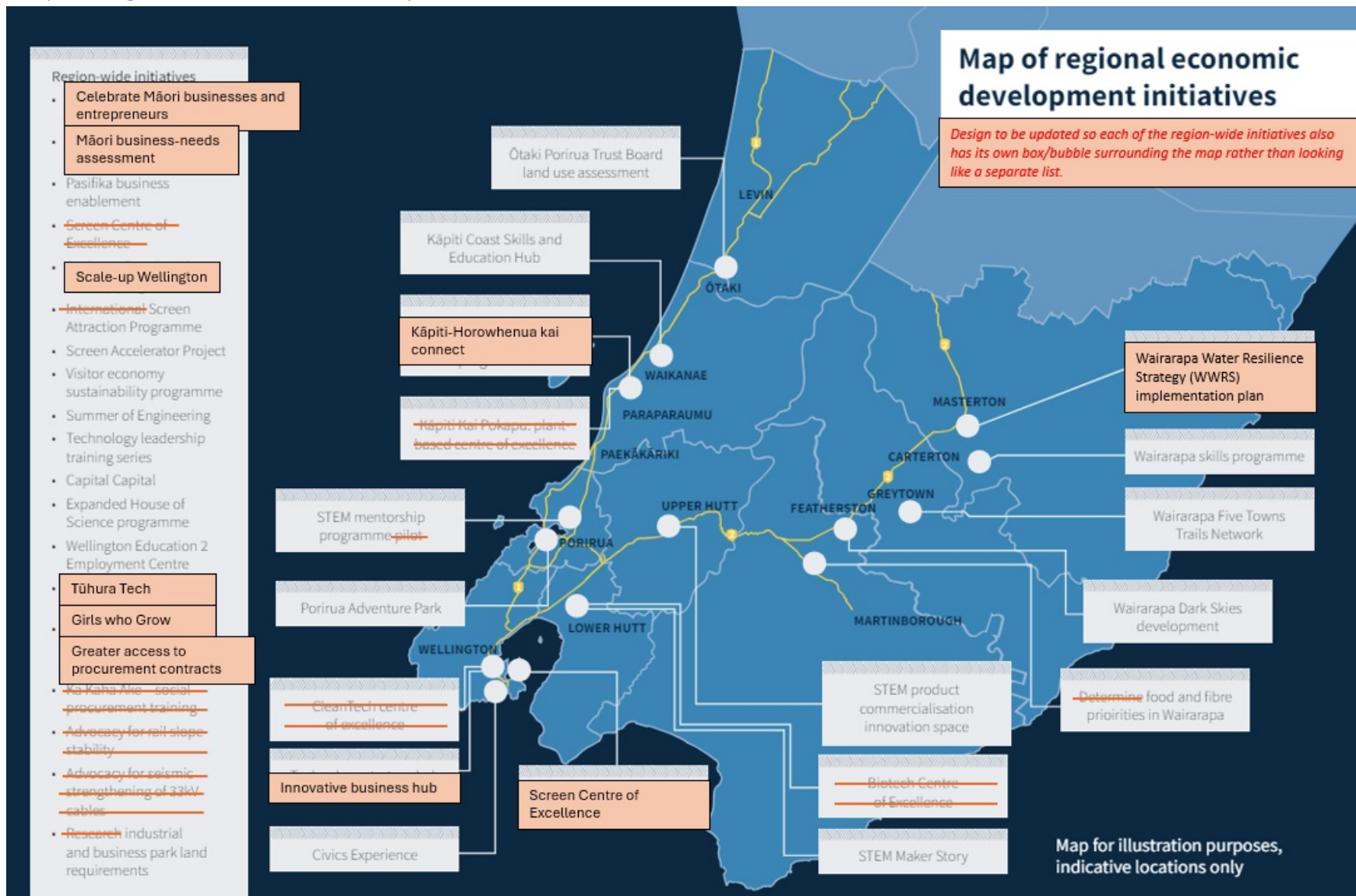


Support a transition to a low **emissions** economy and responsibly manage our natural resources for future generations

The following map indicates how the initiatives are spread across our region. While some initiatives are place-based, each initiative has been identified as an opportunity that will have a positive impact across our region.

Several initiatives focus on shared spaces, centres of excellence or innovation hubs. These are recognised approaches²⁴ to enable firms to develop and commercialise value-added products or services for local and export consumer markets, share learnings and support innovative Kiwi businesses of all sizes to grow.²⁵

Map of regional economic development initiatives



Screen, creative and digital

The screen, creative and digital sector can be defined as companies and individuals creating narratives, content and ways in which it is consumed. Screen production covers film, television series, games, interactive media, animation, visual effects, sound and other storytelling processes and mediums. Then there is software and hardware platforms used for the creation and consumption of compelling moving images and associated content.

Our region has a proud history in the creatively and culturally important screen sector. We are best known as home to *The Lord of the Rings* films, *King Kong*, *Avatar*, a globally-recognised visual effects, post-production and physical effects sector, and local television talent, including *Flight of the Conchords* and *Wellington Paranormal*. Gaming is an emerging area of growth and our region has a growing gaming industry which leverages the experience and facilities developed by our film effects expertise.

We have high quality purpose-built studios and directors and crew with experience working on high-profile and highly technical projects. We have one of the major global visual effects studios, Wētā FX, employing nearly 2,000 highly-skilled crew whose work generates export earnings and significant ripple effects across our regional economy. As one of our region's largest private sector employers, Wētā FX operates in a highly competitive and mobile international sector, with a talent base in high demand around the world. Many of the company's crew have gone on to create innovative products and businesses in our region and around New Zealand.

Our two universities, Victoria and Massey, are heavily invested in training the next generation of filmmakers, and both have cutting-edge facilities for student and commercial projects. Massey has recently launched the National Academy of Screen Arts. Our national drama training institution, Toi Whakaari, is also headquartered here. We also have a rich array of locations including beaches, wilderness, mountains, industrial and suburban, which can be accessed within a short drive from our studios.

Wellington is a UNESCO City of Film, which provides the sector with a competitive advantage that benefits our region. In a 2022 survey, 71% of Wellington businesses agreed that we need to leverage our capital city status to attract more visitors and tell our national and local stories.²⁶ The UNESCO Creative Cities programme and its network promote, demonstrate and reinforce the role of creativity as a catalyst for building more sustainable, resilient and inclusive cities. The programme improves access to, and participation in, cultural life as well as the enjoyment of screen culture, goods and services, notably for diverse, vulnerable groups and individuals.

While the screen, creative and digital sector generated \$1.517b of GDP for our regional economy in 2023,²⁷ our region has become the centre of New Zealand's digital and gaming community over the last two decades. This is due in part to our innovative and successful screen industry, which generates \$260m GDP and employs 17% of the nationwide screen sector workforce.²⁸

The screen sector's growth in our region has mainly been in post-production. A Wellington Regional Screen Sector Strategy²⁹ has been developed to encourage higher performance for employment, earnings, and productivity. The strategy identifies an opportunity for an additional 680 decent jobs and \$88m GDP to be created for our regional economy.

Issues and opportunities

There are six key issues and opportunities to grow and maintain a sustainable and thriving screen sector.

1. Industry stability to grow and scale – The sector is predominantly made up of small, fee-for-service-based businesses operating within a work stream of larger but intermittent projects. The cyclical and unpredictable nature of these projects means a lack of continuous work, producing significant uncertainties over workflow and therefore making the sector unstable. This can create an inability to plan and retain talent, which limits growth and keeps the sector in a state of constant reaction.

Investment into the early-stage development, creation and export of local intellectual property will lead to companies of scale with international partnerships and the ability to create new, high-value opportunities and economic returns beyond one-off projects. Support is required to provide these businesses the resources and infrastructure they require. Support is also needed to establish new sources of public and private funding to enable more diverse projects to take off, new business models to thrive, and more talent to be sustained in the sector.

2. Improved co-ordination – Our screen sector needs to improve its alignment and co-ordination because it has the potential and reputation to be a beacon for content and innovation for the world. A better-connected ecosystem will ensure opportunities are created for all areas of the sector, including research and development, export and investment partnerships, and education and training opportunities. Implementing the Wellington Regional Screen Strategy will help co-ordinate, unify and provide direction to the sector, stakeholders and opportunities of cross-collaboration between sub-sectors.

3. Raise awareness – Our region’s unique screen sector offering needs to be better communicated to New Zealand and the world. Support is required to:

- Raise awareness of the value to our region and the New Zealand economy
- Raise awareness of our region’s offering and the content produced here
- Partner with iwi and mana whenua to embed Te Ao Māori into the screen sector and develop new opportunities for indigenous storytelling
- Attract investment, suitable projects and build enduring export partnerships
- Attract, secure and retain talent to develop a robust workforce
- Raise the value of Wellington as a creative region to visit and live.

4. Improve access and ease of doing business – Sustained effort and investment is required to retain our 25-year film-friendly reputation and ensure our region remains known as an attractive and easy place to do business. A particular focus is needed to support local councils to make informed decisions on changes to land use, permitted activities and other related local government bylaws and directives, to ensure that screen production is supported and not adversely affected or restricted. Further iwi engagement is required to ensure regional sites of cultural significance are appropriately considered as part of filming activity.

More support is required to scale-up the sector, including connecting game development and interactive media opportunities to forge new frontiers in the convergence of film, gaming and interactive content mediums and technologies to create new, exportable intellectual property.

Attachment 1 to Report 24.278

5. Attract and retain high-value workforce – Talent attraction has been increasingly difficult during the Covid-19 pandemic, and with borders reopened, talent retention is an added challenge. The successful growth of screen in other regions has led many crew and line producers to relocate permanently, making our region less attractive to international productions that rely on access to local talent. Jobs in this sector are high-value and rewarding, and there is an opportunity to promote careers throughout the pipeline from school age through to adults looking for a career change.

6. Public funding and support – The screen sector, at every level, draws on Government support through funding initiatives and rebate schemes to support local productions, assist talent development schemes, and enable co-investment into and attraction of international productions, post-production and visual effects work. Any significant changes to funding settings could have a major effect on the viability and sustainability of our region’s screen sector over time so it can be viewed as both an opportunity and a risk.

For the screen sector to thrive, it is important our region retains a pipeline of international and domestic productions, and with this, further opportunities to develop local content, a retention of local crew and infrastructure and sustainability for the screen sector. Local government settings also play a part in influencing both the attraction and the development of new productions.

The six opportunities and the actions outlined in the initiatives can start to connect the nexus of storytelling, digital technology and business development opportunities to scale the sector for our region and New Zealand as a weightless, equitable and exportable industry.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage	
Strengthen and grow our regional screen sector							
	Screen Centre of Excellence Develop a Screen Centre of Excellence as a central, physical hub that allows all aspects of the creative and digital sectors to come together in a fully equipped 'weightless' business development and content creation facility, contributing to building the eco-system and addressing challenges and opportunities for the sector.	Grow the screen eco-system online and generate support towards sharing a physical space Update to: Develop a pilot programme for the Screen Centre of Excellence in partnership with public and private entities Update to: Evaluate outcomes and success of the pilot and determine whether there is demand to continue the Screen Centre of Excellence with a sustainable operating model.	Screen Wellington	WCC, GWRC, mana whenua, other centres of excellence, Callaghan-Innovation , MBIE, MCH, private sector, Toi Mai WDC, tertiary institutes, CHQ, NZ Film Commission, NZ On Air, UNESCO City of Film, Business NZ and Export NZ	2022 - 2025 2024 - 2026 2023 - 2024 2025 - 2026	Delivery Delivery Investment attraction Delivery	
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	International Screen Attraction Programme To support growth of the screen sector in our region we can help attract international projects, improve the ease of making a production here, and support the development of our local producer and director talent who are likely to create the next generation of Wellington region-made television and streaming service shows and films. These initiatives will contribute to a steadier pipeline of work, helping to attract and retain a high-value workforce		Establish a steering group to represent what our region has to offer, identify skill gaps, improve co-ordination and establish the practical development requirements to support a sustainable eco-system of productions Develop and deliver the international screen attraction programme including famil trips for location scouts, marketing promoting why producers should consider our region, and promotion of the creative businesses that support the sector Develop and deliver the ease of business improvements programme including a searchable database of filming locations, a crew database that producers can use to find staff and an efficient permitting service	Screen Wellington	Toi Mai WDC, screen sector representatives Remove Toi Mai. Add NZ Film Commission, Regional Film Offices of New Zealand, local government	2022 - 2023 2022 - 2025 2022 - 2025	Complete Delivery Delivery
	<p style="color: red;">Add new action: Establish regular stakeholder communications to improve coordination and receive regular input from the sector. Stage is delivery and timeframe is 2024-2026.</p>						
	Screen Accelerator Project Establish a series of workshops for screen practitioners at any stage in their career to develop their unscripted content ideas under the guidance of an Emmy award winning producer. This will support and coach our screen sector practitioners to commercialize their intellectual property, with the ultimate aim of bringing in productions to create jobs in the Wellington region and help put Aotearoa New Zealand on the map internationally in this genre	Secure funding, presenters, enrolments and resources required to deliver the Screen Accelerator Project, expanding on the successful pilot programme delivered in 2022 Deliver the Screen Accelerator Project including weekly sessions, workshops, mentoring, creating sizzle reels, and pitching to US production houses Evaluate feedback from the project and secure funding for the next 3-5 years.	Tall Poppy Films and Avocado Entertainment	WNZ, UNESCO City of Film	2023 2023 - 2026 2024	Complete Delivery Investment attraction	

Science, technology, engineering and high-value manufacturing (STEM)

STEM is a growing sector of importance for our region to support improved productivity and population growth. For the purposes of this plan, maths is included in all components of STEM and we have identified technology as a particularly strong focus area. These focus areas are outlined in the next two sub-chapters, with initiatives grouped together at the end.

Science, engineering and high-value manufacturing

With New Zealand long-known for a history of “Kiwi ingenuity”, our region has carved a reputation for high-tech, high-value and manufactured design enabled by science, technical expertise, engineering skills and innovations in metal, plastics, composites and new materials. For example, Fraser Engineering³⁰ builds and distributes fire trucks to the world and WEBBCo³¹ built the first all-electric zero emissions passenger ferry operating in the Wellington harbour.

The sector contributes \$5.88b³² to our regional GDP and accounts for about 29,521 jobs. Key contributors to GDP include computer systems design and related services \$1.89b, engineering design \$619.8m, scientific research services \$306.5m, scientific testing and analysis services \$115.7m, other machinery and equipment manufacturing \$121.6m, and veterinary pharmaceuticals and medicinal product manufacturing \$53.2m.

Our region has the largest research, science and innovation workforce in the country, with 4110 workers compared to Canterbury’s 3961 and Auckland’s 3830,³³ contributing to 22% of the entire RSI workforce. This is, in part, due to the concentration of universities and crown research institutes here. We are the main home of Callaghan Innovation, New Zealand’s innovation agency which focuses on activating innovation and helping businesses grow faster for a better New Zealand. For example, the Innovation Quarter in Gracefield, Lower Hutt, is a high-energy environment with world-class, state-of-the-art facilities, workshops, pilot plants, labs and equipment, and has recently had significant investment in infrastructure, which directly benefits

High-value (advanced) manufacturing largely happens in the Hutt Valley and in the areas from Tawa to Levin. Science and engineering expertise is centred in Wellington city and the Hutt Valley with key sub-sectors focused on materials and equipment. This sector offers economic development potential across our region. For example, Lower Hutt has identified growing science, technology, engineering and manufacturing businesses will cement a local competitive advantage. Opportunities for industry include improved infrastructure and amenity for these businesses, including a product innovation accelerator, supporting partnerships to grow our workforce, and increasing research and development spend in these businesses.

Central government is prioritising genetic engineering, biotech, artificial intelligence and the space industries.³⁴ As of early 2024, Ministers were actively engaging with the STEM community to understand the issues and opportunities directly. The focus on advanced manufacturing is a clear objective of Callaghan Innovation in its current programmes, such as Industry 4.0, Lean Manufacturing & Digital Lean.

Issues and opportunities

We have an abundance of science and science research-orientated businesses to attract further talent and investment. Circular economy manufacturing provides real potential to add value. Industry 4.0 is becoming more pervasive, linking well with our technological strengths, and there is growing participation and leadership of Māori in these areas.

There are three key issues and opportunities to grow and maintain a sustainable and thriving science, engineering and high-value manufacturing sector.

1. Creating a visible ecosystem - The advanced manufacturing sub-sector lacks public recognition and support networks, in part because much of what we manufacture is an input into a domestic or global supply chain rather than a final retail product for the public. There are few large manufacturers in our region. Our region has a competitive advantage that can be leveraged by celebrating the success of small and medium enterprises to raise their profile, recognise local talent and supply chains, encourage collaboration and innovation, and attract future investments. The sector is progressing partnerships that will help to highlight current practitioners in our region.

2. Skills shortages – This sector has an ageing workforce and high levels of skill shortages, which is compounded by the adoption of Industry 4.0 practices that require higher level of digital technologies knowledge. To adapt to these challenges, the manufacturing sub-sector is increasingly seeking workforce directly from secondary schools. About 31% of all jobs in New Zealand are at a high risk of automation, possibly within the next 20 years. Wellington city has the highest proportion of jobs at risk to automation in the near term, including in scientific services and manufacturing.³⁵ Sustained focus is required to build and attract a skilled workforce, upskill the current workforce, and increase leadership and management capability. There is a need to increase enrolment in STEM subjects at school by making information available about the value and opportunities of these skills and identifying successful education to employment pathways.

3. Support for growth companies to commercialise well – Local companies developing novel and high-value technologies often struggle to gain access to suitable physical locations with the right infrastructure within our region, and to high levels of capital needed to commercialise new products. High productivity countries such as Finland, Singapore and Sweden focus their innovation policy on growing innovation ecosystems around several large firms or sectors. We can learn from them and place a particular focus on creating an ecosystem to deliver globally-leading innovation support services, help with the commercialisation of science, support Māori innovation, shift to a high-value economy through new founders, and grow high-potential businesses.

STEM: Technology

A key focus of this plan is on the technology aspect of STEM because our region has a particular opportunity to create more jobs and improve residents' wellbeing by nurturing and supporting more businesses in this high-growth area. Technology is changing the way we work and companies that use technology to create products which scale are growing faster than ever. This represents both a threat and an opportunity for our region.

Twenty years ago, most local advertising dollars were spent on television, radio and print. Now, New Zealand businesses spend more than \$2b in digital advertising annually.³⁶ Ten years ago, almost all tourists booked into local hotels. In the 12 months to February 2024 our region had almost one million room nights booked through Californian-owned website Airbnb.³⁷

The internet has enabled smart companies to reach a global audience, disrupt local businesses and emerge as multi-billion-dollar "winners" in their category. Similarly, the global demand for solutions to climate and environmental challenges are an opportunity for those with high-tech intellectual property to generate enormous value.

Our region has a choice. We can ignore these opportunities in technology, watching our money and brightest talent flow overseas into the arms of foreign organisations. Or we can be a region that grows its own world-beating tech companies, retaining intellectual property, talent, and value in Wellington.

As a region we have proven our ability to compete with the rest of the world. Locally-founded accounting software company Xero is valued at \$15.1b and employs more than 4,000 people globally.³⁸ Fin-tech startup Hnry raised \$35m³⁹ to fuel its impressive growth of more than 600%. Our smaller companies are also acting on their global ambitions, with the likes of Storypark starting sales of its education software into Canada, and Goodnature now delivering Bluetooth-enabled smart-traps worldwide. Wellington is also home to a pipeline of promising cleantech and climate-tech companies, such as fusion energy startup OpenStar.

Despite these successes, competing with global mega-companies is difficult and our region's startup ecosystem is not as mature as in other countries, which have easier access to talent, investment, and leaders experienced in scaling global technology businesses. Government, businesses, and economic development organisations can play an important role in increasing accessibility of these key assets to fuel the number and growth of high-value startup companies. We can see the success of such interventions in cities such as Vancouver,⁴⁰ and Dublin⁴¹ where Government-led initiatives are increasing the quantity and quality of new companies reaching global scale.

With support, a regional ecosystem can be established, become self-sustaining and enable productivity in other sectors. Employees of locally-headquartered companies will learn from their experience and become the next generation of technology entrepreneurs. The founders of Sharesies were themselves employees of Xero when they started their business. As investors in these breakout companies achieve high returns, they reinvest into the next group of companies. As a result, our region will thrive and be a leader of change in the decades to come.

Issues and opportunities

There are four key issues and opportunities to grow and maintain a sustainable and thriving technology sector.

Attachment 1 to Report 24.278




1. Profile of innovation and quantity of entrepreneurs – To compete globally, we must harness the entrepreneurial talent of mana whenua and our wider community to ensure those with good ideas are motivated and supported to turn these ideas into businesses. This will involve lifting the profile of our successful founders, more exposure to entrepreneurship at school and in tertiary institutions, providing greater visibility of Māori entrepreneurial success. It will also involve encouraging by Māori for Māori models of innovation and prosperity, better connections between research and commercialisation, and structured pathways and support for new technology businesses through arming our founders with important knowledge about capital structure, technical architecture, recruitment, leadership and wellbeing.




2. Skills shortages – We have a critical shortage of work-ready software developers, product leaders, user-experience designers and digital marketers. As more founders develop scalable businesses in our region, we must prioritise initiatives that train and prepare these workers, to capitalise on the potential of our region's talent and increase the number of people in high-value employment. There is an opportunity to support the untapped potential in our Māori and Pasifika communities to succeed in technology-related employment, by establishing tuakana/ teina (mentor/mentee) relationships between those with experience in the sector and rangatahi who are new to it.

3. Leadership – High-growth companies and investors in our region have identified a lack of experience at a senior leadership team level that puts our businesses at a disadvantage to their international competitors. For example, a typical Head of Marketing, Chief Technology Officer or Chief Operations Officer at a scale-up company in San Francisco or Sydney would likely have experience working at a similar stage of business and easier access to mentors. Businesses need support to upskill executive talent at our high-potential companies, so each business can reach its full potential. Technology businesses have raised this as an issue because they can grow quickly and solutions to capability building should be transferable to other sectors with similar issues.

4. Investment – Our angel and venture capital investors are in early-stage development compared to other markets. Funds established in leading international technology markets have led to startups achieving multi-billion-dollar valuations, therefore enabling the funds to scale-up investment in new companies and attract foreign capital. To develop more business and accelerate developments the focus must be on supporting businesses with venture capital attraction and providing direct investment or loans where appropriate. We must focus our efforts and aim to become a magnet for talent and investment in particular sub-sectors where we have an advantage, including clean-tech, fin-tech and government innovation. We will initially focus on initiatives to support STEM innovation and develop our future workforce.

Our current focus is on initiatives to support STEM innovation, workforce and venture capital attraction.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Develop hubs equipped for STEM innovation and collaboration, raising the profile of the STEM sector						
	STEM product commercialisation innovation space Establish an innovation space pilot to guide, nurture and support STEM businesses from across our region to succeed, with an on-site workshop for prototyping and product creation, a wrap-around network of specialist providers and support programmes. This will support the creation of high-value jobs in successful start-up ventures, growth of existing companies and development of commercial opportunities related to the transition to a low carbon future	Develop a business case to establish a suitable facility with a fully equipped innovation space and wrap-around support services	HCC Pro-Dev	Callaghan Innovation, MacDiarmid Institute, NZ Product Accelerator , mana whenua, Hutt Valley Chamber of Commerce, UHCC, MBIE	2022 – 2023	Complete
		Confirm commitment to establish the innovation space/s and secure a suitable complex (should it prove feasible)		HCC	2023 – 2025	Investment attraction
		Develop a parallel innovation programme for the space targeted at STEM-focused start-ups			2024-2025	Planning
	Innovative Business Hub The hub will be in a high-profile location, connecting creative industries, start-ups, business, Government and innovation together in one place and driving cross-industry collaborations. The businesses located in the facility will be in high growth areas, leading to an increase in revenue and jobs	Develop a business case to establish a technology start-up hub in a high-profile location with a sustainable financial model	WellingtonNZ	WNZ , local government, private investors	2022 – 2023	Complete
		Confirm investment in securing a building/s and operating arrangements (should it prove feasible)		VUW	2023 – 2024	Investment attraction
		Add new action: Establish the hub and expand to include a range of growing scale-ups and start-ups. Timeframe is 2024 – 2026 and stage is delivery.				
Build and upskill our workforce						
	Summer of Engineering Pilot a Summer of Engineering internship and placement programme (based on the successful Summer of Tech-w) to facilitate recruitment of engineering students and graduates, helping them to acquire necessary work experience and attract, retain and develop our workforce	Pilot a Summer of Engineering programme in a selected area of engineering, matching 20 engineering graduates with employers	Engineering New Zealand and Summer of Tech	WNZ, engineering businesses	2022 – 2023	Complete
		Fully establish the Summer of Engineering programme across the wider engineering industry, securing placements for 100-plus graduates a year			2024 - 2026	Delivery

	STEM mentorship programme This programme is a partnership between Ngāti Toa and Victoria University, aiming to raise awareness of and interest in STEM subjects in low decile schools. Māori and Pasifika university students will be awarded credits towards their degree for participating as mentors	Pilot a programme for Māori and Pasifika university students studying STEM subjects to mentor year eight classes	WNZ	Ngāti Toa, Victoria University, schools	2023	Complete
		Evaluate success of pilot programme and consider expanding to more classes across our region			2024	Complete
	Technology leadership training series local and The training series will involve bringing one international experts from companies including Netflix, Canva, Atlassian and Airbnb to our region to train and consult with leaders from our high-potential technology businesses. The series will be designed to upskill the senior leadership teams of our brightest companies, to ensure they have the best chance at becoming global leaders and major local employers	Run a series of training workshops in conjunction with ChristchurchNZ and Auckland Unlimited to upskill senior leadership teams from 30 high-potential technology businesses across our region	WNZ	Businesses, MBIE, MOVAC, Morgo, Blackbird, and other investors	2022 – 2026	Delivery
	Scale-up Wellington Scaling up Creative HQ's start-up programme offering will provide founders with support on their full journey from idea to growth, leading to more quality founders and ventures, an increase in jobs, and improved connectivity of the start-up eco-system in our region. The programmes will include strong female and Māori representation and actively build collaborations and partnerships with iwi	Develop and implement a 6-12 month business incubation programme to identify, support and grow 20 new start-up businesses per year	Creative HQ	WNZ, local government, mana whenua, Callaghan Innovation, private investors	2022 – 2023	Delivery
		Secure funding to deliver scaled-up start-up programmes			2022 – 2027	Investment attraction
		Introduce a robust pre-incubation programme to upskill and prepare founders not yet ready for incubation/acceleration, building a pipeline of companies to be founded				
		Expand incubation and acceleration programmes, to increase the number of programmes run and founders supported per year, anchoring founders in our region to build growth businesses here				
	Introduce post-programme support to alumni companies, helping founders overcome early hurdles and secure investment to scale-up					

 STEM maker story	maker story A marketing initiative designed to deliver a consistent and compelling way of promoting our advanced manufacturing and innovation capabilities to the rest of Aotearoa and the world. Activating a compelling, authentic and consistent campaign will enhance our reputation as a source of world-class tech solutions. We can build awareness, pride, collaboration and attract tech talent by showing our local rangatahi their future and mahi they can be part of	Scope, define and enhance plans for a STEM marketing series made by young people for young people	Hutt City Council	Upper Hutt City Council, Hutt Valley Chamber of Commerce, Callaghan Innovation, local STEM businesses including advanced manufacturing	2023 – 2024	Planning
	Pilot STEM maker story in the Hutt Valley	Evaluate the success of the pilot and explore expanding it to the wider region			2024 - 2025	Delivery
					2025 - 2026	Delivery
Facilitate opportunities for venture capital attraction						
 Capital Capital	To run a Capital Summit in Wellington bringing together our region's best tech business leaders, start-up founders and politicians with investors and fund managers from Asia Pacific. This event will connect our brightest companies with investors and likely lead to collaboration and funding. It will inform the investors who are based here including our venture and angel investment community to help them become more effective	Design programme and secure funding for a Capital Summit	WellingtonNZ	Creative HQ, Angel HQ	2023 – 2024	Planning
		Deliver a Capital Summit, enabling local tech company founders to build relationships with venture partners			2024	Delivery
		<div style="border: 1px solid black; padding: 5px; background-color: #ffe0e0;"> New action: Evaluate the success of the summit and explore initiatives to attract more investment into high-growth companies in our region. Stage is investment attraction and timeframe 2024 – 2026. </div>				

Visitor economy

Famous for a vibrant, creative culture fuelled by great food, wine, craft beer, coffee and events, we are a cosmopolitan region with an energetic personality. The visitor (manaaki) economy is important because it is our responsibility to look after our manuhiri (visitors) and residents. Manaaki denotes 'mana' and 'a-ki' (mana comes from what others say about you and your ability to care for others). Our positive reputation as a destination is hard-earned and requires consistent, affirming experiences and a binding vision for all who contribute to how people experience Te Upoko o Te Ika a Maui.

The visitor economy generated more than \$4.49b of GDP⁴² for our region in 2023. Visitor spend exceeded pre-pandemic levels in 2023, at \$2.5b, comprising \$599m international spend and \$1,901m domestic spend.⁴³ At a national level, tourism is back as our second largest export sector after dairy. Our international visitors are high-value, spending on average \$232 per day, compared to \$155 a day per domestic visitor or \$74 a day per local resident.⁴⁴ There is an increasing value placed on tourism as indicated by a 2023 Tourism NZ survey of New Zealand residents, with 93% and 92%⁴⁵ respectively believing domestic and international tourism is good for New Zealand. Through spend from visitors beyond our region, tourism supports amenities that would otherwise not exist and provides employment opportunities across our region.

The visitor economy is built around experiences and attractions, hospitality, events, arts, retail and accommodation. Iconic experiences and events drive visitation to our region, while accommodation, restaurants and shopping are usually supporting factors.

Tourism businesses across our region have re-established since the pandemic, with existing businesses coming out of hibernation and new businesses opening despite a constrained lending and investment environment since Covid-19. A return to 2019/20 international visitor arrival levels is forecast for 2025/26, however domestic travel and the hospitality sector are being impacted by other macro-economic factors. Between 2022 and 2023 tourism jobs increased by 3% to an average for 2023 of 52,777 employed in the tourism industry in our region.⁴⁶

Domestic access to our region is good, with regular flights from all around the country and SH1 and SH2 providing paths around our region. We have commuter, intra and inter-regional train services and two Cook Strait passenger ferry companies. Wellington Airport is a vital hub in the domestic aviation network and connects to most New Zealand airports and several ports in Australia. Outside of Australia, Fiji and the currently hibernating Singapore Airlines service via Australia, our region has no direct international flights. Additional capacity from the United States has turned it into New Zealand's star performer post-Covid. Global aviation is forecast to double in the next 20 years and Qantas is now the largest Trans-Tasman carrier from Wellington. Given that 99% of New Zealand's visitors arrive by air, securing further direct international flights would make our region more accessible to visitors, highly-skilled migrants, international students, business connections and friends and family who live abroad.

Our region has a significant number of natural assets which connect visitors to the natural environment, including Kapiti Island, Zealandia Te Māra a Tāne, regional trails and cycleways, Wairarapa's Dark Sky Reserve, Cape Palliser and many more. Our visitors get to experience the many

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creatives, innovators, chefs and growers telling stories that give visitors a deeper appreciation of our hospitality, events and exhibitions.

Destination management⁴⁷ involves managing all aspects of a destination that contribute to a visitor's experience. The Wellington Regional Destination Management Plan builds on the five sub-regional Destination Management Plans of Wellington city, Hutt Valley, Kāpiti Coast, Porirua and Wairarapa. The Horowhenua sub-region also has a Destination Management Plan.

These Destination Management Plans are the primary vehicle for sector development at a local level and have been developed by canvassing the aspirations of communities, mana whenua, visitors and tourism businesses across our region.⁴⁸ Product development is a complementary and particular focus of this plan that will build on, and use, the business development capabilities within WellingtonNZ, as the regional economic development agency, and create regional alignment to focus our resources. Regional Tourism New Zealand's Project Tonui White Paper seeks to address ongoing national challenges around destination management and tourism system funding.

The three strategic priorities of the Wellington Regional Destination Management Plan are:

1. Tangata – Valuing our people: Our people are our greatest asset and we must value and empower them to achieve our community aspirations

2. Whenua – Valuing our place: Te Upoko o Te Ika a Maui is home to key natural taonga (treasure), and our visitor economy can't be developed at the expense of our natural assets. By rebuilding the balance and health of our natural environments, we contribute to the ongoing wellbeing of our people

3. Kōrero – Valuing our stories: Stories connect our people and places and bring them to life. Engaging stories within the natural environment grab visitors' attention and take them on a journey of discovery, helping to build critical and lasting connections between visitors, tourism operations and destinations.

Strong iwi partnerships are essential to enable informed decision-making, deliver positive impacts to communities and provide opportunities for locals and visitors to better connect with mana whenua. Across our region, some iwi initiatives are identified or underway already, while other relationships are emerging from the destination management process.

The destination management approach is to derive greater social, cultural, environmental and economic wellbeing for residents and visitors to our region. This is consistent with Tourism 2050, a blueprint from Tourism Industry Aotearoa setting out the industry's plan for its future and vision to enrich Aotearoa New Zealand through a flourishing tourism ecosystem.⁴⁹

Issues and opportunities

There are six key issues and opportunities to grow and maintain a sustainable and thriving visitor economy.

1. Increasing spend and demand – Our region has a lack of paid tourism experiences and many attractions are free, like Te Papa and cycle trails. We must encourage high-value visitors that give

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back more than they take by developing and marketing iconic experiences for each sub-region and attracting events, shows and exhibitions year-round. This will provide more reasons to visit, and see the benefits shared with local communities across our region.

2. Partnering with iwi to share Māori stories that encapsulate their narratives and experiences – By showcasing our cultural identity and tikanga, manuhiri will experience Māori culture and build our global brand. Wairarapa’s destination management plan and WellingtonNZ’s own brand direction are examples of the meaningful engagement guiding destination marketing, regional storytelling and product development.

3. Improving access and lowering visitor emissions – For domestic and international visitors via road, rail, sea and air. Wellington has constrained international air capacity and growing this would generate more demand. Better wayfinding and the national Integrated Ticketing Solution would improve visitor access to our public and regional transport network. Major infrastructure investment will be needed to transition to green charging infrastructure for cruise and aviation. Cook Strait ferry resilience is of extreme importance to the sector - Wellington has already been negatively impacted by 2022 ferry disruptions with tour operators choosing to overfly the centre of the country instead. Climate change is starting to impact maintenance and access to regional trails and the Remutaka Cycle Trail (a Ngā Haerenga Great Ride), requiring a greater focus on building resilience into the trails. We can help the sector meet growing consumer expectations by supporting businesses to transition to low emissions and sustainable models via capability building programmes.










4. Leveraging new developments to increase accommodation supply – Accommodation demand is likely to increase in the medium term, especially with new developments like Tākina Wellington Convention and Exhibition Centre which can host up to 1,600 delegates, and Lane Street Studios, a new world-class film studio and production facility in Wallaceville that can cater for up to 500 cast and crew. By understanding current and future accommodation needs we can plan for future scenarios. The Wellington Accommodation Demand Report identified a hotel accommodation shortfall and outlined some of the reasons, including Wellington-specific issues relating to cost of building and insurance. To realise the full economic impact of developments such as Tākina and Lane Street Studios, hotel development remains a key opportunity.

5. Improving international visitor awareness of what our region has to offer compared to other New Zealand visitor destinations – Collaborative marketing efforts are underway to raise awareness and generate demand through the Regional Trails Framework, Classic New Zealand Wine Trail touring route, Ngā Haerenga New Zealand Cycle Trails, the Wellington Region & Wairarapa Marketing Alliance, public/private partnerships and leveraging Tourism New Zealand’s domestic and international marketing programmes. We can increase awareness by leveraging Wellington’s capital city status, unique biodiversity successes and highlighting our food and beverage sector to provide a deeper visitor experience and create stronger business benefits across our region.



6. Attracting and retaining talent – Securing a tourism and hospitality workforce remains a challenge. Sector pay has shown significant improvement in the last three years, but perception shift is still needed to position the visitor economy as an attractive career and clarity is required on Government priorities. We need to provide more opportunities to develop and grow our workforce, creating a regenerative visitor economy which attracts talent.

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Our initiatives elevate regional priorities to improve sector performance through an integrated destination management and marketing approach which enhances the sustainability of tourism operators and develops iconic experiences in partnership with mana whenua.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Support a transition to low carbon and sustainable visitor economy						
	Visitor economy sustainability programme Expand the successful WNZ tourism sustainability programme and Chamber of Commerce bootcamp pilots to more tourism operators and hospitality businesses across our region, helping them become more sustainable and carbon neutral	Confirm size, scope and costs of the capability building programme, considering the learnings from the sustainability pilots	TIA	Hospitality NZ, Restaurant Association NZ, WNZ, local government, Wellington Culinary Events Trust	2022 - 2023	Complete
		Deliver a capability building programme which supports visitor economy businesses on a journey to becoming carbon neutral		Business Central	2023 - 2025	Delivery
		Add a further action: Share the success stories of each cohort and connect participants with previous cohorts for ongoing support and monitoring. Stage is delivery and timeframe 2024 – 2025.				
Improve the value and sustainability of tourism across our region through developing iconic attractions						
   	Porirua Adventure Park Develop a world-class paid tourism attraction that will create jobs, celebrate the stories of Ngāti Toa, provide education/ Mātauranga opportunities, and regenerate the Rangitūhi/ Colonial Knob reserve	Confirm support, business structure and secure the remaining capital required for establishment	Ngāti Toa and Select Contracts	Private investors, PCC, DOC, WNZ, MBIE	2022 - 2024	Investment attraction
		Finalise design documentation for building consents			2023	Delivery
		Construct the buildings and infrastructure on site			2024 - 2026	Delivery
   	Wairarapa Dark Skies development A programme of activities to leverage the Dark Skies accreditation through existing tourism offerings, new iconic experiences and Māori tourism. This will contribute to a more diverse, year-round tourism offering that will attract new visitors and encourage existing visitors to extend their stay and spend	Announce result of UNESCO Dark Skies accreditation bid	Destination Wairarapa	WEDS, Rangitāne, Ngāti Kahungunu, local government, WNZ, MBIE, TPK, MCH, tourism operators	2022	Complete
		Secure funding to market and leverage existing Matariki events and offerings through collaborations, branding, promotion, developing a Dark Skies trail and calendar, and ensuring businesses can cater for Dark Skies tourism			2022 - 2025	Investment attraction
		Develop a 10-15-year implementation plan for progressing the Dark Skies offering and identify and scope iconic experiences and attractions with a focus on Māori tourism, sustainability and regenerative activities			2023 - 2024	Business case
		Identify long-term funding options and investment for implementing the iconic experiences and attractions identified			2024 - 2026	Investment attraction

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 <p>Wairarapa Five Towns Trail Network Develop the Five Towns Trail Network as a signature experience to showcase our strengths, attract domestic and international visitors and enhance the wellbeing of our residents</p>	<p>Wairarapa councils to seek public input during the June 2024 long-term planning consultation period to establish community support to progress</p>	Wairarapa Five Towns Trail Trust	Wairarapa Trails Action Group, GWRC, Trust House, Rangitāne, Ngāti Kahungunu, WNZ, Waka Kotahi	2024	Planning
	<p>Establish a delivery entity to manage the development of the trail network</p>			2024	Delivery
	<p>Develop a multi-year phased implementation programme and secure investments</p>		CDC, SWDC, MDC	2025 – 2035	Investment attraction
 <p>Civics Experience Partner with businesses, national and government organisations to develop engaging, accessible visitor experiences based around Wellington's local and national institutions that tell stories which have shaped Aotearoa</p>	<p>Develop a prototype installation of the parliament precinct in the foyer of the National Library to inform a feasibility study</p>	WellingtonNZ (interim lead)	Locales, WCC, MBIE, National Library of New Zealand, Archives New Zealand, mana whenua	2023 – 2024	Complete
	<p>Update action two to: Develop and deliver phase one, the minimal viable product, based on the interactive map, mobile guide and base promotional website.</p>			2024 – 2025	Investment attraction
	<p>Expand the experience to include further precincts and stories of interest</p>			2025 – 2026	Delivery

Primary sector, food and fibre

The food and fibre sector covers primary sector production, processing and services industries along the value chain from producer to final consumer, including support services such as transport, storage, distribution, marketing and sales.

A thriving food and fibre sector is essential to New Zealand's economy, which is world-renown for producing high-quality, highly sought-after export food and fibre products.

Like the rest of New Zealand, the food and fibre sector is a key part of our regional economy, contributing \$2b to regional GDP in 2023 and employing more than 13,000 people⁵⁰. While food and fibre manufacturing is spread across the region, our sub-regions of the Kāpiti Coast, Horowhenua and Wairarapa play a particularly big part in our regional food and fibre story. They are responsible for just over 90% of the food and fibre production in our region.

Kāpiti Coast and Horowhenua have a strong focus on horticulture, livestock, poultry, and high-value food and fibre product manufacturing. The Wairarapa has a strong focus on meat, livestock, viticulture, dairy, forestry and related processing. Each of these focus areas has its own unique complexities, challenges and opportunities.

The WRLC is developing a Regional Food System Strategy to foster a sustainable, locally-based, and equitable food system, which will have linkages with this sector-based approach. Mana whenua support taking food diversification approaches that reflect the biodiversity of our region.

Events like Visa Wellington On a Plate and the Kāpiti Food Fair provide unique opportunities to showcase local produce and tell a story about the growers, artisan producers and restaurants in our region. Similarly, in Horowhenua, the Taste Trail showcases local producers, giving tourists a unique opportunity to visit producers who provide much of the fruit and vegetables for the central and lower North Island.

Wairarapa

Food and fibre contributed \$600m to GDP in 2023⁵¹ and employed 4,600 people in the Wairarapa sub-region. This sector, and the variety of businesses that support it, is a major source of income and employment for Wairarapa. Wairarapa is a diverse area stretching from the valley plains through to the forested back-country and rugged coastlines. It provides opportunities for wholesale exporters, manufacturers and local artisan producers alike. These intersecting business identities and landscapes create a culture rich in diversity, innovation, and potential for the Wairarapa brand.

Mana whenua have had a constant presence since first occupation of Wairarapa, from early settlement of the coastline through to modern-day operation of commercial farming and forestry enterprises. Local iwi Ngāti Kahungunu and Rāngitane o Wairarapa are concluding historic Tiriti o Waitangi settlements and local investment is likely to align with sustainable land management and the principles of kaitiakitanga. This will see a greater focus on sustainable and renewable farming practices, investment in skills and education, and exploring alternative land use strategies.

Kāpiti Coast and Horowhenua

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Food and fibre contributed \$370m to GDP in 2023 and accounted for 3,408⁵² people in employment in the Kāpiti Coast and Horowhenua sub-regions. There is a rich history of food production from supplying many generations of iwi and hapū off the fertile soils and microclimates from Taitoko to Te Horo, to the myriads of artisan businesses now producing and serving consumers across New Zealand with jams, craft beer, chocolates, artisan breads, pesto, hemp products, hot sauces, roasted coffee, gin and vodka. From Paekākāriki to Levin, these artisans have chosen to live on the coast and share their expertise and experiences through the food products they produce and distribute. There is also an increasing number of in-house customer experience opportunities.

Aspirations of mana whenua are connected to the land, water, and all it produces, with increasing focus on regenerative horticulture opportunities. It will become increasingly important to protect our productive lands for current and future generations as our population grows. We need to nurture our food producers as food sustainability and accessibility become even more important with inflationary pressures, access to and affordability of workforce, kaitiakitanga, land-use optimisation and water quality.

Issues and opportunities

The last two years have been a period of significant volatility and change for the sector nationally and regionally. Market dynamics, reduced consumer spending capacity, additional regulatory requirements, high inflation impacting interest rates and input costs, and opportunities for a change in land use have all played a part. These factors have created strong head winds for each of our main production sectors.

New Zealand productivity levels are declining, especially in the food and fibre sector. Large firms tend to be more productive than small firms. However, our region has a small number of large food and fibre firms, and only a few are engaged internationally. Lack of technology uptake and digitalisation is also a factor in low sector productivity levels. Limited access to sector-specific shared facilities and capital investment makes it difficult for businesses to scale up and develop more efficient processes.

Sheep numbers have been in steep decline since the 1980s and, after levelling out in the early 2000s, have continued their decline trajectory.⁵³ Wool income is less than shearing costs,⁵⁴ which has further impacted sheep farming, and an aging owner/operator workforce adds another level of challenge. Beef and dairy numbers have remained static over the same period.

Our food and fibre sector typically has low levels of capital investment and intangible or knowledge-based capital, including management and governance skills. Regional manufacturing enterprises have indicated they buck these trends with recent investments in these areas. The sector has high levels of self-employment at 20.4%, higher than the regional self-employment average of 14.8%.⁵⁵

Our region has lost more farming land than any other region in New Zealand - almost 30,000 hectares in the last 10 years.⁵⁶ Our food and fibre sector therefore needs to look for regenerative opportunities to increase productivity or value add and investigate how to incorporate innovation and diversification into its production systems, to retain GDP contribution over time.

The four issues and opportunities outlined below have been identified as next steps for the sector.

1. Increase food and fibre sector productivity - New Zealand's productivity levels are one of the lowest in the OECD, with New Zealanders working harder and producing less. This is especially true of the food and fibre sector, which is one of the lowest contributors to GDP by employee for

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productivity. Understanding how the sector contributes to the regional economy, what our levers are to lift productivity, and how we measure success against the levers at regional level is a good first step to raising awareness of its economic impact and making steps to improve it. There is potential to improve sector wellbeing by tackling this opportunity, finding options to add value through partnerships, provenance and branding, preventing working harder as the only way to increase production.

2. Innovation and diversification - There is an opportunity for the sector to consider innovation and diversification and how it can grow businesses. Producers should be encouraged to fully explore diversification opportunities open to them, including alternative land uses, production systems, and tourism. Collaboration between producers and other stakeholders within the sector would help to ensure supply chain and market development from diversification activities and make use of our regional advantages, including through the visitor economy. Maintaining resilient transport connections and removing barriers to accessing infrastructure and investment is important to enable this.

3. Resilience – The sector is facing significant changes due to macro-environmental forces, including political, economic, social, technological, environment and legal/regulatory. Consumer preferences and spending power have also been altered by the economic downturn. These changes have resulted in deteriorating profitability and confidence for the sector, which is likely to have a particularly strong impact on our many producers focused on non-essential goods.


Our region is likely to warm significantly due to the impacts of climate change. Access to reliable water for production is essential, but also a risk as rainfall may decrease in Wairarapa and increase in the Kāpiti Coast and Horowhenua.⁵⁷ Extreme weather events are also likely to become more common. Cyclone Gabrielle has encouraged the region to work together and mitigate potential future damage in high-risk areas.

4. Sector skills development and shortages – Access to a skilled workforce is crucial but can be challenging, especially where roles are seasonal, require shift work, and/or rely on overseas workers. The sector is constrained by a perception of a lack of skilled jobs, as well as a shortage of access to effective on-the-job skill development opportunities.

Another key consideration to achieving a productive, future-focused, customer-orientated, resilient food and fibre sector, is the vision and leadership skills required at all levels, including industry and governance. These skills are required to create and sustain food and fibre value chains that return viable and consistent returns to our region's producers.

We are focused on initiatives which support innovation and collaboration across our regional food and fibre sector.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage	
Identify and develop innovative and sustainable new food and fibre opportunities across our region							
	Kāpiti – Horowhenua kai connect	Develop an overarching food and beverage strategy	Kāpiti Coast Economic Development Kotahitanga Board	KCDC, HDC, Horowhenua Company , WNZ, MPI, MBIE, Kānoa	2022 – 2023	Complete	
	<p>This programme aims to raise the profile and quality of the sector, facilitate partnerships, retain, grow, and continue to attract businesses of all sizes and types across the value chain, create high-value jobs, train the workforce, progress the foodie vibe and strengthen overall sustainability positioning and activity</p> <p>The programme will explore more sustainable ways to grow and distribute food, including future-proofing manufacturing and packaging technologies for energy efficiency, waste minimisation, carbon footprint and establishing circular economies</p>		Procure a facilitator to establish a cluster of Kāpiti Coast and Horowhenua food and beverage businesses, enhancing innovation, collaboration and knowledge sharing to support our regional, national and global competitiveness	Kāpiti Coast Economic Development Kotahitanga Board	KCDC, HDC, Horowhenua Company, WNZ, MPI, MBIE, Kānoa, iwi/hapū/ Māori landowners, growers, retail stores and researchers	2022 – 2023	Complete
			Establish partnerships, business and governance models to pilot a regenerative horticulture production programme with iwi and hapū, to sustainably produce fresh vegetable varieties. This will involve mātauranga Māori and kaitiakitanga along with other proven regenerative farming methods	Kāpiti Coast Economic Development Kotahitanga Board and Nga Hapū o Ōtaki	KCDC, HDC, Horowhenua Company , WNZ, MPI, MBIE, Kānoa, mana whenua	2022 – 2029	Investment attraction
	<p>Add three further actions:</p> <p>4. Develop a special purpose vehicle to attract co-investment and establish a scalable shared food production facility or precinct. Lead: EDKB. Partners: KCDC, WNZ. Timeframe 2024 – 2025. Stage: Business case.</p> <p>5. Implement the Kāpiti Coast Food and Beverage game plan, including facilitation of the cluster, producers’ guides, and access to distribution channels. Lead: EDKB. Partners: KCDC, HDC, THCL, WNZ. Timeframe: 2024 – 2026. Stage: Delivery.</p> <p>6. Collaborate on food and beverage initiatives across Porirua, Kāpiti Coast and Horowhenua, including developing a shared events calendar and connecting businesses. Leads: EDKB and THCL. Partners: KCDC, HDC, PCC, WNZ. Timeframe: 2024-2026. Stage: Delivery.</p>						
	Deter Food and fibre priorities in Wairarapa	Collaborate with the Wairarapa community and food and fibre sector to identify priorities and tangible initiatives to address issues and opportunities recognised	WEDS	Wairarapa food and fibre sector and community	2023 - 2024	Complete	
	<p>Identify opportunities to grow jobs, value and connections in the food and fibre sector in Wairarapa, contributing to our regional food story while considering climate change impacts</p>		<p>Add a second action: Support the sector to implement tangible initiatives that contribute to the priorities identified. Same lead and partners, timeframe 2024 – 2026, stage is delivery.</p>				

Māori-led assessment of options for land use					
 <p>Ōtaki Porirua Trust Board land use assessment Develop sustainable land use options to support the transition from a former dairy operation within urban Ōtaki, to benefit the iwi and community through new employment, improved wellbeing and providing education scholarships</p>	Complete a feasibility study, land use assessment and environmental plan	Ōtaki & Porirua Trusts Board	J R McKenzie Trust, Ngāti Raukawa, Te Āti Awa, Ngāti Toa Rangatira, MPI, TPK, Kāpiti Coast Economic Development Kotahitanga Board	2022 – 2024	Feasibility
	Develop a business case to implement recommendations			2022 – 2024	Business case
	Determine investment options to implement change over the next 5-10 years to a more sustainable model (should it prove feasible)			2024 – 2029	Investment attraction
	<p>Add a fourth action: Advocate to central government to simplify the process for development of the land between partners. Same lead and partners, timeframe 2024 – 2026, stage is advocacy.</p>				

Māori economic development

Since the time of Ngake and Whātaimai (the two taniwha of Wellington harbour), the early Māori occupants of our region were strategists, doers, initiators and builders. They established themselves in Aotearoa as tangata whenua, defined by their connection to the whenua, moana and whakapapa. The connections inherited from Māori ancestors continue to guide journeys to the distant horizon.

Māori, and in particular mana whenua, are determining their own future and the positive impact their leadership and identity provides Te Upoko o Te Ika. This chapter expands on the key issues and opportunities Māori face in our society and initiatives to create a better life for all our children and mokopuna.

Issues and opportunities

Inequality in areas including home ownership, employment and education must be systemically addressed for Māori to thrive. Fortunately, Māori are a young and growing population whose working age population will grow significantly in future.

Iwi within our region are at various stages of completing their Tiriti o Waitangi settlements. Many iwi have significant assets and are actively engaged in land development, employment initiatives, training for rangatahi, and iwi development. Māori are traversing new territory, revealing unseen pathways and pushing boundaries. Today, it is as digital warriors, investors and operators in numerous aspects of the value chain, business, economic and social development.

One reality of having 84% of our Māori population whakapapa to iwi from across Aotearoa rather than local mana whenua is ineffective co-ordination and engagement across that significant portion of the Māori population. Five years ago, the Greater Wellington Regional Council's mana whenua collective supported the development of a Māori economic development strategy to:

1. Provide a point of co-ordination for the already significant economic activity under way within our iwi/Māori communities
2. Be a vehicle for enhancing and developing new ideas and collaborations
3. Enable greater self-determination for Māori in developing prosperous communities across our region.

Te Matarau a Māui, the regional Māori economic strategy,⁵⁸ emerged with a purpose to bring together an economic vision for Māori in our region, Te Upoko o Te Ika. It speaks to the opportunities available to develop fresh ideas within collaborations that resonate with Māori aspirations, world views and values.

Though this is an economic development plan, in Te Ao Māori all things are inter-connected. A prosperous and well-balanced Māori economy creates healthy whānau, healthy whānau contribute to a thriving environment, a thriving environment forms the backdrop to a developing economy, and so on.

Te Matarau a Māui, as the primary lead for Māori economic development, seeks to support the expression of rangatiratanga to drive outcomes for Māori in our region.

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Te Matarau a Māui focuses on key strategic priority areas or pou that seek to make a difference in Māori communities in our region. These opportunity areas are:

- Māori communities are connected and capable
- Iwi organisations and Māori businesses are key drivers in the local, regional and national economy
- Across the region Māori know who, what, why and how to participate and collaborate in the Māori economy
- A skilled and successful Māori workforce that contributes to its community and pursues its aspirations
- Māori leadership and governance are engaged and collaborating to achieve impact.










The opportunity areas connect to create and support the overarching vision of Te Matarau a Māui, that Māori are uplifted to reflect, create and live with resilience, harvesting their capabilities for greater community economic outcomes.

Te Matarau a Māui is built around the five following values:

1. Tuku Ihotanga: Preparing for the future through intergenerational development and growth
2. Whānau: Healthy and prosperous whānau ensuring healthy and prosperous communities
3. Mātauranga Māori: Acknowledging and integrating Te Ao Māori knowledge and world views
4. Tino rangatiratanga: Māori self-determination to pursue a way of life that provides value and meaning
5. Mana whakahaere: Empowering Māori through shared responsibility, accountability and leadership.

Our plan supports the Te Matarau a Māui strategy to connect with and reinforce their vision and values for Māori in Te Upoko o Te Ika. Through partnerships, shared visions and compelling combinations, the strategy, supported and resourced appropriately, will deliver more for Māori in our takiwā, our regional communities and beyond.

We are focused on initiatives which support collaborations by and for Māori, and to improve access to procurement contract opportunities. There are also opportunities for Māori and iwi through other sector and skills-related initiatives throughout this plan. For example, Ngāti Toa leads the STEM mentorship programme initiative, and the Ōtaki & Porirua Trusts Board is undertaking the land use assessment initiative in Ōtaki.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage	
Regional economic development collaborations by and for Māori							
    	Celebrate Māori businesses and entrepreneurs Following hui held in 1984 and 2005, it is timely for another to provide impetus to Māori economic activity, identifying issues and opportunities where Māori can collaborate to shape solutions, therefore creating new jobs and contributing to wellbeing outcomes. Part of the hui will be dedicated to Māori workforce development and supporting rangatahi to assume the mantle of leadership	Secure funding for a two-day summit that will provide better understanding of the Māori economy in our region and help identify how to plan and implement impactful economic, educational and developmental programmes Hold a two-day Māori economic development hui for and by Wellington Māori to drive Māori economic activity in our region	Te Matarau a Māui	Mana whenua and Māori across our takiwā, Te Wānanga o Raukawa, Victoria University School of Business, WNZ, MBIE, GWRC, TPK, and the four Māori business networks in the region	2022 2023	Complete Complete	
	Further action to add: Secure funding for and host a significant annual Māori business event to strengthen connections across the Māori economy. Timeframe is 2024 – 2026 and stage is delivery.						
	Māori business-needs assessment Develop a digital hub to provide lean Māori businesses with back-office support, opportunities to learn from each other and grow their businesses through technology and skills development in a virtual community. The hub will encourage Māori business growth and increased productivity and employment	Secure funding for an online Māori business digital hub underpinned by Microsoft Teams to help Māori business network members grow their businesses Establish and operate the Māori business digital hub	WellingtonNZ	Te Matarau a Māui, The ART Confederation including Ngāti Toa, Ngāti Raukawa and Te Ātiawa ki Kāpiti, Connect Global, Te Wānanga o Aotearoa, TPK, MBIE Te Matarau a Māui	2022 2022 – 2024	Investment attraction Delivery	
Replace actions with: Develop a pathway to identify the needs of Māori businesses and match them with the required services. Deliver targeted support, tools and resources for Māori businesses based on needs identified.							
Build capacity and capability of Māori enterprises in social procurement processes							
   	Greater access to procurement contracts A commitment to use procurement as a tool for building social and economic prosperity was signed by several councils across the region in 2021. Increasing the number of entities signed up will increase spending with diverse local suppliers, generate new employment, help to build local business capability, create a more agile and resilient supply chain, and grow our regional economy	Advocate to expand the number of public sector entities signed up to the commitment, to grow employment among local Māori, Pasifika and social enterprises and increase the amount spent with social providers year on year	WellingtonNZ	Central and local government, Te Matarau a Māui	2022 – 2023	Delivery	
	Add further actions: Continue advocacy to align operational and policy settings for contracting through the Te Upoko o Te Ika a Māui Social Procurement Commitment and beyond. Timeframe is 2024 – 2026 Finalise progressive procurement report, identifying key actions required to support greater access to contracts. Timeframe is 2024 Co-design a procurement warrant of fitness to help businesses prepare to submit tender documents. Timeframe is 2024 to 2025 Develop training and resources to enable implementation of good procurement practice. Timeframe is 2025 to 2026 Leave the stage for overall initiative as delivery.						

Skills, talent and education

He aha te mea nui o te ao? Māku e kī atu, he tangata, he tangata, he tangata

What is the most important thing in the world? It is the people, the people, the people

For our region to thrive and grow we need people with skills to live and work here, people to grow the businesses that provide decent jobs enabling good quality of life, and people equipped with the knowledge needed to address issues that will affect the future of our region, including climate change and sustainable practices.

Our labour force participation rate (the proportion of working-age people 15 years and over who are either employed or actively looking for work) of 76% for the year to September 2023 was above the New Zealand average of 72%. Our regional unemployment rate of 3.1% for the year to September 2023 was below the New Zealand average of 3.5%.

Skills, talent, and education are key enablers of regional economic development and productivity.⁵⁹ Together they play a role in ensuring our people can successfully work here, and employers can access the workforce they need now and for the future, especially when projections indicate there need to be 100,000 more jobs in our region over the next 30 years.

Having decent job opportunities locally is important to maintaining a sense of community and family ties, particularly for Māori and Pasifika. Enabling quality education and training for our rangatahi and access to decent jobs locally is therefore imperative for a more equitable workforce.

Our regional workforce has three notable characteristics:

1. Our workforce is skilled. Our region has a high level of educational attainment and training participation, and a good base of tertiary education, knowledge and skills. The percentage of employees classified as highly skilled or skilled in our region is 57.1% compared to 51.6% nationally.⁶⁰ This is mainly due to the presence of central government, a strong professional services sector and the largest research, science and innovation workforce in the country.
2. There are large disparities across local territorial areas and ethnic groups, in terms of educational attainment, unemployment and participation.
3. Systemic skills shortages are a regional issue for all our focus areas.

Particular attention and resource are required to achieve more inclusive and equitable workforce participation in key focus areas.

Since the launch of the Wellington Regional Economic Development Plan and the Wellington Regional Workforce Plan (developed by the former Regional Skills Leadership Group), we have worked to identify and deliver on initiatives of common relevance. As a result, a Regional Workforce Practitioners Group has been established to share information and to promote collaborative projects across sub-regional boundaries.

Issues and opportunities

There are two key areas that need to be addressed to build solid foundations for skills, talent and education.

1. Skills shortages – Skilled people are in high demand in our region, nationally and globally. Skills shortages were exacerbated by Covid-19 and are currently less at the forefront of the regional conversation due to a slowdown in recruitment. However, the issue has not been resolved and is only dormant - the shortage of skilled people is systemic and will continue to hinder economic development. In fact, it may have gotten worse, with unemployment near its lowest level and the accelerated rate of departure of New Zealand citizens and established migrants offshore, which may not be balanced in terms of skills and experience by rising immigration numbers. In the longer term, the shortage of skills will be persistent and exacerbated by an ageing workforce and declining birth rate.

Greater effort is needed to retain our workforce, requiring the Government and business to actively create that environment and work together to develop strategies to overcome issues. In recent years, employers have made significant efforts to provide flexible working conditions, pathways, upskilling opportunities, professional development and support to attain qualifications to attract and retain a skilled workforce. More recently, a risk has emerged that these practices will be hindered as employers see their post-Covid growth slow down. This will disproportionately affect people looking to join the workforce, in particular our young people, and people in employment looking to develop their career. In the longer term, employers will require skills that need to be nurtured and developed now, for the future.

Every focus sector in our plan is susceptible to a shortage of skills, as well as others like construction, health and education. These are all important to the development of our region and the implementation of the Future Development Strategy to support our growing population.

2. Education – While the immediate skills shortages are concerning, we have an opportunity to look ahead at education to grow talent. We know the workforce of the future will be more technology-based and combined with increasing automation, there will be more jobs in skilled and highly-skilled work. For our region to thrive and prosper we need high levels of participation and skills across all the priority sectors of our regional economy, all of which are facing growing demand for skills.

Vocational awareness and education that offers alternative pathways for students and leads to meaningful and rewarding work across sectors in trades and service industries is of equal importance. Employers are working with relevant government entities, including Workforce Development Councils, to influence development of “earn and learn” training and pathways that work for their sector.

Young people’s career aspirations form at a young age and can be predictive of later study and employment-related choices.⁶¹ This reinforces the need for early exposure, particularly to less visible work and career opportunities.

Additionally, early intervention needs to address equity. There is a major mismatch between education and skills versus those required by employers in our region, particularly for Māori. A

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smaller proportion of Māori are in high-skilled jobs, 31.9% relative to 42.8% as an average of all ethnicities, and more are in labouring, machinery operation and sales jobs.⁷ Pasifika face similar challenges, with 25.9% recognised as highly-skilled.

Sustained effort is required to build the skills and workforce needed to support our key sectors. We need to develop local talent to grow our own people, particularly Māori and Pasifika, mitigate against the risks of reliance on skilled migrants and support the building of thriving communities. This will be in parallel with attracting skilled talent needed by employers from offshore, particularly in specialist areas in the short and medium terms.

To enable our key sectors to thrive, build solid foundations and achieve more inclusive and equitable workforce participation, our skills, talent and education efforts focus on the following initiatives. These are complementary to sector-specific skills initiatives spread across this plan, such as the Summer of Engineering, Technology Leadership Training Series and Screen Accelerator Project initiatives.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Future-proofing the skills of our people and the needs of our sectors in STEM						
	Expanded House of Science programme Expand the design and development of bilingual science resource kits so all primary and intermediate schools and their students have consistent access to a foundational education in science. This programme was created to address the lack of effective science programmes in primary and intermediate schools and is a long-term investment in developing our future science and technology workforce	Secure funding to resource wider implementation of the House of Science programme across the region	House of Science NZ Charitable Trust	WNZ, mana whenua, local government, schools, businesses, crown research institutes, MBIE, MOE	2022 – 2025	Investment attraction
	Tūhura Tech Tūhura Tech aims to grow the next generations of technologists by providing free technology education to youth and upskilling educators. Tūhura Tech believe that every child should have the opportunity to learn about and engage with technology, regardless of their background or financial situation, and are working to develop and grow upcoming generations of highly-skilled, job-ready technologists and innovators with critical and creative thinking.	Secure sustainable funding to recruit and train additional coaches. Scale Tūhura Tech to more schools, libraries, and community centres across our region – offering a range of tech programmes, public talks and workshops, resources, teacher training, and support for competitive STEM teams.	Tūhura Tech	Kiwibots, Bastion Security, Ngāti Toa, Layer 9 Security, TEAM Naenae, Tawa Technology Education Trust, Te Mana O Kupe	2024 – 2026 2024 - 2026	Investment attraction Delivery
	Girls who Grow This programme is focused on engaging our next generation of female change makers, leaders and environmental guardians into climate positive agriculture. Through facilitated educational activities in schools, educational hubs and on farm, students are able to spark their imaginations and get creative about a thriving future that they want to be a part of and curate meaningful and values aligned career pathways that support this.	Deliver the Girls who Grow programme across the Wellington region, expanding on the pilot undertaken in Otago in 2023. Evaluate success of the 2024 programme and secure funding to resource continuing to deliver the programme across the region.	Girls who Grow	Future Farmers NZ, Young Enterprise Scheme, MOE, MPI, WNZ, Lake Hawea Station, One NZ, Otago University, Lincoln University NZ	2024 2025 - 2026	Delivery Investment attraction
Address regional and ethnic disparities in education and employment opportunities						

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	<p>Kāpiti Coast Skills and Education Hub</p> <p>The hub will enable residents to access training opportunities in the areas they reside in and have ties to, benefitting their wellbeing and removing location-based barriers to meeting requirements for higher-skilled roles. This will support and encourage businesses to establish in the sub-region and grow their productivity through the availability of high-skilled employees, providing greater employment and career opportunities for workers including Māori, young people, people with disabilities and older people</p>	<p>Complete a feasibility study for local learning hub(s) to improve access to vocational and tertiary training</p> <p>Secure funding to deliver the education and training hub(s), based on recommendations from the feasibility study and needs assessment (should it prove feasible)</p> <p>Add two new actions to: Implement the establishment of first hub and associated learning programmes with industry, community partners and education providers. Stage is delivery and timeframe is 2024 – 2025.</p> <p>Support partners involved in employability pathways. Stage is delivery and timeframe is 2024 – 2026.</p>	<p>Kāpiti Coast Economic Development Kotahitanga Board</p>	<p>KCDC, Ngāti Toa, Te Ati Awa, Ngā Hapū o Ōtaki, Te Wānanga o Raukawa, Te Pūkenga, Horowhenua Learning Centre, Te Puna Oranga, Te Rōpū Pakihi, Work Ready Kāpiti and local high schools</p> <p>UCOL</p>	<p>2022</p>	<p>Complete</p>
	<p>Wairarapa skills programme</p> <p>Update to: The Wairarapa Skills Leadership Group brings together education and industry groups to develop, maintain, and deliver a programme of work targeting skills and workforce development in the Wairarapa. The programme consists of sector-led projects with the potential to develop, retain, or attract the workforce that the Wairarapa needs, and create local employment opportunities, particularly for young people.</p>	<p>Implement the Wairarapa Workforce Action Plan in collaboration with industry and training providers</p> <p>Remove second action</p>	<p>Wairarapa Skills Leadership Group</p>	<p>Te Pūkenga, UCOL and other local education/ training providers, high schools, local sector/ industries, WEDS, MBIE, recruitment consultants</p> <p>Remove Te Pūkenga, recruitment consultants.</p>	<p>2023 – 2025</p>	<p>Delivery</p>
	<p>Wellington E2E Centre</p> <p>The E2E (Education to Employment) Centre is an inclusive initiative to increase educational and career prospects by partnering with youth-friendly employers to transit rangatahi into future work and life confidently, helping to reduce the number of youth not in employment or education. The initial focus will include establishing a sustainable scholarship programme to equip female Māori and Pasifika rangatahi for the workforce in key focus areas</p>	<p>Pilot the E2E business model by developing a Wellington city E2E Centre</p> <p>Replace actions two and three with: Expand the E2E Centre to the wider region. Timeframe is 2025 – 2027 and stage is planning.</p> <p>Continue to develop the E2E Centre's offerings and secure sustainable funding to deliver programmes. Timeframe is 2024 – 2027 and stage is investment attraction.</p>	<p>Wellington E2E Centre</p>	<p>Focus Futures, WNZ, commercial investors, business, MSD, MOE</p>	<p>2023 - 2024</p>	<p>Delivery</p>
	<p>Pasifika business enablement</p> <p>Our region's Pasifika business sector is young and growing. With the recent development of new networks and providers, there is an opportunity to enhance connections and cohesiveness through building relationships and identifying opportunities to support Pasifika businesses to grow capacity and capability</p>	<p>Create and maintain an online hub to raise awareness of funding, advice and support opportunities for Pasifika businesses</p> <p>Connect tertiary students with the Pasifika business space through a pilot speaker series featuring leaders from local Pasifika businesses and organisations</p> <p>New action: Develop partnerships to collectively support Pasifika interested in starting or growing a business with growing their capacity and capability. Stage is planning and timeframe is 2024 – 2025.</p>	<p>WellingtonNZ</p>	<p>Wellington Pasifika Business Network, Porirua Pasifika Business Hub, tertiary institutions, Pasifika students associations</p>	<p>2023 – 2024</p>	<p>Delivery</p>
					<p>2023 – 2024</p>	<p>Delivery</p>

Water accessibility and security

Ko te wai oranga o ngā mea katoa

Water is the life giver of all things

“Water is the blood of the earth mother Papatūānuku and the rivers are her veins. It is her who has given us life from time immemorial and it is with her that solutions to climate change lie.”

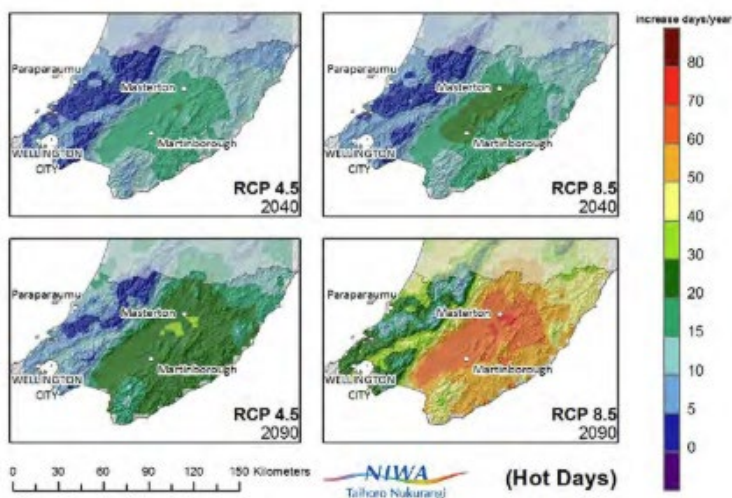
- From the joint statement by Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua Settlement Trust and Rangitāne Tū Mai Rā Trust, from the Wairarapa Water Resilience Strategy (2021)

Water is critical to our lives, our wellbeing, and our potential. Our water system needs to be carefully balanced now while we have the time to protect, safeguard and enhance our natural environment, while developing resilient water sources, education, recreation and businesses.

Water accessibility and security are key issues for the region, and particularly for Wairarapa

Climate change studies⁶² forecast that our region will experience increased variability and extremes of weather conditions, to the extent that water reliability and security will become critical in some areas. While the western side of our region is projected to be slightly wetter, Wairarapa is expected to be much drier and warmer, creating significant challenges to our economy and urban development. As such, Wairarapa is the focus of the water accessibility and security chapter.

The maps below depict the projected increase in hot days across our region for two climate change scenarios (referred to as Representative Concentration Pathways or RCPs). Emissions in RCP 4.5 (on left) assume emissions peak around 2040 and then decline. However, we are now trending close to RCP 8.5 (on the right) based on business-as-usual high emissions. This means that by 2040 inland Wairarapa may experience up to 30 more hot days (with a maximum temperature higher than 25°C) a year and by 2090 most of Wairarapa may have up to 70 more hot days a year. This is a significant increase given Wairarapa currently has about 24 hot days per year.



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The impact of climate change, coupled with the need to ease pressures on the natural environment means that access to reliable water (run-of-river and aquifers) will diminish in many areas, especially in Wairarapa, at critical times of the year.

Water is delivered to urban and rural businesses across our region through municipal supplies, direct extraction from surface waterbodies or groundwater, all of which add pressure on water sources. Water sources can run dry or be deprived of naturally occurring elements resulting in the need to resort to back-up sources. For example, when river levels are low on the Kāpiti Coast, a river recharge scheme takes water from Waikanae River and tops it up with groundwater below the treatment plant.

Reliable water means security for businesses to operate, to guarantee quality and quantity of production, and confidence to invest in business growth. In addition to the challenges in Wairarapa, there are also significant challenges providing enough water to businesses and residents in the Wellington metropolitan area, including Upper Hutt, Lower Hutt, Porirua and Wellington city. High levels of water loss and ongoing growth means the minimum level of drought resilience can no longer be provided. Planned changes to environmental regulations to achieve Te Mana o te Wai, further growth and the longer-term impacts of climate change will add to the challenge.

Restoring the network to a sustainable level of drought resilience and maintaining this over time will require significant investment in reducing water loss, improving efficiency through metering and building additional storage lakes to meet future deficits. Funding the level of investment required to provide sustainable water services is proving a significant challenge for councils and is currently under review in response to the Government's evolving direction.

There is a need to continue implementing demand management across our region to build resilience and support the development of new businesses and industry. Together with fixing leaks and building more water storage, Wellington Water is advocating for the introduction of residential water metering as a key method to detect leaks and temper demand for water.⁶³ Residential water metering is already in place on the Kāpiti Coast, which has resulted in water consumption reducing by 26%. Water meters are also in place in South Wairarapa, Carterton and parts of Masterton districts. All commercial premises in the metropolitan Wellington area are metered.

Issues and opportunities in Wairarapa

Rural and urban Wairarapa communities will be severely impacted by the effects of climate change and are already facing an unreliable water supply, accessibility, and security issues. The Wairarapa needs appropriate infrastructure, effective environmental management and integrated regulatory settings so it can build water resilience and take advantage of economic development opportunities, especially in agriculture and tourism.

Key business sectors in the Wairarapa economy include accommodation and hospitality, primary industries, food and fibre and manufacturing - all are heavily reliant on access to a good, secure water supply. The collective impacts of climate change, limited potable water storage and tighter rules and regulations for water management are already impacting established business, inhibiting new business development and constraining population growth in the Wairarapa. In particular, lack of secure access to water is testing the viability of some existing primary processors, limiting future industrial land development and is increasingly identified as a barrier to investment.

This challenge has been building for some years now. In 2018, two inter-connected documents captured the challenge of managing water in the Wairarapa:

- The Ruamāhanga Whaitua Implementation Programme focused on the complex, inter-connecting factors that have damaged water quality in the catchment
- The *Wairarapa Water Resilience Strategy* (refreshed in 2021), led by the Wairarapa Economic Development Strategy, recognises “an optimum and integrated view of water is required” when referring to water use in Wairarapa.

Acknowledging the need, while capturing the opportunity to act, the 2021 Wairarapa Water Resilience Strategy (WWRs) reflects a broad consensus about what needs to be done and how to go about it. The Wairarapa has a narrow window of opportunity to adapt to the threat of climate change and work together to secure the mauri of fresh water, and therefore a reliable and secure supply for the future. At the time of publishing, the three Wairarapa councils and GWRC are establishing a Water Resilience Governance Group to oversee delivery of the WWRs and resulting action plan.

1. Water quality – As identified in the Ruamāhanga Whaitua Implementation Programme, surface and groundwater quality in the Wairarapa needs to improve. The Whaitua Committee determined that in many places, levels of E.Coli and periphyton were unacceptable to the local community. Achieving these improvements will require fundamentally changed land use practices.

Wairarapa’s urban areas experience relatively frequent “boil water notices” due to malfunctions in municipal supply networks like infiltration of pathogens or high sediment loads from floodwater contamination. With the introduction of the Water Services Act 2021, drinking water suppliers are now required to provide safe drinking water to consumers. The national drinking water regulator Taumata Arowai is specifically tasked with enforcing compliance with the legislative framework. It is reasonable to expect that local councils will need to invest more in addressing these supply quality issues.

The community has indicated support for a mix of non-regulatory and regulatory approaches that will support improvement in water quality. The primary vehicle for this work is the Whaitua Implementation Programme coordinated by Greater Wellington Regional Council, and involving a range of partners including local councils, mana whenua iwi, landowners, businesses environmental organisations and community organisations.

2. Water quantity – Most water use in the Wairarapa relies on takes directly from rivers or bores and there is little or no water storage. The Ruamāhanga Whaitua process identified over-allocation of water in some areas of the Wairarapa. Water takes from rivers carry conditions that require the take to reduce (or cease) when river levels reach a certain low level.

In the primary industries, water storage supplied by direct extraction from surface and groundwater is currently limited to a few farms and vineyards, however hydrology knowledge of Wairarapa catchments is limited. Reliable water provides certainty to rural activities as it improves the quality, quantity and timing of crops. Masterton has an average of one day of municipal water storage during winter which reduces to just half a day in summer.⁶⁴ Other towns in Wairarapa have similar issues and their small councils are already facing considerable costs for upgrading and maintaining their municipal water infrastructure relative to their rating base. Without additional storage, together with other water resilience modes, this situation will only get worse with climate change and population

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growth compared to other parts of our region. Over the summer months, some businesses already report experiencing reduced operations to conserve water resulting in lost productivity, reduced hours and lower income for employees. Wairarapa's rural sector will continue to suffer, if not decline, if it's unable to adapt or take up new opportunities that climate change will bring. A catchment-wide rather than individual farm holding approach is required to enable the scale and nature of such changes to be successfully implemented.⁶⁵

The Wairarapa Water Resilience Strategy identifies principles and criteria for priority uses that help set the course for the work ahead. The actions are structured into four focus areas:






- Water capture, which could include managed retention, constructed storage, and micro-storage to capture hill country attenuation. Some of these interventions would be experimental but the Strategy provides a set of principles to evaluate storage proposals.
- Natural attenuation, including restoring wetlands, riparian sites, and afforestation.
- Allocation, which would involve moving water allocation to maximise beneficial use, improving proactive planning and the allocation system rather than working with individual consents.
- Adaption - Land use adaptation through introduction of crops that use less water and encouraging mixed farming.

Additional information about water quantity will be provided by the SkyTEM project which is mapping the arrangement of possible groundwater resources throughout the Wairarapa. Initial results of this aerial survey are due to be delivered in 2024.

3. Collaboration and partnerships are the future - The WWRS emphasises the importance of partnership where all interests work towards solutions that offer multiple benefits, including through a range of complementary actions across demand, supply, data and information, regulatory systems, and frameworks. Greater Wellington Regional Council has formally adopted the strategy and it is captured as an initiative below. Other councils and partners have agreed in principle to support implementation of the work.

The complexity of the issues and range of solutions has already brought several organisations together, including regional and local councils, Wellington Water, Rangitāne Tū Mai Rā Trust Wairarapa, Ngāti Kahungunu, WellingtonNZ, central government and other local interest groups. An example of working in partnership is the Waingawa Estate water resilience project, which WEDS and CDC facilitated securing co-funding for through local and central government.

Looking ahead, the Wairarapa Economic Development Strategy places emphasis on water resilience and the WWRS creates a 10-year vision for water resilience planning. Strong leadership, sustained focus and tangible action is required to meet the sustainable water challenges, improve productivity and build resilient infrastructure for a better future.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Implement solutions to enable water accessibility and security in Wairarapa						
    	Wairarapa Water Resilience Strategy (WWRS) implementation plan Wairarapa requires secure, safe and optimised water solutions to provide for continued economic development and growth	Develop an WWRS implementation plan among key stakeholders and define the initial governance structure and work programme that encompasses all four rooms of the resilience strategy framework (capture, attenuation, allocation, adaption).	Water Resilience Steering Group (interim governance)	MDC, CDC, SWDC, GWRC, WEDS, <i>iwi</i> , Rangitāne o Wairarapa, Ngāti Kahungunu	2024-2025	Planning
		Deliver the public viewer of the SkyTEM lithology model of the Ruamāhanga valley; and prioritise further work on flow modelling to identify potential groundwater connectivity and groundwater extents.	GWRC, GNS	MBIE, <i>iwi</i> , Rangitāne o Wairarapa, Ngāti Kahungunu	2024-2025	Delivery
		Establish a water capture (including water storage options) workstream under the WWRS, building on previous work done and in connection with central government, to report to the WWRS interim governance group on preferred options, the necessary governance and ownership models for different scales of water capture, and funding requirements.	TBD	MDC, CDC, SWDC, GWRC, <i>iwi</i> , WEDS, IrrigationNZ, Rangitāne o Wairarapa, Ngāti Kahungunu	2024-2025	Planning

Resilient infrastructure

Six principles of resilient infrastructure consistent with its use in this chapter are that resilient infrastructure:⁶⁶

1. Must be able to adaptively transform.
2. Must be environmentally integrated, for instance recognising the importance of the natural environment.
3. Must be protected by design. This requires active up-front consideration of the hazards that could face an asset once delivered.
4. Must be conducive to social engagement. Resilient infrastructure must boost people's awareness of how best to use it considering present and future challenges.
5. Must be a shared responsibility. This principle outlines the concept of collaborative data and knowledge sharing regarding an asset.
6. Will require continuous learning. This means decision makers regularly devising strategies to optimise the ability of infrastructure to cope with what's ahead.

Public infrastructure is infrastructure owned by, and/or available for use by, the public and is a fundamental part of how local and central government contributes to the wellbeing of our communities. Our infrastructure provides many services that make our region a great place to live, work and play, while also having essential functions that impact the quality of our environment.

Mana whenua have a strong interest in the planning and decision-making for infrastructure in our region. Infrastructure development can support sustainability goals, the realisation of rangatiratanga, Treaty partnership, and Māori economic development. Infrastructure that supports people and nature to thrive is seen as part of kaitiakitanga, as is the use of sustainable, green and resilient infrastructure and low emissions transport options.

Strategic public infrastructure investment can provide a range of economic benefits and economic development opportunities. For example, decisions we make about what and when regarding infrastructure investment can impact on things such as improving our productivity, our transition to a low emissions economy and increasing our resilience to climate change.

The Future Development Strategy (FDS), the regional spatial plan for the Wairarapa-Wellington-Horowhenua region, has six strategic directions. One is "ensuring we have the infrastructure we need to thrive" and our Regional Economic Development Plan aims to complement this by improving our productivity and economic resilience.

Investment in public infrastructure raises GDP. For example, a 1% increase in infrastructure expenditure by central government raises regional GDP by 0.14%.⁶⁷ The economic benefits are more than just the creation of short-term stimulus into the economy through employment and act as an enabler for the longer-term conditions for future growth and prosperity.

Our region is planning investments across a range of transformational public infrastructure in coming years in line with the Future Development Strategy. Significant infrastructure projects including the Cross Valley Transport Connection, investigations into a Petone to Grenada connection, and an Energy Road Map to prepare for long-term regional electricity capacity while reducing emissions are

Attachment 1 to Report 24.278

also being considered. These projects bring possible benefits and risks for urban, social and economic development in their surrounding communities. It is important to take an intentional and co-ordinated approach, so the wider benefits of these projects are optimised and realised.

Long-term plans (LTPs) for all councils across our region indicate significant infrastructure expenditure on transport, water and construction over the next 10 years. The challenge is how to leverage these investments for maximum economic, social and environmental benefit, including protecting against economic loss from emergency and other resilience events.

We will continue to work with infrastructure providers to ensure investments being made in infrastructure projects over the coming years lead to increased skills, talent, education and technology opportunities while building resilience into infrastructure.

The Wellington Regional Lifelines Group completed a study in 2019 which considered the interdependencies of 16 infrastructure providers in order to identify a step change improvement to the Wellington region's resilience to a large earthquake.⁶⁸ It identifies a range of infrastructure projects required to provide that resilience, such as Seaview Wharf seismic strengthening, resilience of airport connectivity and substations and cable.

In addition to the projects identified in the Lifelines work, key flood resilience projects of scale in this region include:

1. The flood protection aspects of the Te Wai Takamori o Te Awa Kairangi Riverlink project
2. Planning for and building flood protection for Masterton Town centre.

The WRLC started a Regional Adaptation Plan in early 2024. This looks at a range of climate change hazards and will highlight, among other things, what key infrastructure assets may be impacted and/or protected in the region.

Issues and opportunities

There is an opportunity to align with, and complement, the Future Development Strategy to enable, support and, in some cases, activate certain aspects of it, including the work being undertaken on an industrial land study. Our region has not previously demonstrated a co-ordinated approach towards industrial land use nor taken a region-wide view on how and where to bring businesses into our region.

Building and maintaining resilient infrastructure will help support the opportunities and unlock potential in the key sectors focused on in this plan. Initiatives that improve connectivity of freight and commuters will become increasingly important as our regional population grows. Examples include the electrification of the rail service north of Kāpiti Coast to Levin, and improvements to the safety and resilience of the Ōtaki to north of Levin transport corridor.

The Future Development Strategy identifies the following five points as important aspects to remember when making infrastructure decisions to support prioritised housing and economic development areas. These points are relevant when considering the resilience of our infrastructure also:

- We must maximise the use of our current and planned infrastructure and investments across a range of infrastructure types, including transport, energy, water and social

Attachment 1 to Report 24.278

- We must fully unlock the development potential of our strategic public transport system, including current and future rapid transit-oriented corridors to enable mode shift and reduce regional transport emissions
- We need to look for ways to maximise the leverage of co-investment opportunities
- Speeding up required infrastructure will be of benefit
- We cannot afford all the infrastructure required.

There are five key areas that need to be targeted to build solid foundations that support resilient infrastructure:

1. **Understanding and agreeing at a regional scale what resilient infrastructure is required and how and when this should be provided.** This needs to be undertaken in context of the five points above noted in the Future Development Strategy. One example is the work undertaken by the Wellington Lifelines Group on a resilience business case⁶⁸ which could be supported to deliver a more reliable and resilient region. Another example is the work being undertaken by the Wellington Regional Leadership Committee on a Regional Adaptation Plan.
2. **Ensuring the region has all the infrastructure needed to be productive – building resilience into the economy.** An example is the recent study on industrial land where, as a region, we have identified there is a shortage of industrial land to support growth. This study confirms the scale of this shortage and identifies where new industrial sites may be developed, ensuring that these new sites provide resilience for the long term. Supporting and enhancing regional resilience would ensure our region could continue to work or recover quickly in the aftermath of an adverse event. Improving our regional resilience has economic and wellbeing dimensions.
3. **Ensuring the infrastructure we currently have continues to be resilient to shocks and shorter-term impacts.** For instance, the Future Development Strategy will support development of the Wellington rail programme business case to invest in addressing inconsistent customer experience and capacity. It would also update infrastructure to safely accommodate additional trains and configure the network to make it less vulnerable to disruptions. This will ensure that people and freight continue moving to support the economy.
4. **Building resilience into current infrastructure as we upgrade or renew this infrastructure.** Much of our infrastructure such as roads and three waters infrastructure is old and was not built at a time when resilience to climate change in particular was a consideration. We need to ensure, for instance, that when upgrading or renewing roading networks close to the coast or increasing the size of a stormwater pipe during renewals that we provide for resilience.
5. **Addressing skills shortages.** Providing for resilient infrastructure will require the development and growth of the construction and infrastructure sector workforces. These sectors have already grown in recent years and are currently experiencing skills shortages. Construction and infrastructure were identified as two of the six priority sectors by the Wellington Regional Skills Leadership Group, which also highlights the opportunity for increasing diversity in these workforces as they grow.

Research Prepare		our region for commercial and industrial developments			
 <p>Industrial land requirements</p>	<p>Planning is required to ensure sufficient available land is ready to support commercial and industrial developments across our region. This will support and retain new and emerging businesses and attract others to our region, enabling ongoing sustainable development for our regional workforce to grow through employment opportunities, and amenities that will allow additional people to live within our region</p>	<p>Identify the requirements for industrial and commercial land in our region considering social and environmental aspects, and interventions needed to provide land</p>	<p>WRLC</p> <p>GWRC, territorial authorities, iwi, large industrial land users including CentrePort, large developers/land owners, WNZ</p>	<p>2023 - 2024</p>	<p>Delivery</p>
		<p>Add a second action: Following the planning for industrial land, there will be a need for relevant councils to undertake district plan changes to zone land for industrial use, ensuring that enough land is provided for this use within the region into the future.</p> <p>Lead is "Relevant councils", timeframe is 2024-2026, stage is planning.</p>			

Implementing the plan

Implementing the plan

Overall governance, management, and how we **will** work alongside each other to implement the Regional Economic Development Plan is highlighted in the table below:

Governance	Steering group	Programme management office	Initiatives
<p>Overall programme governance sits with the WRLC as decision-makers across our region with responsibility for this plan.</p> <p>The WRLC is supported by a secretariat, responsible for oversight, monitoring and reporting on its work programme.</p>	<p>The steering group made up of business, mana whenua/Māori economic development, and local and central government representatives are responsible for the successful operational delivery of our plan and incorporate different perspectives from across our region.</p> <p>It is chaired by the Chief Executive of WellingtonNZ, the regional economic development agency.</p>	<p>The programme management office (PMO) co-ordinate planning and reporting to the steering group and WRLC secretariat to ensure requirements are met, including inputs to decision-making forums that support the WRLC.</p> <p>The PMO and wider WNZ team will work alongside project leads of initiatives to identify support required, networks and funding pathways, to help successful delivery of the initiatives.</p>	<p>Ultimately, the accountability and success of each initiative remains with the project lead. Project leads and teams will manage their initiatives and work with the PMO to identify support required and report on progress, risks and issues on a regular basis. This contributes to a dashboard to oversee the operational delivery of the plan and outcomes achieved.</p>

Monitoring and reporting

Monitoring and reporting

The following table highlights how we will monitor our regional performance. This is complementary to the WRLC dashboard reports that provide a holistic measure on interrelated areas such as infrastructure, transport and the transition to a low emissions economy.




An annual REDP summary is published each year highlighting progress on implementation, including initiative highlights and the latest data.

MONITORING METRICS: Indicators to be used to monitor progress against our strategic objectives

REGIONAL INDICATORS: Indicators to be monitored at a regional level

QUALITY OF LIFE		EMPLOYMENT	
<p>Overall satisfaction with life Measuring the overall satisfaction with life of residents provides an indication on social wellbeing</p> <p>AIM TO GROW</p> <p>Frequency: Biennially Source: Quality of Life Survey, Nielsen's</p>	<p>Jobs filled The number of jobs filled across our region provides an indication of our regional economic performance.</p> <p>AIM TO GROW</p> <p>Frequency: Quarterly Source: Jobs filled, StatsNZ</p>	<p>Jobs and outcomes created through the initiatives in this plan Indicates the impact of initiatives from the plan on our regional economy and the creation of jobs.</p> <p>INITIATIVE OUTCOMES</p> <p>Frequency: Annually Source: Reports from project leads</p>	
<p>The ability of income to meet every day needs Monitoring the percentage of residents' ability to meet every day needs with their income provides an indication of the social and economic health of our region's residents.</p> <p>AIM TO GROW</p> <p>Frequency: Biennially Source: Quality of Life Survey, Nielsen's</p>	<p>Labour force participation rate by ethnic group (European, Māori, Pasifika and Asian)</p> <p>AIM TO GROW</p> <p>Frequency: Quarterly Source: Household Labourforce Survey, StatsNZ</p>	<p>Unemployment by ethnic group (European, Māori, Pasifika and Asian)</p> <p>AIM TO REDUCE</p> <p>Frequency: Quarterly Source: Household Labourforce survey, StatsNZ</p>	
	<p> GDP per capita will be used to capture the average economic wellbeing of our region over time</p> <p>AIM TO GROW</p> <p>Frequency: Annual Source: Regional GDP from StatsNZ divided by estimate population, StatsNZ</p>		

SUB-REGIONAL INDICATORS: Indicators to be monitored at a territorial authority level

SUB-REGIONAL INDICATORS		KEY SECTORS
<p>Population Our population is expected to increase by up to 200,000 in the next 30 years. Monitoring this growth is important for understanding the infrastructure and resource needs of our region.</p> <p>Frequency: Annual Source: Estimated population, StatsNZ</p>	<p>The average income per capita determines the average per-person income and evaluates the standard of living of our population.</p> <p>Frequency: Annual Source: Infometrics</p>	<p> GDP contribution to the region Frequency: Annual</p>
<p>Estimated working-age population Monitoring the change in the working-age population by ethnic group in each territorial authority provides an indication of the changing workforce over time.</p> <p>Frequency: Annual Source: Estimated population, StatsNZ</p>	<p>The number of people on the Work-Ready Job Seeker benefit is a timely measure that provides an indication of how many people in our regional economy are ready and seeking work.</p> <p>Frequency: Quarterly Source: Main Benefits report, MSD</p>	<p> Growth in the number of jobs filled Frequency: Annual</p>
		<p> The number of business units Frequency: Annual</p>

Glossary and acronyms

Glossary

The following Māori terms have been used in this plan:

Ahikāroa	Refer to moemoea page 5	Moemoea	Vision	Teina	Mentee/junior relative
Hapū	Sub-tribe/kinship group	Mokopuna	Grandchild/ren	Tikanga	Correct procedure/custom
Iwi	Tribe/extended kinship group	Pā	Fortified village	Tiriti o Waitangi	Treaty of Waitangi
Kāinga	Home	Pou	Pillars	Tuakana	Mentor/more senior branch of the family
Kaitiakitanga	Guardianship	Rangatahi	Youth	Uri	Descendant/successor
Kupu	Word	Rangatira	Chief	Wānanga	Tribal knowledge
Manaaki	Hospitality/ take care of	Rangatiratanga	Chieftainship	Whakapapa	Genealogy
Mana whenua	Authority over land or territory	Takiwā	Region	Whakatauākī	Proverb/significant saying
Manuhiri	Visitor	Tamariki	Children	Whare	House
Marae	Meeting ground	Tangata whenua	Local people/people born of the whenua	Wharekai	Dining hall
Mareikura	Female spiritual being	Tangihanga	Funeral	Whatukura	Male spiritual being
Mātauranga	Knowledge/wisdom	Te Moananui a Kiwa	Pacific Ocean	Whānau	Family
Mātāwaka	Māori from iwi outside our region	Te Upoko o Te Ika	Wellington region	Whenua	Land

Acronyms

The following acronyms have been used in this plan:

Add:
FDS – Future Development Strategy
Others TBC

CDC	Carterton District Council	MCH	Ministry for Culture and Heritage	SWDC	South Wairarapa District Council
CHQ	Creative HQ	MDC	Masterton District Council	TPK	Te Puni Kōkiri
DOC	Department of Conservation	MFE	Ministry for the Environment	UHCC	Upper Hutt City Council
HCC	Hutt City Council	MOE	Ministry of Education	UNESCO	United Nations Educational, Scientific and Cultural Organisation
INZ	Immigration New Zealand	MOT	Ministry of Transport	WCC	Wellington City Council
GDP	Gross Domestic Product	MPI	Ministry for Primary Industries	WDC	Workforce Development Council
GWRC	Greater Wellington Regional Council	MSD	Ministry of Social Development	WEDS	Wairarapa Economic Development Strategy
HDC	Horowhenua District Council	PCC	Porirua City Council	WNZ	WellingtonNZ
KCDC	Kāpiti Coast District Council	RSLG	Regional Skills Leadership Group	WRGF	Wellington Regional Growth Framework
MBIE	Ministry of Business, Innovation and Employment	STEM	Science, technology, engineering and manufacturing	WRLC	Wellington Regional Leadership Committee

End notes

Back cover



¹ SupraWellington | March Year 2023 v March Year 2021 | Infometrics Regional Industry Employment Model

² You have your house of knowledge, I have my house of knowledge

³ <https://www.ilo.org/topics/decent-work>

⁴ <https://wrlc.org.nz/wp-content/uploads/2024/03/1404-GWRC-WLRC-Future-Development-STRATEGY-2024-240223-06.pdf>

⁵ Wellington Regional Economic Development - Phase 1: Literature and Data Review - 11 June 2021

⁶ <https://www.growregions.govt.nz/assets/content/prism-pillars-information.pdf>

⁷ Martin Jenkins Independent Review and Advice on WREDP – Final report 11 April 2022

⁸ SupraWellington | June Year 2023 | Stats NZ's Estimated Resident Population (ERP), Census base 2018 & Infometrics modelling

⁹ <https://www.gw.govt.nz/assets/Documents/2023/02/BERL-Report-GWRC-final-report-29-March-2018.pdf>

¹⁰ SupraWellington | June Year 2023 | Stats NZ's Estimated Resident Population (ERP)

¹¹ SupraWellington | March Years 2023 | StatsNZ national production-based GDP for each industry modelled down to TA level by Infometrics using the Linked Employer Employee Data (LEED)

- ¹² SupraWellington | March Years 2023 | Infometrics Regional Industry Employment Model (RIEM). The model draws heavily on quarterly and annual Linked Employer Employee Data (LEED) published by Stats NZ. It includes both employees and self-employed and is based on workplace address.
- ¹³ Seismic Policy, Operations, and Research Uses for a Building Inventory in an Earthquake-Prone City - 2020 (doi.org/10.1007/s13753-020-00313-7)
- ¹⁴ SupraWellington | March Year 2023 | Knowledge intensive employment is measured as employment in industries (measured at the 7-digit industry level) which are defined as Knowledge Intensive. Knowledge-intensive industries are industries that satisfy two basic criteria: At least 25 per cent of the workforce must be qualified to degree level and at least 30 per cent of the workforce must be employed in professional, managerial, as well as scientific and technical occupations.
- ¹⁵ SupraWellington | March Year 2023 | StatsNZ Linked Employer Employee Data (LEED)
- ¹⁶ SupraWellington | March Years 2023 | GDP per filled job Infometrics
- ¹⁷ <https://impact.economist.com/projects/safe-cities/>
- ¹⁸ <https://www.eiu.com/n/campaigns/global-liveability-index-2023/>
- ¹⁹ <https://innovation-cities.com/innovation-cities-index-small-200-cities/27964/>
- ²⁰ <https://www.knowledgeauckland.org.nz/media/2491/quality-of-life-survey-2022-topline-report-nielseniq-oct-2022.pdf>
- ²¹ Various TAs | March Years 2023 | StatsNZ Linked Employer Employee Data LEED
- ²² SupraWellington & TA level | March Years 2023 | StatsNZ Household Labour Force Survey, TA level is obtained by applying trends in Jobseekers at TAs to HLFS
- ²³ SupraWellington & Various TAs | March Year 2023 | Knowledge intensive employment is measured as employment in industries (measured at the 7-digit industry level) which are defined as Knowledge Intensive. Knowledge-intensive industries are industries that satisfy two basic criteria: At least 25 per cent of the workforce must be qualified to degree level and at least 30 per cent of the workforce must be employed in professional, managerial, as well as scientific and technical occupations.
- ²⁴ <https://www.treasury.govt.nz/publications/new-zealand-firms-reaching-frontier-productivity-commission-inquiry-material-2019-2021>
- ²⁵ <https://www.forbes.com/sites/michellegreenwald/2018/04/02/a-new-wave-of-innovation-hubs-sweeping-the-world/>
- ²⁶ Wellington Chamber of Commerce Business Confidence Report 2022
- ²⁷ SupraWellington | March Year 2023 | ANZSIC Level 4 GDP based on REDP sector definitions
- ²⁸ SupraWellington | March Year 2023 | ANZSIC Level 4 employment based on REDP sector definitions
- ²⁹ <https://wellingtonnz.bynder.com/m/2317c61e46f9d6bd/original/WellingtonNZ-Wellington-Regional-Screen-Sector-Strategy.pdf>
- ³⁰ <https://fraser.org.nz/category/fire-appliances/>
- ³¹ <https://www.electricboatbuilders.co.nz/our-boats>
- ³² SupraWellington | March Year 2023 | ANZSIC Level 4 GDP based on REDP sector definitions
- ³³ <https://www.mbie.govt.nz/assets/Uploads/Research-Science-and-Innovation-Workforce-Survey-of-Organisations-Report-December-2022-v3.pdf> pg12
- ³⁴ <https://www.mbie.govt.nz/dmsdocument/27995-briefing-for-the-incoming-minister-of-science-innovation-and-technology-proactiverelase-pdf>
- ³⁵ https://static.infometrics.co.nz/Content/Infometrics_Megatrends_2018.pdf
- ³⁶ <https://www.iab.org.nz/news/new-zealand-digital-advertising-grows-by-43-year-on-year>
- ³⁷ AirDNA reporting (excludes Horowhenua)
- ³⁸ <https://www.asx.com.au/markets/company/XRO>
- ³⁹ <https://hnry.co.nz/hnry-secures-35-million-capital-raise/>
- ⁴⁰ <https://www.britishcolumbia.ca/>
- ⁴¹ <https://dublin.ie/invest/starting-a-business/startup-ecosystem/>
- ⁴² SupraWellington | March Year 2023 | Based on REDP definition level 4 ANZSIC codes
- ⁴³ SupraWellington | March Year 2023 | MBIE MRTES
- ⁴⁴ <https://www.nzherald.co.nz/business/tourism-new-zealand-129-billion-spending-gap-without-international-visitors/>
- ⁴⁵ <https://www.tourismnewzealand.com/assets/insights/industry-insights/Views-on-Tourism-New-Zealand-YE-Sep-23-Final-08122023.pdf>
- ⁴⁶ Horowhenua-Wellington-Wairarapa | March Year 2023 | Based on REDP definition level 4 ANZSIC codes

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- ⁴⁷ <https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines>
- ⁴⁸ Destination Stakeholder Consultation Feedback Research, WellingtonNZ and Tourism Recreation Conservation Consultants, March 2021; and Colmar Brunton Destination Management Plan Wellington Domestic Research, December 2020
- ⁴⁹ <https://www.tia.org.nz/tourism-2050/>
- ⁵⁰ SupraWellington | March Year 2023 | Based on REDP definition level 4 ANZSIC codes
- ⁵¹ Wairarapa | March Year 2023 | Based on REDP definition level 4 ANZSIC codes
- ⁵² Kapiti | March Year 2023 | Based on REDP definition level 4 ANZSIC codes
- ⁵³ <https://www.infometrics.co.nz/article/2023-05-chart-of-the-month-lambslide-in-sheep-numbers>
- ⁵⁴ <https://www.farmersweekly.co.nz/news/1-kg-return-a-nightmare-for-wool-farmers/>
- ⁵⁵ SupraWellington | March year 2023 | Infometrics
- ⁵⁶ <https://www.stats.govt.nz/indicators/agricultural-and-horticultural-land-use>
- ⁵⁷ <https://environment.govt.nz/facts-and-science/climate-change/impacts-of-climate-change-per-region/projections-wellington-wairarapa-region/>
- ⁵⁸ <https://www.tematarau.co.nz/strategy/>
- ⁵⁹ <https://www.productivity.govt.nz/publications/productivity-by-the-numbers-2023/read-online-html/part-4-the-underlying-determinants-of-productivity/>
- ⁶⁰ SupraWellington | Year to March 2023 | Broad Skill level through ANZSCO, Infometrics
- ⁶¹ <https://www.tec.govt.nz/assets/Publications-and-others/TEC-Drawing-the-Future-Report-v3.pdf>
- ⁶² Water Availability and Security in Aotearoa New Zealand, MPI (April 2021), Climate Change Projections for the Wairarapa, NIWA (September 2021), Climate Change & Variability Wellington Region, NIWA (June 2017)
- ⁶³ <https://www.wellingtonwater.co.nz/assets/Reports-and-Publications/561Wellington-Water-Economic-Case-for-Providing-Residential-Water-Consumption-Information-FINAL-Oct-2020.pdf>
- ⁶⁴ Water Supply Asset Management Plan, Masterton District Council, 2021 - 2031
- ⁶⁵ <https://www.gw.govt.nz/environment/freshwater/protecting-the-waters-of-your-area/>
- ⁶⁶ <https://www.ice.org.uk/news-insight/news-and-blogs/ice-blogs/the-civil-engineer-blog/principles-to-help-engineers-create-resilient-infrastructure>
- ⁶⁷ <https://tewaihang.govt.nz/our-work/research-insights/investment-gap-or-efficiency-gap-benchmarking-new-zealand-s-investment-in-infrastructure>
- ⁶⁸ <https://www.wremo.nz/assets/Library/Reports/Wellington-Lifelines-PBC-MAIN-Combined-20191009.pdf>

Wellington Regional Leadership Committee
4 June 2024
Report 2024.246



For Decision

FUTURE DEVELOPMENT STRATEGY IMPLEMENTATION PLAN

Te take mō te pūrongo

Purpose

1. To update the Wellington Regional Leadership Committee (the Committee) on the Future Development Strategy Implementation Plan and seek final approval.

He tūtohu

Recommendations

That the Committee:

- 1 **Notes** that the Future Development Strategy Implementation Plan is being approved prior to final Long-Term Plan decisions by councils and that any changes to timing and funding for listed projects will be reflected in the final published plan.
- 2 **Approves** the Priority Actions in Table 1 (pages 6 - 7) of Te Rautaki Whanaketanga ki tua a Wairarapa- Wellington- Horowhenua Future Development Strategy - Implementation Plan 2024 ([Attachment 1](#)).
- 3 **Authorises** the Wellington Regional Leadership Committee Chair and Programme Director in conjunction with senior staff at partner organisations to update the timing and funding status of any projects once final decisions are made and authorises them to make any inconsequential changes and corrections to complete the publication of the final implementation plan.
- 4 **Endorses** the Wellington Regional Transport Emissions Reduction Pathway as approved by the Regional Transport Committee on 26 March 2024.

Te tāhū kōrero

Background

2. Te Rautaki Whanaketanga ki tua a Wairarapa- Wellington- Horowhenua Future Development Strategy (The FDS) as required under the National Policy Statement on Urban Development 2020 (NPS-UD) as adopted at the Committee meeting in March 2024. The NPS-UD requires an Implementation Plan to be created to realise the Strategy.
3. The Implementation Plan has been developed over an 8-month period in conjunction with local and central government partners. It incorporates discussions held during the

development of the Strategy, information from draft Long-Term Plans and takes into account recent changes in central government direction.

- 4. At its meeting in March 2024 the Committee endorsed the draft priority actions and measures for further refinement.
- 5. One key element of the FDS Implementation Plan is the Wellington Regional Transport Emissions Reduction Pathway (WTERP). The impetus for this document draws from the Emissions Reduction Plan, which sets a goal for 41 percent reduction in transport emissions by 2035. One of its focus areas, and the area in which councils have the most influence, is the goal to reduce reliance on private cars (as measured by Vehicle Kilometres Travelled, or VKT).
- 6. Funding became available in 2023 to develop a VKT Reduction Programme. The Regional Transport Committee (RTC) opted to set the scope so that the WTERP encompasses all aspects of land transport, including freight.
- 7. We note that transport priorities under the new Government have changed, as signalled in the draft Government Policy Statement for Land Transport released on 4 March 2024. However, the Government has reiterated its commitment to New Zealand’s nationally determined contribution to reduce net greenhouse gas emissions by 50 percent by 2030 and achieve net zero emissions by 2050. Achieving these targets will require comprehensive and urgent change across all sectors and regions, and we see the Pathway as our region’s commitment to achieving these goals.

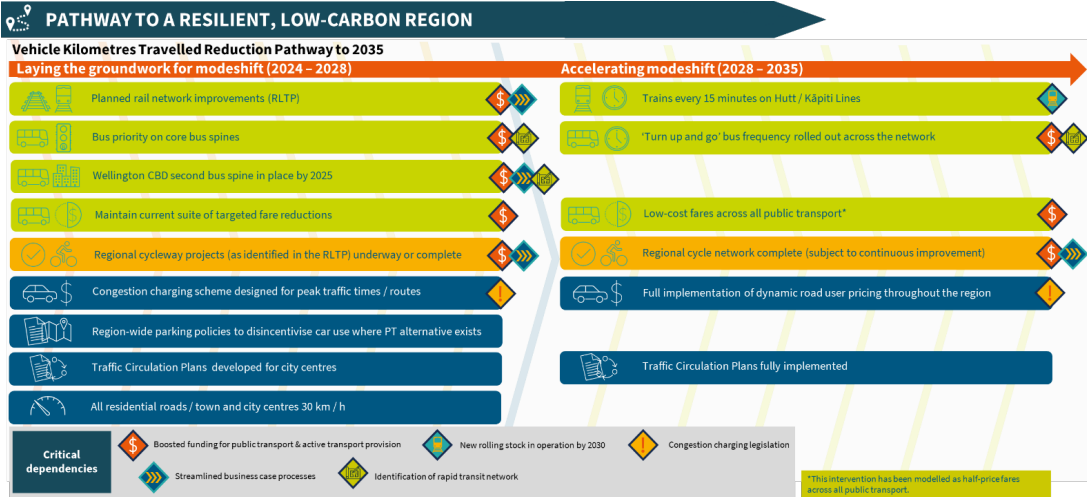
**Te tātaritanga
Analysis**

- 8. Throughout April 2024 one on one engagement was held with senior staff members from councils and central government to develop the priority actions further.
- 9. The list was consolidated, and the plan condensed to highlight the key actions for the Committee to focus on. The key principles of consolidation were:
 - a Actions that we need to understand the patterns of growth and the infrastructure we need to realise the Future Development Strategy
 - b The key actions we can drive in a coordinated way together as the Committee
 - c There is a clear owner for the work.
- 10. The longer list of actions from other sources has been put into an appendix and there for reference to understand all the actions that are needed for growth to create well-functioning urban environments and meet our strategic direction. This version is presented today for approval.

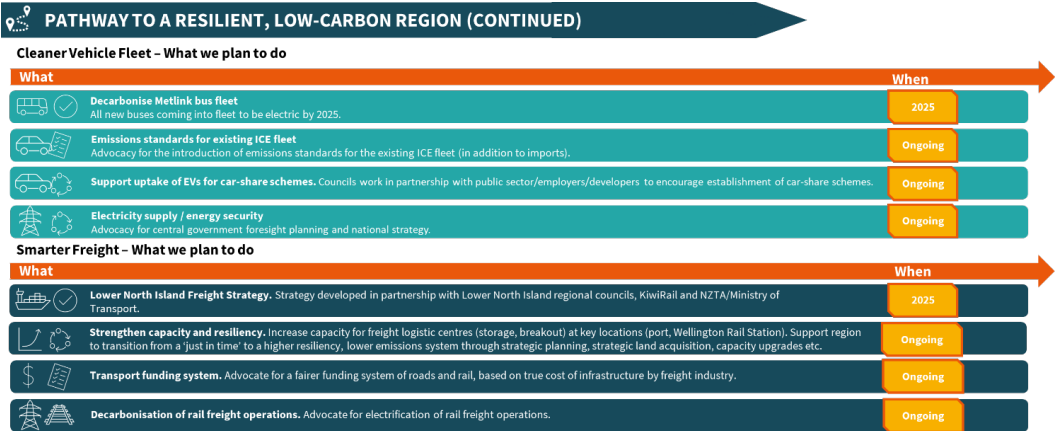
Wellington Regional Transport Emissions Reduction Pathway

- 11. In the development of the WTERP, officers have undertaken engagement with councils and other partners through the Transport Advisory Group, the Regional Transport Committee, alongside targeted stakeholder engagement with organisations outside government. The input of both the New Zealand Transport Agency – Waka Kotahi (NZTA) and KiwiRail has been sought and reflected in the document.

- 12. The WTERP has two primary goals, which are to:
 - a reduce all road transport-generated carbon emissions by 35% by 2030 against a 2018 baseline (Regional Land Transport Plan goal)
 - b reduce per capita light vehicle VKT by 25% by 2035 compared to 2019 baseline (national Emissions Reduction Plan derived goal).
- 13. The WTERP sets out the policies and interventions required for a resilient, low-carbon region, contributing to New Zealand’s emissions reduction goals. Its implementation will rely on a combination of actions by the approved organisations¹ in the region alongside central government funding and interventions (e.g., enabling legislation). Regional action will require commitment and investment from each approved organisation through the Regional Land Transport Plan (RLTP) and Long-Term Plan (LTP) processes.
- 14. The interventions and policies that make up the pathway are captured in graphical form below.



¹Approved organisations’ are those organisations able to draw funds from the National Land Transport Fund under section 10 of the Land Transport Management Act 2003.



Internal engagement

- 15. The matters in this report were discussed at the WRLC Senior Staff meeting on 15 May 2024. Feedback included:
 - a Further refining the priority actions to reduce the number and removing business as usual actions. It was agreed to have a small group representing central government and local government meet to do this refinement. This meeting occurred on 20 May 2024 and the version of the implementation being presented is the outcome of this meeting.
 - b No specific feedback was received about the Wellington Regional Transport Emissions Reduction Path.
- 16. The matters in this paper will be discussed at the WRLC CEO Group meeting on 31 May 2024. As this is after the deadline for publishing the report, staff will provide an update on any feedback at the meeting.

Ngā hua ahumoni

Financial implications

- 17. There are no financial implications of the work to date. Funding for the Future Development Strategy and has been provided by local government partners as part of their annual project funding to the WRLC programme of work.
- 18. It is important to note that implementation of the Future Development Strategy will require time and resources from across the partner councils together with central government and others to successfully realise the Strategy.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

19. The NPS-UD requires that Iwi/Māori need to be a key partner in developing the Future Development Strategy and its Implementation Plan. Iwi members through the Committee have been consulted on this plan.

Te huritao ki te huringa o te āhuarangi
Consideration of climate change

20. Climate change is a key consideration and is interwoven through the Future Development Strategy and the Implementation Plan prioritises the Climate Adaptation Plan that has recently commenced.

Ngā tikanga whakatau
Decision-making process

21. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

Te hiranga
Significance

22. Officers considered the significance (as defined in Part 6 of the Local Government Act 2002) of the matters for decision, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers recommend that the matters are of low significance because is administrative in nature.

Te whakatūtakitaki
Engagement

23. Due to the low significance of the decision, community engagement was not required.
24. Engagement with central and local government partners was held through the development of the implementation plan.

Ngā tūāoma e whai ake nei
Next steps

25. The Secretariat will review the final LTP/RLTP/NLTP decisions at the end of June 2024 and will update the Implementation Plan and complete publishing of document.
26. The Secretariat will start preparing for next iterations of the Housing and Business Capacity Assessment (which should commence in 2025) and the review of the Future Development Strategy (in 2026) in accordance with National Policy Statement on Urban Development requirements.

**Ngā āpitihanga
Attachment**

Number	Title
1	Future Development Strategy Implementation Plan

**Ngā kaiwaitohu
Signatory/Signatories**

Writer	Parvati Rotherham – Project Lead – Future Development Strategy
Approvers	Kim Kelly – WRLC Programme Director

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council’s roles or with Committee’s terms of reference</i> This work fits within the role and terms of reference of the WRLC particularly the regional growth aspect.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> This aligns with the WRLC’s key strategies and policies.
<i>Internal consultation</i> The matters in the paper have been discussed at workshops with the project Steering Group, the WRLC Senior Staff Group and WRLC CEO Group.
<i>Risks and impacts - legal / health and safety etc.</i> The Future Development Strategy is a statutory document all “Tier 1” councils must produce in time to inform 2024 Long Term Plans. Tier 1 councils are Wellington City Council, Porirua City Council, Kāpiti Coast District Council, Hutt City Council and Upper Hutt City Council. We are also required to produce an implementation plan for the strategy.

Te Rautaki Whanaketanga ki tua a Wairarapa- Wellington- Horowhenua Future Development Strategy Implementation Plan 2024

Version 6 - June 2024 Final for WRLC

Wellington Regional Leadership Committee

FINAL DRAFT

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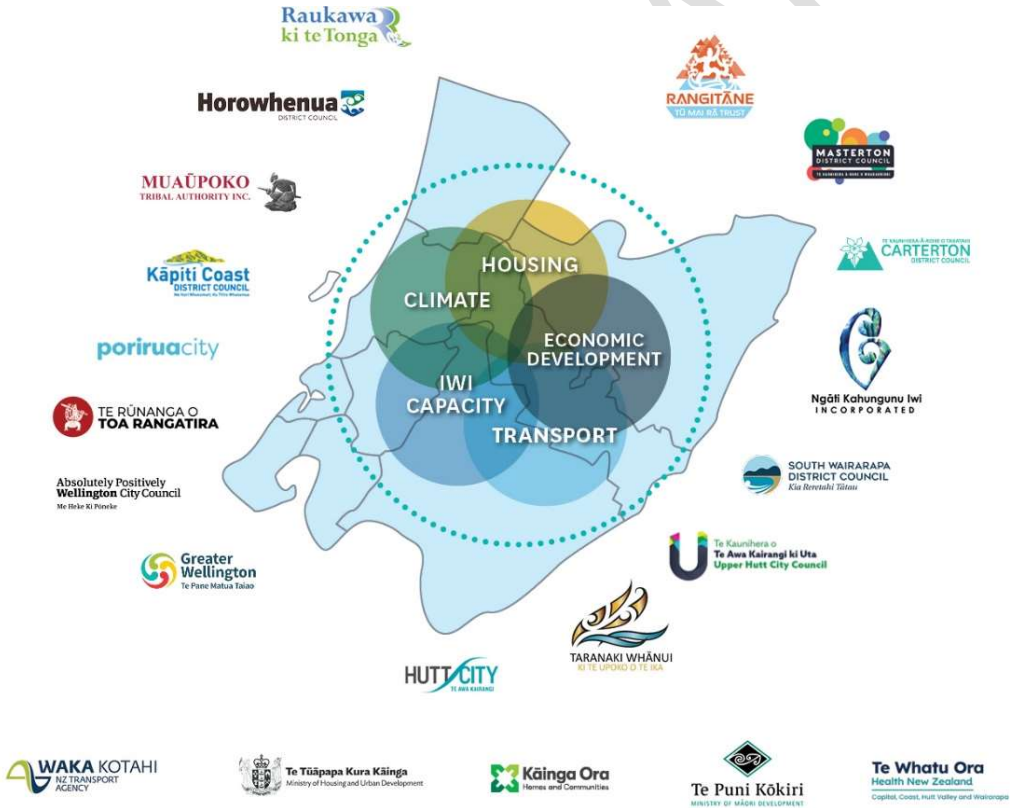
Part 1: Overview

The Implementation Plan for the Wairarapa-Wellington-Horowhenua Future Development Strategy

This Implementation Plan sets out specific actions for how we are going to realise the vision for our region's future set out in Te Rautaki Whanaketanga ki tua a Wairarapa- Wellington-Horowhenua Future Development Strategy (“the Strategy”).

The Future Development Strategy sets out how we plan to deliver well-functioning urban environments in our existing and future towns and cities over the next 30 years. The Strategy proposes where to prioritise housing and business development, as well as investment in infrastructure to support this development. It meets the requirements of the National Policy Statement Urban Development (NPSUD) and has been prepared on behalf of the Wellington Regional Leadership Committee (WRLC). To find out more about the WRLC see <https://wrlc.org.nz/about> . The partners involved in the WRLC can be seen in Diagram 1.

Diagram 1: Organisations involved in the WRLC Urban Growth Partnership



What we need to plan for

During the next 30 years the Wairarapa-Wellington-Horowhenua region will grow and change. The Future Development Strategy and the Implementation Plan helps us plan for and deliver the following scenario:

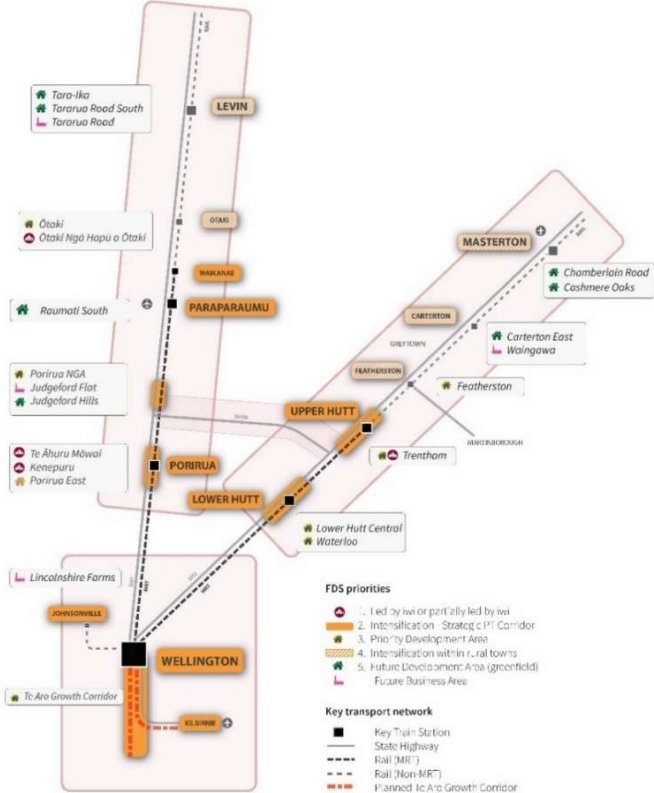
-  projected 200,000 more people
-  projected 99,000 more homes – capacity provided for 206,000 (2023 HBA)
-  a greater supply of business and industrial land – 2 or 3 times the land area of Seaview/Gracefield
-  new community services and amenities in accessible locations
-  upgraded and new infrastructure to meet our current and growing needs
-  the region becoming more climate and natural hazard resilient.

How the Future Development Strategy guides the Implementation Plan

The vision of the Future Development Strategy sets out that we want to be responsible ancestors and provide sustainable growth for future generations. We want a future region founded on Te Tiriti o Waitangi and realised through the tino rangatiratanga of tangata whenua.

The key proposal in the Future Development Strategy is for most new development to be in and around existing towns and cities and public transport networks (as opposed to spreading development into the green areas at the edges of existing urban areas). This helps us to promote sustainable growth by reducing emissions, avoiding development in natural areas and being cost-efficient by maximising the use of existing infrastructure. This can be seen below in Diagram 2.

Diagram 2: Where we will grow



Te Tirohanga Whakamua – a statement of iwi and hapū values and aspirations for urban development

The Future Development Strategy and the Implementation Plan are informed by Te Tirohanga Whakamua – a statement of iwi and hapū values and aspirations for urban development for the Wairarapa-Wellington-Horowhenua region (see Diagram 3) which was created by WRLC iwi members.

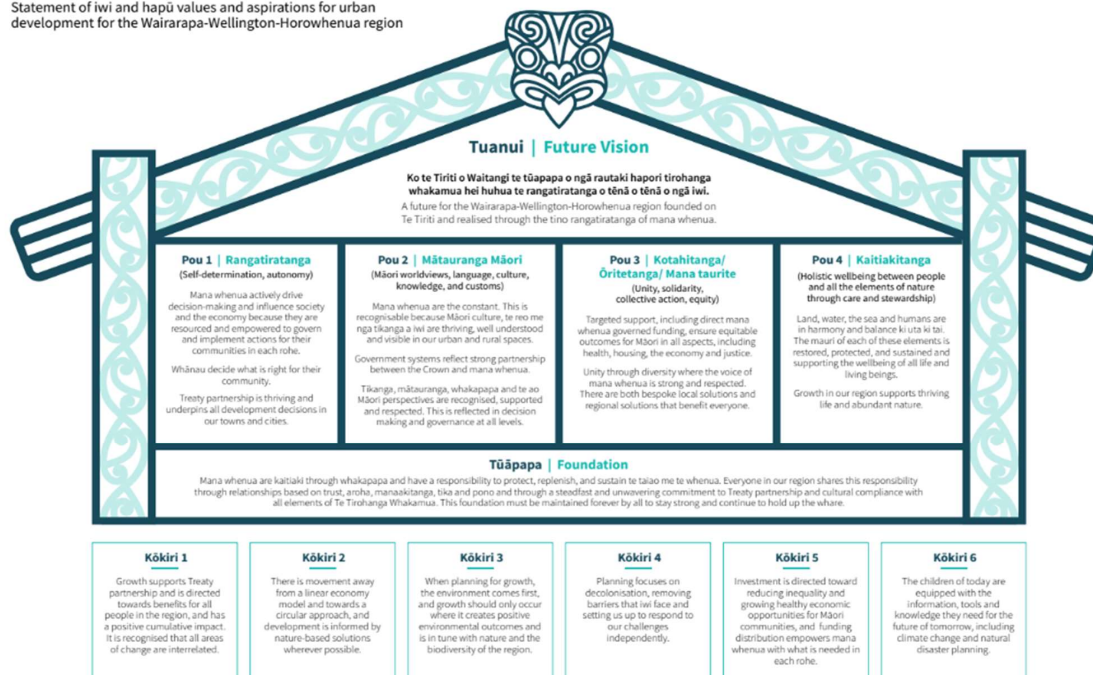
The six kōkiri (design principles) are intended as value statements to guide and provide consistency in the way we plan for and make decisions on the future of our region, including through implementation actions. For iwi this includes supporting Treaty partnership, circular economy models, sustainable growth, removing barriers iwi face, investment that reduces inequality and promotes economic growth and equipping future generations to face challenges, such as climate change.

The WRLC intends for Te Tirohanga Whakamua - a statement of iwi and hapū values and aspirations for our region which informs the strategy - to be reviewed annually, if iwi determine it needs to be.

Diagram 3: Te Tirohanga Whakamua

Te Tirohanga Whakamua

Statement of iwi and hapū values and aspirations for urban development for the Wairarapa-Wellington-Horowhenua region



The Six Strategic Directions

The vision and six Strategic Directions in the Strategy are shown immediately below in Diagram 4 and guide the structure of this Implementation Plan.

Diagram 4: Future Development Strategy Vision and Strategic Direction



Structure of this Implementation Plan

This Implementation Plan consists of Priority Actions and a Monitoring Framework in Part 2 and Part 3. Provided for reference only are two appendices setting out a range of actions to be carried out as part of business as usual. Some of these actions are still be approved at time of printing as LTP discussions are ongoing.

- **Appendix A** – All other actions required to assist with growth and achieving the Strategic Direction. It includes Priority Implementation Actions and Strategic Infrastructure for partner organisations and other actions that are important but not at this point in time a top Priority¹. These actions still all need to occur to ensure the growth expected in the region will be delivered.
- **Appendix B** – Sets all the detailed measures we can measure to track progress on the strategic directions.

Responsibility for implementation

The Implementation Plan sets out a range of activities and projects that will be progressed individually and collectively to achieve these intensions. The actions in this Implementation Plan will require input from a range of organisations including councils, central government agencies, WRLC iwi partners, the private sector and local communities. Funding for these projects will be considered as part of the council Long Term Plans and other appropriate funding mechanisms.

This Implementation Plan will be reviewed annually as required under the NPSUD. As part of this review, the WRLC will publish updated versions of the Priority Implementation Actions set out in Part 2. The WRLC dashboard (WRLC Housing Data) will provide updated data for the indicators set out in Part 3.

¹ Noting that over time and at each review of the Implementation Plan, the list of Priority Implementation Actions may change

Part 2: Priority Actions for the WRLC

This Implementation Plan includes a number of actions for both the WRLC and many of the partners to the WRLC. The table below shows the Priority Implementation Actions that the WRLC will be responsible for. In Part 3 (Table 2) is included a small number of actions required to prepare for the next Future Development Strategy and reporting on the implementation of this Future Development Strategy as required by the NPSUD. Implementing these Priority Actions (along with those in the appendix) will be key to achieving the 99,000 homes and associated infrastructure and other aspects identified in the Future Development Strategy.

Table 1: Priority Implementation Actions for the WRLC

Strategic Direction	Opportunity	Priority Implementation Actions	Timing ²	Funding ³	Stage
Infrastructure	Energy Road Map	1. Develop a collective understanding of local government's electricity needs across the region and where there are capacity constraints and how these might be overcome, working with the energy sector.	Short		Not started
	Infrastructure capacity knowledge gaps	2. Work to fill infrastructure capacity knowledge gaps to inform the next FDS. Work towards having a common approach to infrastructure strategies.	Short-Medium		Planning
	Strategic Public Transport Network	3. Support the implementation of the region's Strategic Rail Plan with a focus on improving resilience and capacity for metro rail	Short-Medium term		Planning and Delivery
Housing	Priority Development Areas (PDAs)	4. Support the implementation of PDA's including regular reviews of these areas to see if they are still required a collective focus to advance.	Ongoing		Planning
	Incentives/disincentives	5. Evaluate the merits of different incentives/disincentives to support development of housing of the right type/in the place together with developers and iwi. Develop a regional toolbox which could include financial incentives, more efficient processes, or policy incentives.	Short		Not started
	Common data sets and analysis	6. Build an enhanced understanding of the housing development pipeline through integration of regional transport and housing data analysis capability and refinement of Wāhi Toitū and Wāhi Toiora mapping.	Short-Medium		Delivery

² Timing key:	Short-term	2024 - 2027
	Medium-term	2027 - 2034
	Long-term	2034 - 2054

³ Funding key:	Funded or signaled for funding		Partly funded		No funding allocated/unfunded	

Attachment 1 to Report 24.246

Strategic Direction	Opportunity	Priority Implementation Actions	Timing ²	Funding ³	Stage
Emissions & climate change	Regional Adaptation Framework	7. Develop regional level framework for all WRLC partners, providing a suite of responses that can be implemented at a local level	Short		Planning
Business and Employment	Industrial Land Study	8. Understand where and how to provide industrial land required in the next 30 years (as per the HBA), including, where to source aggregates. Implement Industrial Land Study findings, particularly District Plan changes to protect land for industrial uses.	Short		Delivery

Part 3: Monitoring and review

The review processes for the Future Development Strategy and the monitoring of the Implementation Plan monitoring aligns with council Long Term Plan (LTP) cycles and the requirements for a Future Development Strategy set out in the NPSUD (Table 2).

The Future Development Strategy will be reviewed every three years to determine whether it continues to be fit for purpose and whether any updates are required. Any updates that are required will be completed in time to inform council LTPs. Future versions of the Future Development Strategy will be informed by updated regional data and information, including Housing and Business Development Capacity Assessments that we must updated for tier 1 and 2 councils every three years.

This Implementation Plan will be reviewed annually. As part of this review, the WRLC will publish updated versions of the Priority Actions set out in Part 2. The WRLC dashboard will provide updated data for the indicators set out in this section.

Table 3 below provides the headline measures that will be used to report on the Future Development Strategy implementation. This is all data that is currently being collected. Appendix B sets out all the other measures we can currently use to track progress on the strategic directions.

Table 2: Urban growth activities that are considered business as usual that are the responsibility of the Wellington Regional Leadership Committee

Activity	Priority Implementation Actions	2024 - 2027	2027 - 2030	2030 - 2033	2033- 2043	2043- 2054
Review Future Development Strategy	A high-level review of the FDS to check and update anything that may have changed. Only requires public consultation if there are significant changes. Required in 2026-7 (then every 6 years)					
Update Future Development Strategy including	An update of the FDS and more detailed review, requires public consultation. Required every 6 years.					
Housing and Business Assessment	Required to be completed every 3 years, ideally completed prior to FDS review/update. The next one should start in 2025.					
WRLC annual reporting	Including Implementation Plan monitoring. Published in August each year/					
Long Term Plan (LTP)	Delivery and preparation every 3 years in accordance with the Local Government Act					

Attachment 1 to Report 24.246

Table 3: Headline monitoring measures

	Suggested Headline Indicators	Target	6 monthly	Annually	Biennially	Triennially	5 years
Infrastructure	Per capita use of private vehicles (RLTP indicator)	Decrease					
	Total trips by active mode and public transport (RLTP indicator)	Increase					
	New dwellings within walkable catchments or locations close to PT and Centres	Increase					
Housing	Infrastructure requirements known, planned and funded.	Increase					
	Number of new houses built in PDA's	Increase					
	Total number of houses built and type	% to 99K					
Iwi and hapū values and aspirations	Percentage of stressed (>30% Income spent on housing) households	Decrease					
	Te Tirohanga Whakamua is actively implemented and influences decisions on and investments in our towns and cities.	Qualitative					
Emissions and climate change	Māori housing opportunities increased	Increase					
	Per capita emissions (RLTP indicator)	Decrease					
Prioritising nature, climate and culture	Reduction in emissions, on track to be net zero by 2050 (GW GHG inventory)	Decrease					
	Improvements in State of the Environment Monitoring	As per SoE targets					
Business and Employment	All filled Jobs (by TA)	Monitor					
	AVI (All vacancies Index)	Decrease					
	Sufficient business real-estate capacity to meet business demand.	Increase					

Appendix A: Future Development Strategy Plan Actions – All actions

This appendix provides information on all known actions (at time of publishing) that are required to assist with growth and achieving the Strategic Directions of the Future Development Strategy but not at this point in time a Priority⁴. These actions still all need to occur to ensure the growth expected in the region will be delivered.

The appendix is divided into 6 sections that relate to Strategic Direction areas from the Future Development Strategy. Each table relates to the actions for one Strategic Direction area. Each table has seven headings, aligning with the format of the Regional Economic Development Plan. These are:

1. **Opportunity** – high level title for action
2. **Actions** – more details about how i.e. whether through a plan change, a policy or engagement/advocacy or a combination.
3. **Lead** – lead agency for this action
4. **Key Partners** – additional agencies that need to be involved to ensure this can be implemented effectively.

5. Timing

This describes the planned timeframe for the implementation actions.

Short-term	2024-2027
Medium-term	2027-2034
Long-term	2034 - 2054

6. Funding

This describes the current status of funding for the action. It also names the funding source for the action (e.g. a specific council's long-term plan).

Funded or signalled for funding	
Partly funded	
No funding allocated/unfunded	

7. Stage

This describes the current status in relation to progress on implementing the action.

Completed
Delivery
Business Case
Planning
Not started

⁴ Noting that over time and at each review of the Implementation Plan, the list of Priority Implementation Actions may change.

Priority Actions for the partner organisations in the WRLC to manage.

It includes not only Priority Actions but also the Strategic Infrastructure required to achieve the 99,000 homes and associated infrastructure and other aspects identified in the Future Development Strategy.

Strategic Direction	Opportunity	Priority Implementation Actions	Key Partners	Timing	Funding	Stage	
Infrastructure	Schools in the right places at right time for growth	Monitoring and investigation of school capacity in the region	Ministry of Education	Ongoing		Delivery	
	Water demand management	Investigate and implement water meters in council areas where they currently don't exist	Relevant councils – HCC, PCC, WCC, UHCC	Short		Delivery	
	Regional water entity	Investigate and establish the benefits of a region wide water entity. Develop 50- to 100-year three waters road map	Mayoral Forum	Short		Delivery	
	Strategic Roding Network / Roads of National Significance (RONS)	Ōtaki to North of Levin (O2NL)		Waka Kotahi/NZTA, HDC, KCDC	Short		Planning
		SH1 Second Mt Victoria Tunnel and Basin Reserve Upgrades		NZTA	Medium		Planning and Delivery
		Petone to Grenada		Waka Kotahi/NZTA	Short - Long		Planning
		Cross Valley Link		HCC/ Waka Kotahi/NZTA	Short		Planning
	Strategic Public Transport Network	Enhancing regional rail capacity - Part of "Rail capacity step change including ETCS (10-minute timetable)"		GWRC	Long		Delivery
		Lower North Island integrated mobility - Improve long distance rail services: Manawatu and Wairarapa line fleet renewal and service increase		GWRC/Horizons	Short – Medium		Delivery
		Station modernisation and access, security, and digital improvements - Smarter connections		GWRC	Ongoing		Delivery
		Additional rolling stock capacity – 2030 – 2040		GWRC	Long		Not started

Strategic Direction	Opportunity	Priority Implementation Actions	Key Partners	Timing	Funding	Stage
		Bus Priority Project – harbour quays bus corridor (inc. Mt Vic Tunnel), eastern bus priority, & central city connections.	WCC and GWRC			
		Co-ordinated and improved public transport connections to Palmerston North and south to Wellington from Kapiti/Horowhenua	GWRC, Horizons Regional Council, KCDC, HDC			Planning
	Strategic three waters infrastructure	Eastern Hills Reservoir	WWL/HCC			Delivery
		Central Area stormwater pipeline(s) and pump station(s)	WWL/HCC			Delivery
		CBD Wastewater Rising Main Programme	WCC			Planning and Delivery
		Investigating & improving stormwater treatment methods	MDC			
		Water and Wastewater (specifics coming)	HDC			
		Three Waters reservoir and storage upgrades	WWL/UHCC			
		Three Waters: Potable Water - Reservoirs - Aotea, Plimmerton Farm, Porirua and Whitby	WWL/PCC			
		Wastewater - pipe and pump station renewals and improvements	WWL/PCC			
		Wastewater Storage Tanks - CBD, Paremata, North Plimmerton, Whitby	WWL/PCC			
		Other Strategic infrastructure	Plan for and build up stop banks to improve flood resilience for Masterton	MDC		
Housing	Providing affordable housing that meets our needs	Continue to support and implement the Regional Housing Action Plan 2022-2027	WRLC, MHUD	Short		Delivery

Strategic Direction	Opportunity	Priority Implementation Actions	Key Partners	Timing	Funding	Stage
	Roads of National Significance	Maximise regional benefits from the RONS investment by investigating and facilitating suitable urban development.	WRLC	Medium - long term		
Iwi and hapū values and aspirations	Māori housing	Increase Māori housing in the region through Māori-led developments including papakāinga housing	WRLC Iwi members			
Emissions and climate change	Emissions reduction	Work regionally to enable us to reduce emissions quicker and in a co-ordinated manner through actions in the Regional Emissions Reduction Plan (RERP) including the Wellington Regional Transport Emissions Reduction Plan (WTERP)	GWRC			
Prioritising nature, climate and culture	Nature based solutions	Develop regional guidance on the use of Nature Based approaches	GWRC			Planning
Business and Employment	Employment growth	Promote and support localised co-working hubs. Advocate for increased intensity of business uses within existing commercial areas and mixed use throughout the region	Councils/ WellingtonNZ			
		Continue to implement the Regional Economic Development Plan (REDP)	WellingtonNZ			Delivery



Implementation Actions for Strategic Direction 1: Infrastructure

Ensuring urban development and infrastructure planning is integrated to create thriving communities.

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
FDS development priority 1: housing development led by iwi or partially led by iwi						
Ōtaki PDA	Three Waters: Potable Water – new reservoirs Wastewater – Pump station upgrades Stormwater – stream widening and upgrades	Kāpiti Coast District Council and Nga Hapu o Ōtaki	Kāinga Ora	Short term		Delivery
Trentham PDA	Three Waters: Potable Water – additional supply Wastewater – detention required Stormwater – treatment and hydraulic neutrality needed	Wellington Water	Upper Hutt City Council, Kāinga ora, Ngāti Toa Rangitira, Gillies Group Limited, RACE Incorporated			
	Transport: improve access to the site, grade separation at Sutherland/Messines/Hutt Valley Line intersection	Upper Hutt Council	Waka Kotahi, KiwiRail	Short term		
Te Āhuru Mōwai (Western Porirua)	Three Waters:	Ngāti Toa	Porirua City Council			
	Education: new Wharekura	Ministry of Education, Ngāti Toa		Short-Medium term		Delivery
Kenepuru	Three Waters:	Ngāti Toa	Porirua City Council			
	Transport: “Access Kenepuru” – walking cycling projects	Porirua City Council				Construction
Eastern Porirua Development	Three Waters: Bothamley Park wastewater main upgrade	Porirua City Council	Ngāti Toa, Kāinga Ora	Medium term		

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
	Transport: Transport improvements	Kāinga Ora	Porirua City Council, Waka Kotahi, Greater Wellington Regional Council			Planning
FDS development priority 2: housing development intensification along strategic public transport corridors						
Lower Hutt strategic public transport corridor	Three Waters: Wastewater: Petone Collecting Sewer; Seaview Wastewater Plant upgrade	Wellington Water	Hutt City Council Upper Hutt City Council (Seaview)	Short-Medium term		
	Parks and Reserves: Naenae Pool New Build	Hutt City Council		Ongoing		
	Naenae Town Centre Improvements	Hutt City Council		Short term		
Upper Hutt strategic public transport corridor	Three Waters: Wastewater: Ebdentown/Upper Hutt Central Heretaunga - Waste Water Joint Venture Stormwater: Pinehaven Stream Capacity Upgrade	Wellington Water	Upper Hutt Council	Medium-Long term		
	Transport: Widen Totara Park Bridge Fergusson/Gibbons/Main Street Intersection Ferguson / Ward / Whakatiki intersections Active Mode Transport Programme Silverstream Bridget Replacement Maidstone Community Sports Hub	Upper Hutt Council	Hutt City Council (Silverstream Bridge)	Short-Medium term		
		Upper Hutt Council		Short term		
	New Community Hub	Upper Hutt Council		Medium-Long term		
Kāpiti Coast	Three Waters: Potable Water: Reservoir upgrade	Kāpiti Coast District Council		Medium term		

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
	Wastewater: Waikanae Water Treatment Plant Paraparaumu Treatment Plant Education: New School in Waikanae	Ministry of Education	Kāpiti Coast District Council	Medium-Long term		Planning
Porirua City	Porirua CBD to Titahi Bay Shared Path Landfill consenting/development	Porirua City Council Porirua City Council		Short term Short term		
Wellington City	Wellington City: 3 Waters Infrastructure Capacity Assessment Landfill Extension Frederick Street Pocket Park	Wellington City Council Wellington City Council Wellington City Council		Short term Short term Short term		Investigation Planning Planning
Johnsonville	Three Waters Renewal and Growth	Wellington City Council		Medium term		Not started
FDS development priority 3: Housing development in Priority Development Areas (PDAs)						
Te Aro Growth Corridor	Water services infrastructure renewals Other infrastructure - Awaiting government confirmation on Urban Development approach Education: additional primary and secondary capacity to be investigated	Wellington Water Wellington City Council, Kainga Ora, Ministry of Housing and Urban Development Ministry of Education	Wellington City Council Wellington Water, Waka Kotahi, Greater Wellington Regional Council	Medium term Medium - Long term		Unconfirmed
Waterloo PDA	Implement Waterloo Transit Orientated Development Priority Development Area Transport: improved roading layout to enhance PT provision	Greater Wellington Regional Council/ Hutt City Council	Wellington Water, Hutt City Council, KiwiRail Greater Wellington Regional Council	Short term		

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
	Acquire private investors/developers to realise mixed use vision	Greater Wellington Regional Council	Developers/Investors			
Northern Growth Area PDA	Implement Northern Growth Area SDP Process	Kāinga Ora,	Ngāti Toa, Porirua City Council, Kāinga ora			
	Three Waters: new potable water, wastewater and stormwater needed – more investigation required to understand exact requirements	Porirua City Council, Wellington Water				
	Transport: investigate public transport and active mode improvements on SH59	Porirua City Council	Waka Kotahi/NZTA, Greater Wellington Regional Council			
	Education: anticipated that two primary schools, one new secondary school may be required	Ministry of Education		Medium-Long term		
Hutt Central PDA	Riverlink: Melling Interchange	Waka Kotahi/NZTA	Hutt City Council	Medium term		
	Riverlink: Stop banks and flood protection works	Greater Wellington Regional Council	Hutt City Council	Medium term		
	Riverlink: Pedestrian Bridge	Hutt City Council		Medium term		
	Riverlink: Train Station relocation and rail improvements	Greater Wellington Regional Council, KiwiRail	Hutt City Council	Medium term		
	Riverlink: Streetscape changes	Hutt City Council		Medium term		
	Riverlink: Riverbank Park	Hutt City Council		Medium term		
	Three waters; Central Area wastewater pipeline, pump station and emergency storage	Wellington Water	Hutt City Council			

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
	Transport: Micro-mobility Programme Growth	Hutt City Council	Riverlink – Te Awakairangi team	Medium term		
Featherston PDA	Project 1 – Town Centre Heart Project	South Wairarapa District Council	Waka Kotahi	Short term		
	Project 2 – Enhancement of Town Centre and connection to trains	South Wairarapa District Council		Short term		
	Project 7 – Wastewater upgrades for growth	Wellington Water	South Wairarapa District Council	Short-Long term		
	Project 8 - Drinking Water upgrades for growth	Wellington Water	South Wairarapa District Council	Short term		
	Project 9 – Stormwater and Flooding	Wellington Water	South Wairarapa District Council	Short term		
FDS development priority 4: Housing development intensification within rural towns						
Levin	Levin water supply upgrade/improvements	Horowhenua District Council		Short term		
	Education: New School in Levin	Ministry of Education		Medium-Long term		Planning
	Education: new Kura	Ministry of Education/ Iwi		Short-medium term		Planning
Carterton	New Water Supply	Carterton District Council		Medium term		
Masterton	Construction of water storage reservoirs to improve water resilience	Masterton District Council		Short term		
	Renewals - replacing oldest water pipes to reduce leakage	Masterton District Council		Short term		
	Urban WWTP upgrade	Masterton District Council		Long term		
	Wastewater infrastructure renewal work - urban and at the beaches	Masterton District Council		Short term		
	Town Centre Improvements; New Town Hall and expanded Library	Masterton District Council		Short – Medium term		
	Recreation Centre (including swimming pools) renewals and improvements	Masterton District Council		Short term		

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
	Urbanisation Projects – e.g. Gordon St, Kitchener St (Lansdowne east), Chamberlain Road (upper Plain)	Masterton District Council		Short term		
FDS development priority 5: Future Development Area (greenfield) / Future business area						
Tara Ika	Three waters upgrades, roading changes, new parks (CIP Funding)	Horowhenua District Council		Short term		
Tararua Road South (greenfield)		Horowhenua District Council				
Tararua Business Area		Horowhenua District Council				
St Patricks (Greenfield)	Developer led project providing infrastructure to support development	Developer	Upper Hutt Council	Short-Long term		
Carterton East (greenfield)		Carterton District Council				
Waingawa (Future business area)	Waingawa water project	Carterton District Council	Masterton District Council Wairarapa Economic Development			
Chamberlain road (greenfield)	Finalise District Plan to enable	Masterton District Council		Short term		Delivery
Cashmere Oaks (greenfield)	Finalise District Plan to enable	Masterton District Council		Short term		Delivery
Judgeford Flat (Future Business Area)		Porirua City Council				
Lincolnshire Farms (Future business area)		Wellington				
Raumati South (greenfield)		Kāinga Ora				
Regionwide infrastructure implementation actions						

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
Understanding and providing for our water infrastructure needs as a region to thrive	Wairarapa Water Resilience Strategy	Greater Wellington Regional Council (GWRC)	Masterton, Carterton, & South Wairarapa District Councils, Rangitane, Ngati Kahungunu			
Freight	Lower North Island Freight Strategy	GWRC	Hutt City Council			
Water quantity and quality	PC1 Natural Resource Plan implemented	GWRC				
	New Water Supply Lakes	GWRC		Medium-Long term		
Mode Shift	Identify and progress the regional active modes network.	GWRC				
	Investigate longer-term ferry opportunities for public transport across Wellington Harbour	GWRC				
	Identify and protect current and future strategic public transport network e.g. designations and traffic resolutions;	Metlink RPTP				
Travel Demand Management	Regional travel demand management behaviour change package	GWRC	Wellington City Council	Short term		Underway
Unlock the development potential for our strategic public transport network - Metlink	Investigate further improvements to the Metlink bus network and further infrastructure that is required for new greenfield developments.	Metlink RPTP				
Resilient port and multi-user ferry terminal access	Wellington Port Access Improvements	NZTA/Waka Kotahi	GWRC			
	New and expanded ferry terminals	KiwiRail	GWRC	Long term		Not started
Wellington Region Resilience Programme	As set out in RLTP – SH1 Ngauranga Gorge & SH2 Ngauranga-Dowse Resilience	NZTA/Waka Kotahi	GWRC			
Advocacy for the change we want to see	Signalling our support for the maintenance, upgrade and extensions that are required to infrastructure	WRLC	Telcos and Electricity companies	Ongoing		

Opportunity	Actions (more detail how)	Lead	Key Partners	Timing	Funding status	Stage
	networks that are privately owned and operated.					
	Advocating to speed up infrastructure investments required, particularly public transport.	WRLC	KiwiRail, GWRC, Wellington Water	Ongoing		
	Advocate for legislative change to support traffic demand management e.g. congestion charging	Councils, WRLC				

FINAL DRAFT



Implementation actions for Strategic Direction 2: Housing

Providing for affordable housing that meets our needs, and for compact well-designed towns and cities

Opportunity	Actions	Lead	Key partners	Timing	Funding status	Stage
Further requirements under the National Policy Statement on Urban Development	A coordinated review and changes as required to the region's policy and management plans and strategies to reflect and implement the direction in the FDS to ensure the documents have regard to/are aligned with the direction in the FDS, including: <ol style="list-style-type: none"> 1. RPS 2. Natural Resources Plan 3. District plans 4. Infrastructure strategies 5. Asset Management Plans 6. Regional Land Transport Plan and Regional Public Transport Plan 	Each Council	All councils, GWRC, Horizons	Short term		Not started
Placemaking principles	Develop guidance documentation for implementing Placemaking principles	WRLC	Councils, Iwi	Short-Medium term		Not started

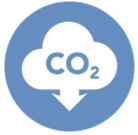


Implementation actions for Strategic Direction 3: Iwi and hapū values and aspirations

Realising iwi and hapū values and aspirations

Opportunity	Action	Lead	Key partners	Timing	Funding status	Stage
Investment in reducing inequality for Māori and increasing opportunities for economic development	Assist in implementing 'Te Matarau a Mauī: Collaborative pathways to prosperous Māori Futures'	WellingtonNZ	Te Matarau a Mauī, WRLC	Ongoing		Delivery
Increase Māori housing in the region	Partner with mana whenua to identify opportunities for development and adoption of Kaupapa Māori-based frameworks for urban development ⁵	WRLC and GWRC	WRLC iwi members	Ongoing		Not started
Alignment of District Plan and Regional Policy Statements to reflect the Future Development Strategy	Plans are updated as part of next review phase to ensure iwi values are realised such as: <ul style="list-style-type: none"> - Avoiding development on certain sites of cultural and environmental significance. - Developments observing statutory acknowledgements and to be carefully managed in areas with historical and cultural heritage 	All councils	WRLC iwi members	Ongoing		Not started
Māori culture is visible and thriving in our urban and rural spaces.	Work to identify, restore and maintain sites of cultural significance to iwi	WRLC iwi members	WRLC	Ongoing		Not started
Explore papa kāinga pilot with iwi around food systems and emissions.	New kai production processes including crop diversification and local opportunities for food production.	WRLC iwi members	Food Systems Strategy project Councils	Short Term		Planning

⁵ Proposed Method UD.3 in Change 1 to the RPS



Implementation actions for Strategic Direction 4: Emissions and climate change

Plan development for a low-emissions future

Opportunity	Action	Lead	Key partners	Timing	Funding status	Stage
Work regionally to enable us to reduce emissions quicker and in a co-ordinated manner	Complete Project - Policy to Place: Vision for Urban Design for VKT & Emissions Reduction. Best practice urban design and amenity outcomes and to assist with achieving climate-resilient development and reduction of transport-related emissions ⁶ .	Greater Wellington Regional Council	Councils and iwi authorities	Short term		Planning
	Develop and undertake a pilot that reduces transport emissions at a neighbourhood level by ensuring quick and easy access to amenities, public transport and active travel options.	Relevant Council to lead locally.	Greater Wellington's Travel Choice team	Medium term		Not started
	Advocate for re-instating intra-regional long distance rail services to improve alternatives to flying.	WRLC	Greater Wellington Regional Council	Short-Medium term		Not started
Support further development of and investment in infrastructure and facilities to encourage waste diversion.	Advocate for a move to zero waste future and investigate future landfill needs for the region for meet short term need	Regional Waste Management & Minimisation Plan Steering Group	WRLC, Councils	Medium term		Not started

⁶ Proposed Method UD.1 in Change 1 to the RPS



Implementation actions for Strategic Direction 5: Prioritising nature, climate and culture

Prioritising nature, climate and culture through protection and restoration

Opportunity	Action	Lead	Key partners	Timing	Funding status	Stage
Food production, distribution prioritisation	Implement findings from the Regional Food Strategy	Te Whatu Ora	WRC iwi members, councils	Short term		Planning
	Progress Implementation of NPS-HPL to ensure effective integration into next FDS	Greater Wellington Regional Council, councils	Each council	Short term		Planning
Speed up protection of natural environments	Progress Implementation of NPS-IB to ensure effective integration into next FDS	Greater Wellington Regional Council, councils	Each council	Short term		Planning
	Develop a Blue green networks strategy, including considering wilding areas and regional “blue/green belts”	Greater Wellington Regional Council, councils	Each council	Medium term		Not started



Implementation actions for Strategic Direction 6: Business and Employment

Providing opportunity for productive and sustainable local employment

Opportunity	Action	Lead	Key partners	Timing	Funding status	Stage
Responding to the skills gap shortage by supporting training in construction, three waters and rail.	Work with the trade industries and educational institutions to identify and start to close the existing and anticipated future building and related skills gap shortage through educational, technical, and training programmes that can support the growth we need.	TBC – was Wellington Regional skill Leadership Group	WRLC, each council, industry, Chamber of Commerce, WEDS, The Horowhenua Company	Short term		Not started

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Appendix B: Future Development Strategy Detailed Monitoring Measures



Monitoring and review of Strategic Direction 1: Infrastructure

Ensuring urban development and infrastructure planning is integrated to create thriving communities

Successful implementation looks like...	Measurement criteria	Data Source	Frequency
Urban Development is integrated with transport planning so that urban development is located within walking distance of rapid transit corridors, high frequency public transport and supports uptake of active transport modes to maximise mode shift.	<ul style="list-style-type: none"> Number of households within a walkable catchment (800m) of community services (libraries, pools, community centres) and of green spaces greater than 3,000m² Number of households with access to social destinations (supermarkets, general practitioner doctors, schools, Tertiary Institutions, hospitals) by a 30 minute car journey, a 45 minute public transport journey or a 10 minute walk. Number of jobs accessible (AM Peak) to households by public transport within a 45 min journey or by car within a 30 min drive 	GIS analysis, based on existing data in system.	Annually
Infrastructure planning and development planning are undertaken together, to improve efficiencies and leverage co-investment opportunities with the public and private sector. We look to speed up infrastructure required to enable us to meet our strategic direction, faster and build resilience.	<ul style="list-style-type: none"> Infrastructure requirement known - what infrastructure do we need to provide for growth. Infrastructure requirements planned. Infrastructure fully funded Report on Implementation Plan progress 	Qualitative based on feedback from councils	Annual
The efficient use of current and planned infrastructure is maximised to get the best from our infrastructure investments.	<ul style="list-style-type: none"> Reduction in water leaks Reduction in water use per capita. Increase in PT use 	WWL Metlink	Quarterly



Monitoring and review of Strategic Direction 2: Housing

Providing for affordable housing that meets our needs, and for compact well-designed towns and cities

Successful implementation looks like...	Measurement criteria	Data source	Frequency
Housing in the region is affordable and there is an availability of different models of ownership including long-term stable rental property options.	Number of affordable houses Proportion renting vs owning Number of people on social housing register Percentage of stressed (>30% Income spent on housing) households	CHAI indicators	Quarterly
Different types of houses are built to meet the diverse needs of our communities, particularly good quality* high and medium density housing across the region. ⁷	Number of houses built towards 99,000 New homes built by <u>type</u> (CCC preferred) Undertake quarterly and annual monitoring and reporting to aid HBA (a) the demand for dwellings: (b) the supply of dwellings (c) prices of, and rents for, dwellings (d) housing affordability (e) the proportion of housing development capacity that has been realised— (i) in brownfield areas (such as through infill housing or redevelopment); and (ii) greenfield areas: (f) available data on business land.	Council BC data	Quarterly
The majority of housing developments are within the boundaries of our current towns and cities.	Number of new houses by location Greenfield vs Brownfield developments	Council BC data	Quarterly
Our towns and cities are well designed and support community health/wellbeing.	Progress on Priority Development Areas	PDA leads	Quarterly

⁷ quality means homes that are well-insulated and ventilated, with sufficient sunlight and access to green open space for recreation and play



Monitoring and review of Strategic Direction 3: Iwi and hapū values and aspirations

Realising iwi and hapū values and aspirations

Successful implementation looks like...	Measurement criteria	Data source	Frequency
Māori housing opportunities increased	Reduction in Māori homelessness Improvement in Māori home ownership Number of Māori housing and/or papakāinga dwellings Progress towards all Māori are housed in a warm, safe environment	Census	5 Yearly
Engagement with mana whenua and other Māori in the region is ongoing and effective	Mana whenua and matawaka feel connected and reflected in our region	Mana whenua engagement	Annually
Te Tirohanga Whakamua is actively implemented and influences decisions on and investments in urban growth in our towns and cities.	Progress towards Cultural heritage and sites of significance are maintained, protected and, where possible, restored to their original state and form in the way that Mana Whenua determine.	QOL Survey / Mana whenua engagement	Annually
	Progress towards: Mana Whenua have determination over environmental matters within their rohe. They are empowered to have the lead mandate in consent decisions and other relevant environmental and resource management planning processes.	Mana whenua engagement	Annually
	Progress toward responses to hauora needs (understood in the wider sense of wellbeing) are regionally bespoke, designed and implemented for the cultural context, and governed by Mana Whenua (including the location of healthcare facilities, and supporting Tohunga and Matakite availability for health and wairua)	Mana whenua engagement	Annually



Monitoring and review of Strategic Direction 4: Emissions and climate change

Plan development for a low-emissions future

Successful implementation looks like...	Measurement criteria	Data Source	Frequency
We live in a flourishing low emissions region that meets current and future generations' needs and aspirations, that supports opportunities for continually reducing emissions.	<ul style="list-style-type: none"> Daily VKT: Vehicle km travelled. The number of km travelled by light private- and commercial-vehicles. Heavy commercial vehicles are not included here. Daily PKT: Pax km travelled. The number of km travelled by person using Public Transport. Daily LV Trips: Light Vehicle Trips. The number of trips of the light private and commercial vehicle fleet. Daily PT Trips: Public Transport Trips. The number trips people take using Public Transport. Daily Active Modes Trips: The number of trips people make using active modes such as walking and cycling 	Transport Analytics	Annual
	Reduction in emissions, on track to be net zero by 2050	GW GHG	Biannually
Land-use and Transport are integrated* see also measures infrastructure section	Metres of bike lanes and pedestrian paths created	Council data	Annually
	Percentage of primary and secondary school students who walk or cycle to school.	Census; GW Transport Perceptions Survey	5 yearly
Electrification and renewable sources of energy	Uptake of distributed renewable energy (e.g. solar, wind) in new developments	Council data	Annually
	Number (per capita or per EV) of electric vehicle charging stations within or near neighbourhoods	Council data	Annually
	Number of new gas connections	BC data	Annually



Monitoring and review of Strategic Direction 5: Prioritising nature, climate and culture

Prioritising nature, climate and culture through protection and restoration

Successful implementation looks like...	Measurement criteria	Data Source	Frequency
Our communities are safer from significant natural hazards.	Resilience projects implemented	Qualitative, ask council	Annually
Our region becomes more climate and natural hazard resilient, and regional growth avoids creating new risks.	<ul style="list-style-type: none"> Proportion of households located in areas vulnerable to sea level rise. Proportion of households located in areas vulnerable to earthquake hazards. Proportion of households located in flood hazard areas 	GIS analysis	Annually
Urban development is designed to minimise impacts on the natural environment.	<ul style="list-style-type: none"> Quantity of “undeveloped” land consumed by future development New urban parks or green spaces (per capita increase) m2 No of plants of revegetation esp native planting on council land Measure on hydraulic neutrality or nature based solutions? 	GIS analysis	Annually
Urban development is designed to minimise impacts on our food producing areas	Quantity of highly productive rural land consumed for development	GIS analysis	Annually
Urban development is designed to minimise impacts on our rich cultural heritage.	Historic pā and mara kai are acknowledged in the urban form through naming and urban design.	Qualitative, ask council	Annually
Land, freshwater, the sea and humans are in harmony with and balance ki uta ki tai.	Air and water quality improvement %	State of the Environment Monitoring	Annual



Monitoring and review of Strategic Direction 6: Business and employment

Providing opportunity for productive and sustainable local employment

Successful implementation looks like...	Measurement criteria	Data Source	Frequency
Housing growth and local employment in our towns and cities are well connected and	Average commuting time to place of employment (hours) jobs within walking distance or 15 mins of neighbourhoods number of workforce employed locally No. / proportion of jobs accessible to households by private vehicle within a 30 min drive AM peak No. / proportion of jobs accessible to households by public transport within a 45 min journey AM peak	Transport Analytics team	Annual
Supports the Regional Economic Development Plan vision for employment in the region.	AVI (All vacancies Index) - Indicating pipeline, ongoing sustainability of job market in the area. Business Counts – number of businesses Jobs statistics – NEET (not in employment, education or training), Job Seeker (ready for work, not employed), Average Salary by city or region. Internal migration (annual measure) – subnational population estimates Sectors for Strength – Screen, creative & digital, Visitor economy, Science, technology, engineering and high-value manufacturing, Primary sector, food and fibre.	Wellington NZ collect from MBIE, StatsNZ	Quarterly
New business areas with supporting infrastructure are provided for.	Sufficient commercial real-estate capacity to meet business demand.	HBA	Triennale
The shortfall in industrial land in the region is resolved.	Sufficient commercial real-estate capacity to meet business demand.	CBRE, JLL, Colliers Reports	Annual

Wellington Regional Leadership Committee
4 June 2024
Report 24.277



For Decision

SUPPORTING A REGIONAL APPROACH TO CLIMATE ADAPTATION: THE WELLINGTON REGIONAL CLIMATE CHANGE IMPACTS ASSESSMENT

Te take mō te pūrongo

Purpose

1. To advise the Wellington Regional Leadership Committee (the Committee) of the findings of the Wellington Regional Climate Change Impact Assessment (WRCCIA) and inform the Committee of the next steps in developing a regional approach to climate adaptation.

He tūtohu

Recommendations

That the Committee:

- 1 **Notes** the findings of the Wellington Regional Climate Change Impact Assessment.
- 2 **Supports** the next steps (Phase 2) of the Regional Adaptation Project.

Te horopaki

Context

2. Our changing climate is already impacting the region. The Wellington Regional Climate Change Impact Assessment (WRCCIA) provides a foundational assessment of the risks and impacts of a changing climate. To be able to adapt to climate change we must first understand what information we have, what information we don't have, how good that information is and how that information can inform better decisions. The WRCCIA is the first step in developing our regional approach to climate adaptation.

What is adaptation?

3. **Adaptation:** In human systems, the process of adjustment to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities. In natural systems, the process of adjustment to actual climate and its effects; human intervention may facilitate adjustment to expected climate and its effects.¹
4. In short, climate adaptation refers to the reality of adjusting the way we live to a changing environment. Whilst climate mitigation seeks to reduce greenhouse gas

¹ IPCC definition in the Glossary to the 6th Assessment Report (2022):
https://www.ipcc.ch/report/ar6/wg2/downloads/report/IPCC_AR6_WGII_Annex-II.pdf

emissions and thereby limit the potential for climate change, adaptation is the other side of that same coin and strives to deal with the impacts of a changing environment.

5. Adaptation in New Zealand is an emergent practice. A key driver for an upsurge in this work was the publication in 2017 of Ministry for the Environment (MfE) guidance on coastal hazards and climate change for local government. The latest version of this guidance was published in 2024². Various provisions of the Resource Management Act 1991, Climate Change Response (Carbon Zero) Act 2002, the Building Act 2004, Soil Conservation and Rivers Control Act 1941, Local Government Official Information and Meetings Act 1987 and Local Government Act 2002 also provide strong mandate for managing the significant risks of natural hazards, community wellbeing and climate risks.
6. Council-led adaptation mahi around New Zealand to date has largely centred around the (updated) 10-step decision cycle provided in the MfE guidance:

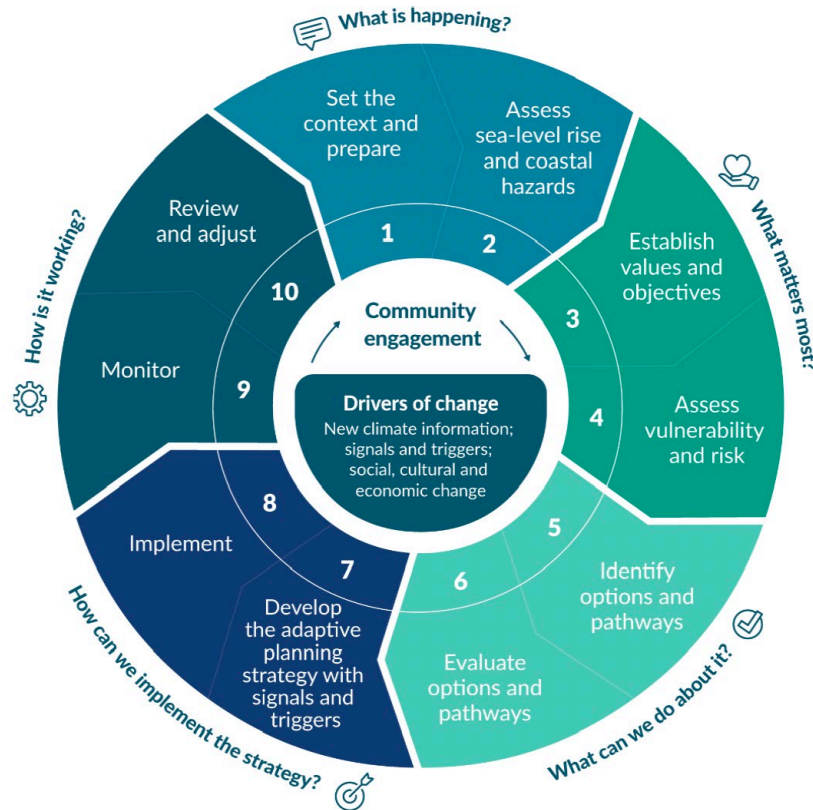


Figure 1 MfE's 10 step decision cycle for adaptation planning (2024)

² Similar guidance was also published in 2008, but for the latest guidance see <https://environment.govt.nz/publications/coastal-hazards-and-climate-change-guidance/>

7. Hazard information and risk assessments provide important steps in this process. The five (5) key questions that drive the adaptation process are broadly applicable across a range of natural hazards and management practices and so have formed the backbone of much work to date. Those questions are:
 - a What is happening?
 - b What matters most?
 - c What can we do about it?
 - d How do we do it?
 - e Is it working?
8. Te Tiriti based adaptation and Te Ao Māori decision-making frameworks were explicitly recognised and promoted by the Expert Working Group in its inquiry into community-led retreat in 2023. The following framework is one such approach and offers a useful counterpoint to or can sit alongside the risk assessment and adaptation approaches advocated for in government guidance.

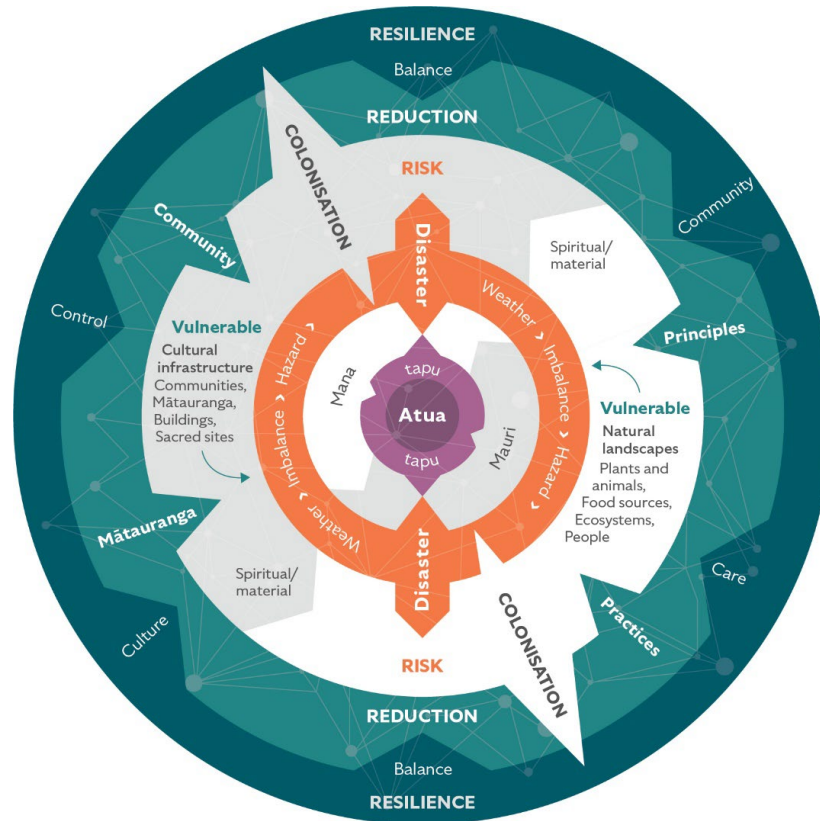


Figure 2 A Kaupapa Māori framework for risk assessment (Expert Working Group on Managed Retreat, 2023).

9. The above kaupapa Māori framework created by Shaun Awatere (Manaaki Whenua) reflects a whole system-based perspective. It includes the relational and cyclical nature of hazards, disasters, risk reduction and resilience. Atua can be observed as a

representation of taiao where mana is the recognition of intrinsic value, irrespective of human value, and mauri is the signifier of the life force of natural assets. Climate change is causing imbalance resulting in natural hazards, leading to cumulative effects on natural assets that have been degraded, creating disasters affecting Māori communities. This conceptual framework could feed into options identification and, ultimately an adaptation plan.

10. Adaptation actions can be undertaken now or be sequenced to account for changes in risks over the next 100 or more years. Such actions undertaken on the ground are generally grouped around the 'PARA' framework:

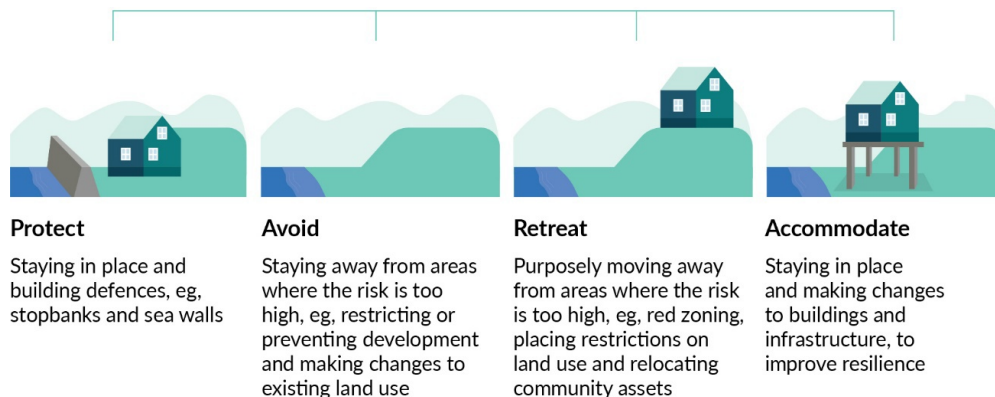


Figure 3 The PARA framework – protect, avoid, retreat or accommodate.

11. Adaptation can take many forms and be driven and led by multiple actors. There is no one 'right way' of doing things. Climate change poses unique risks to our way of living and our environments and we must seek to innovate to stay ahead.

Our work programme

12. Climate is one of the five (5) key focus areas for the work programme of this Committee. Climate impacts pose both risks and opportunities to the future growth of our region and are a critical consideration in where, how and what we choose to develop.
13. The Committee has endorsed the development of a regional approach to adaptation as a key part of its work programme. A project lead has been employed to lead delivery of this mahi over the next year. The development of a regional approach to adaptation is one of the priority actions set out in the recently adopted Future Development Strategy (FDS)³.
14. The development and adoption of the FDS reinforced the need to build climate resilient development concepts into decision-making. The FDS already identified areas to avoid developing (wāhi toitū) and areas to tread carefully (wāhi toiora) – the WRCCIA builds on that foundation.
15. The WRCCIA was developed as the first step in helping the region begin to deal with the impacts of climate change. Risks and opportunities are already presenting themselves

³ See <https://wrlc.org.nz/wp-content/uploads/2024/03/1404-GWRC-WLRC-Future-Development-STRATEGY-2024-240223-06.pdf>

and organisations are at different stages of preparing for change. The WRCCIA was developed for a number of reasons, to:

- a Inform adaptation planning across scales
- b Provide a regionally consistent evidence base for climate impacts across the region
- c Promote smarter decision-making
- d Ultimately reduce natural hazard risks and identify opportunities
- e Inform land use and development – especially housing, infrastructure, industry.

National context

16. The Government recently announced an inquiry into a new national adaptation framework. The Terms of Reference of that inquiry are below:

The Finance and Expenditure Committee is calling for public submissions on its **inquiry into climate adaptation**. The inquiry has the following terms of reference:

- (1) The purpose of the inquiry is to develop and recommend high-level objectives and principles for the design of a climate change adaptation model for New Zealand, to support the development of policy and legislation to address climate adaptation.
- (2) For this purpose, the committee must consider the following topics:
 - (a) the nature of the climate adaptation problem New Zealand faces
 - (b) frameworks for investment and cost-sharing
 - (c) roles and responsibilities
 - (d) climate risk and response information-sharing.
- (3) The committee may, as it thinks fit, consider other matters relevant to the purpose of the inquiry.
- (4) The committee must take account of submissions received by the Environment Committee on its recent inquiry into climate adaptation.

Figure 4 Terms of Reference for the national inquiry into adaptation

17. The Finance and Expenditure Committee is already seeking submissions and is expected to report back by 5 September 2024. There will be opportunities to align our work with this, innovate and exert influence.

How we undertook the WRCCIA

18. The WRCCIA represents the first phase of two phases of work and is the first critical step in the Regional Adaptation Project (RAP). The second phase will identify what a regional approach to adaptation looks like and how it can be achieved.

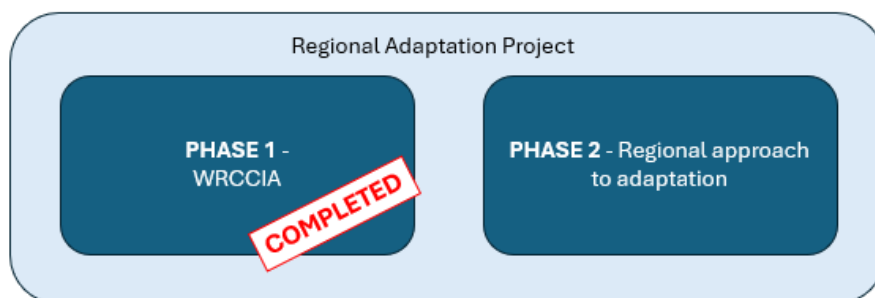


Figure 5 Overview of the Regional Adaptation Project

19. Critically, the regional approach to adaptation mahi will not seek to duplicate or undermine any current ongoing adaptation work being led elsewhere. A key principle for this project will be to ensure that existing work is augmented and supported and that particularly thorny issues can be addressed.
20. The WRCCIA was completed largely in accordance with the 2021 Ministry for the Environment "*Guide to local climate change risk assessments*⁴" and international standards. This is consistent with practice in other regions of New Zealand, including Horizons and Horowhenua.
21. An overview of the methodology is provided in [Attachment 1](#), noting a detailed methodology report was produced as the second deliverable of the WRCCIA project.

Te tātaritanga Analysis

Key Findings

22. The final WRCCIA report is over 200 pages long and provides a significant amount of technical information that requires translation into more useful, useable formats. The final report is part of a package of four key deliverables from the WRCCIA that will be published on the WRLC website – these are:
 - a The data gaps report
 - b The methodology report
 - c Qualitative risk screening summary
 - d The final report
23. A summary of key findings is provided at **Attachment 1**. Staff will speak to the key findings during the meeting and the final reports will be published on the WRLC website.
24. Overall, the WRCCIA helped to:
 - a Highlight areas or sectors of the region particularly vulnerable or resilient to a changing climate
 - b Pull together disparate information and identify data gaps and requirements for adaptation planning going forward
 - c Foster greater collaboration between local governments and built capability within
 - d Underscore the criticality of supporting and enabling tangata whenua participation
 - e Realise the importance of having a robust spatial and temporal understanding of climate risks that can work across scales

⁴ National climate Change Risk Assessment can be found here: <https://environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/adapting-to-climate-change/first-national-climate-change-risk-assessment-for-new-zealand/>

- f Tease out the interconnected nature of climate impacts and emphasise the need for a holistic and integrated approach to adaptation
- g Drive forward adaptation planning work across the region

Next steps

- 25. An overview of next steps in Phase 2 of the RAP is provided in **Attachment 1**. They are:
 - a Development of a summary report that translates the key findings of the WRCCIA into everyday language
 - b Scoping of a regional spatial visualisation tool/adaptation platform
 - c Development of a Scoping Report for the regional approach to adaptation (Phase 2) and confirm approach at next WRLC meeting
 - d Development of a communications and engagement plan to support the delivery of Phase 2
 - e Activities to support the Scoping Report (RoadListen, document scan) to inform a needs analysis
- 26. Key questions that will be answered in the development of the Scoping Report will include:
 - a What does a regional approach to adaptation look like?
 - b How can we augment and support local adaptation planning?
 - c How can we best support community-led or hapori-led resilience action?
 - d What problems need to be solved at a regional level? e.g. lifelines, emergency management and pre-event plans, large rivers and catchments, funding adaptation actions, clarifying roles and responsibilities, information provision and standardisation etc.
- 27. It is anticipated that the Scoping Report will be presented back to the Committee for endorsement at its next meeting on 3 September 2024.

Ngā hua ahumoni

Financial implications

- 28. There are no direct funding implications from this report. The scoping report developed as the first part of Phase 2 of the Regional Adaptation Project (RAP) will identify any potential for additional funding and resourcing to ensure delivery.
- 29. Adapting to climate change has potentially significant financial implications for decision-makers, governments, hapori and communities. However, implementation of adaptation actions is beyond the scope of the RAP. These are being specifically considered in the Government's inquiry into a national adaptation framework – due 5 September 2024.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

30. The RAP will seek to have mātauranga and te ao Māori at its core. Holistic perspectives on climate change and managing climate impacts will strengthen any local, regional or national response.
31. The RAP will seek to strengthen relationships with Māori from the outset. Aligning iwi or hapū led adaptation with government programmes and other community-led adaptation will provide the best chance for this region to thrive into the future.

Te huritao ki te huringa o te āhuarangi

Consideration of climate change

32. This RAP seeks to directly address the impacts of climate change. Delivering a regional approach to adaptation will have an overall positive impact by reducing the risk from natural hazards and identifying any advantages.
33. The operational climate impacts of undertaking this project (e.g. electricity consumptions) will be captured as part of Greater Wellington Regional Councils emissions inventory.

Ngā tikanga whakatau

Decision-making process

34. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002. The unique nature of the Committee provides a robust platform and a head start in the collaboration required to adapt to the effects of climate change.

Te hiranga

Significance

35. Officers considered the significance (as defined in Part 6 of the Local Government Act 2002) of the matters for decision, considering Greater Wellington Regional Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers recommend that the matters are of low significance at this stage.

Te whakatūtakitaki

Engagement

36. Due to the low significance of the decision, community engagement is not required.
37. All matters have been discussed at WRLC Senior Staff Group meeting and WRLC CEO Group meeting.
38. Engagement with interested parties will be a core component of the Scoping Report produced.

**Ngā āpitihanga
Attachment**

Number	Title
1	WRCCIA Summary Slide Deck

**Ngā kaiwaitohu
Signatories**

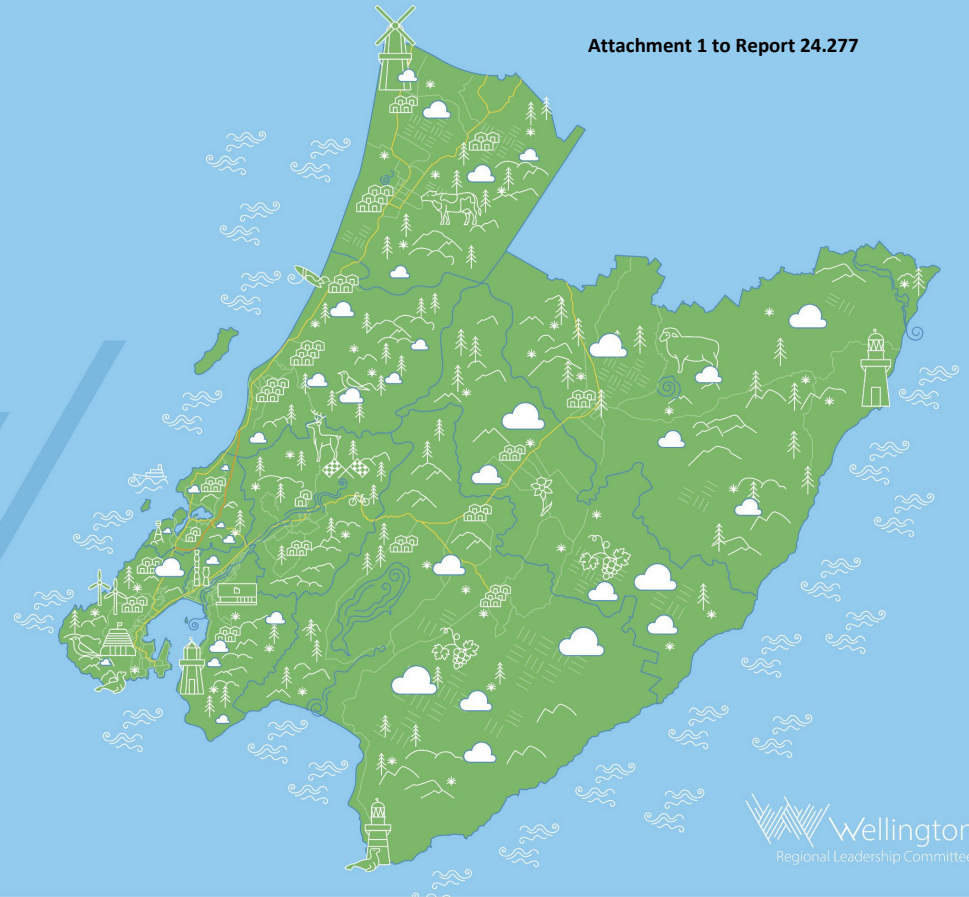
Writer	Tom FitzGerald – Regional Adaptation Project Lead
Approver	Kim Kelly – Programme Director

He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with Council's roles or with Committee's terms of reference</i></p> <p>Climate is one of the five pou of this Committee's work programme. Considering the impacts of climate change and our response to those impacts is a critical consideration for how our region develops and thrives in the years to come.</p>
<p><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></p> <p>Alignment with other key strategies will be explored during the scoping of Phase 2 of the RAP. The RAP is aligned with and supported by the Future Development Strategy. It is expected a useful Monitoring, Evaluation, Reporting and Learning (MERL) system will arise out of this mahi – this will aim to keep track of how and where we are reducing risks, undertaking adaptation action and how our investment today can help avoid future costs.</p>
<p><i>Internal consultation</i></p> <p>Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting and WRLC CEO Group meeting. Their views are incorporated into this paper where timing has allowed.</p>
<p><i>Risks and impacts - legal / health and safety etc.</i></p> <p>There are no known risks.</p>

Wellington Regional Climate Change Impact Assessment (WRCCIA)

Summary of Key Findings

Attachment 1 to Report 24.277



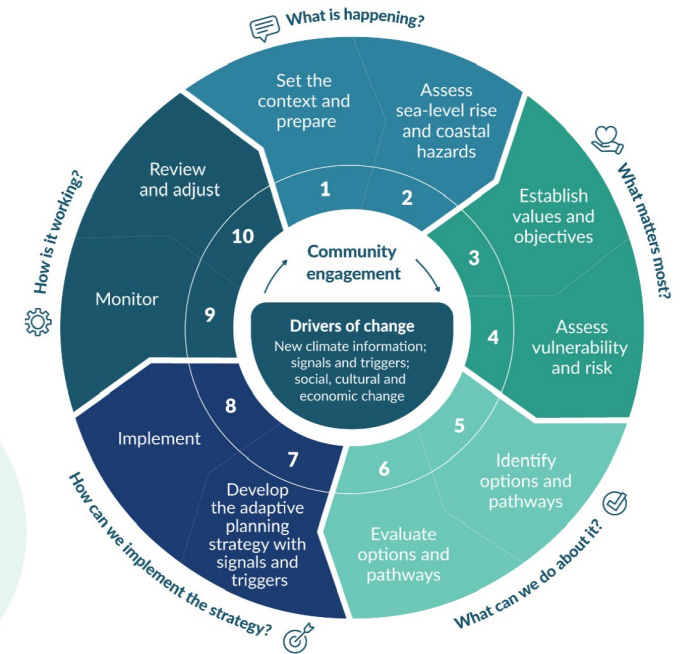
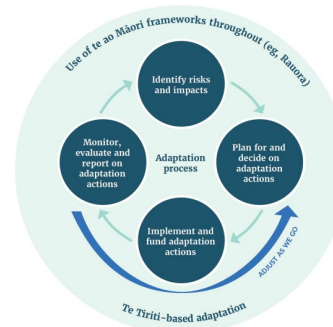
Project goals

Regional Adaptation Project has two phases:

1. Wellington Regional Climate Change Impact Assessment
2. Wellington Regional Approach to Adaptation

Project goal:

Goal of the Wellington Regional Climate Change Impact Assessment was to build the region's collective capacity to adapt to climate change impacts in the next 100+ years.



Report overview

- Phase 1 kicked off in 2022 and ran for 2 years
- The report was led by Beca + GNS + NIWA with expert input from others, including several leading experts in NZ on climate change risk assessments and adaptation planning
- T+T undertook a peer review



Key messages

- **One of the most comprehensive climate change assessments nationally**
 - **Overall, the results are not surprising** - we are already seeing the issues
 - **Financial risks** (short-term & long-term) as well as the physical risks (getting worse over time)
 - This enables our region to compare to other regions
- **Regional approach to adaptation needed**
 - **Collaboration is key!**
 - **Looking backwards to go forwards** - mana whenua partnerships are critical, appropriately weaving te ao Māori & mātauranga
- **Consistent data, better information and decision-support tools are needed**
 - Key climate change gaps are landslides, coastal erosion, groundwater (similar to many other councils)
 - Important to link risks and impacts with adaptation planning in place – spatial visualisation can be powerful

Introduction

- Climate change poses significant impacts and risks to the Wellington region.
- The report was commissioned to better understand the impacts specifically for the Wellington Region and is intended to support a range of climate change adaptation activities across scales.
- The assessment takes a comprehensive analysis of climate risks and impacts across our **infrastructure, natural environment, people, economy, governance systems** and more.

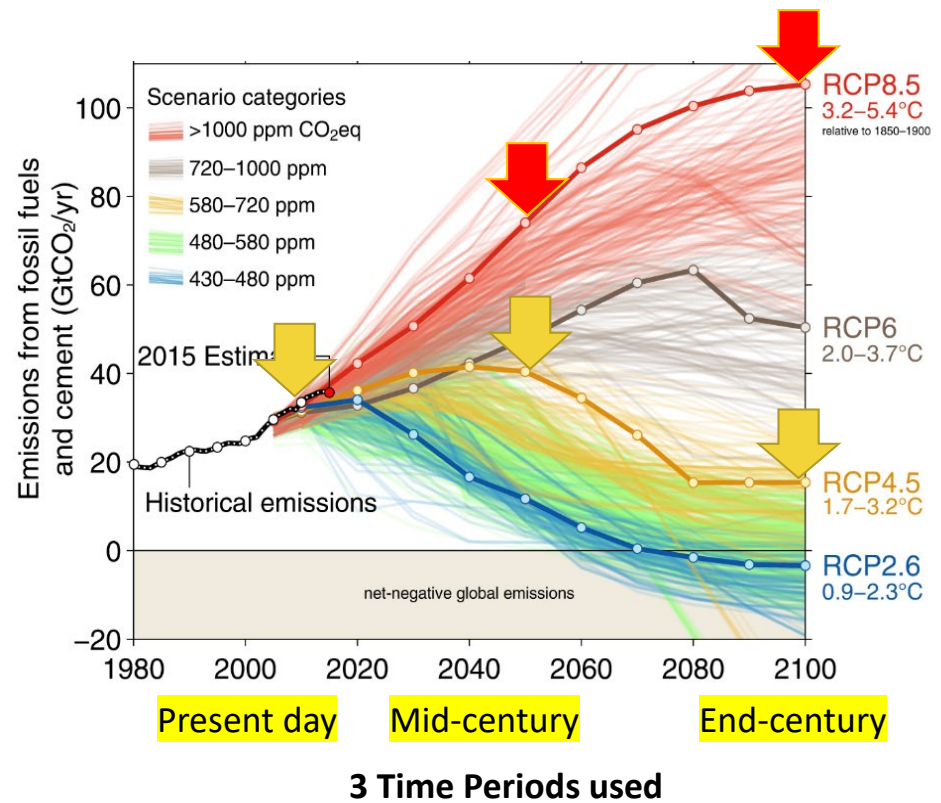


Climate influenced natural hazards



Climate change scenarios

Attachment 1 to Report 24.277



2 scenarios used based on IPCC AR5:





Low emissions scenario: **RCP 4.5**

High emissions scenario: **RCP 8.5**

Note: further information on this can be found in the Methodology report, consistent with guidance and Horizons

Risk assessment undertaken across 5 domains and 36 different elements

Consistent with guidance and National Climate Change Risk Assessment

Domain	Element
Natural Environment Oranga Whenua 	Indigenous & Taonga Species
	Forest Ecosystems, Services and Processes
	Wetland Ecosystems, Services and Processes
	Coastal Ecosystems, Services and Processes
	Freshwater Ecosystems, Services and Processes
Economy Koiora – Whairawa 	Forestry
	Horticulture
	Viticulture
	Pastoral Farming
	Tourism
	Public Services (including government, scientific research, and education)
	Insurance coverage and credit provision
	Māori Enterprise
	Information technology and creative Industries
	Airports and Seaports
Built Koiora – Whare Tangata 	Buildings and Facilities (public and private)
	Energy
	Flood and Coastal Defences
	Transport (Road and Rail)
	Solid Waste Management
	Communications
	Drinking water
	Stormwater Infrastructure
	Wastewater Infrastructure
	Marae and cultural sites
Human Koiora – Oranga Tangata 	Human health
	Social cohesion and community wellbeing
	Existing Inequities
	Social Infrastructure and amenities
	Cultural heritage
	Sports and recreation
Governance Kawanatanga 	Partnership Strategy and Framework with Mana Whenua
	All governing and Institutional systems
	Legislation and Policy
	Climate related Litigation
	Emergency Management

Attachment 1 to Report 24.277

Summary of climate data gaps

May 2022



Data Collation Gap Analysis Report
Wellington Regional Climate Change Impact Assessment

Prepared for Wellington City Council
Prepared by BECA Limited

26 May 2022



Wellington region has multiple existing data sources but there are some notable gaps in modelling & wider information that constrained the ability for detailed assessments. Attachment 1 to Report 24-277

Climate change modelling

- **Flood modelling** – inconsistent and not available regionally
- **Coastal erosion** – only available for Kāpiti & Porirua
- **Groundwater & saltwater intrusion** – not available regionally
- **RI Landslides** – only available for WCC
- NIWA due to release IPCC AR6 modelling in June 2024

Elements at risk

- **Natural environment** – very little research available
- **People and economic** issues often result from indirect issues that have very little data available

Indirect climate impacts

- **Newly emerging field**

Note: further investment in quality, consistent data required

Methodology

July 2022



Attachment 1 to Report 24.277

Difference between **risk** and **impact**: 'Impact' seeks to identify the 'What happens if...?' and looks at a system-based impact e.g. if x happens, then y + z could follow

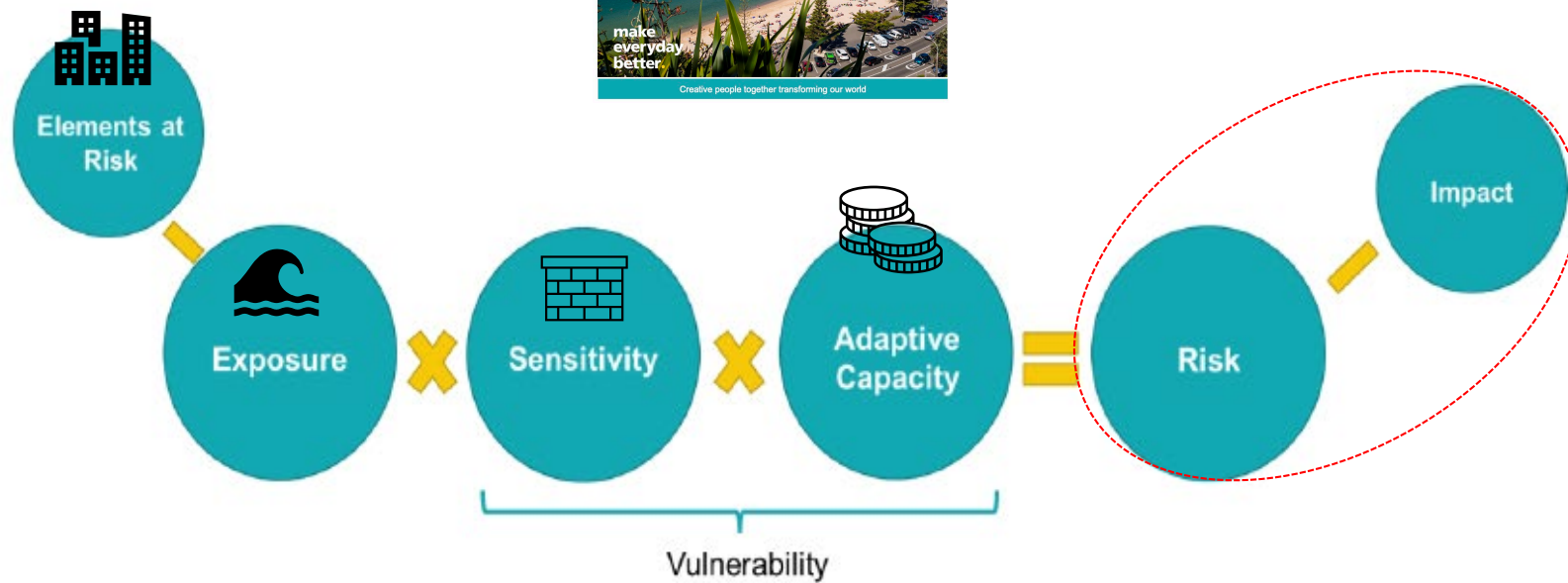


Figure 2: Risk Assessment Framework. Adapted from MfE's Guide to Local Climate Change Risk Assessments (2021)

Wellington Region's Climate Change Risk Profile

363 risks identified across the domains

- Greatest number of risks for built environment (128) and economy (93), natural environment (73), human (69), governance (6), and transition to low carbon (5).

Value Domain	Number of Risks
Natural Environment	73
Human	69
Built Environment	128
Economy	93
Governance	6
Transition	5
Total	363

Most material impacts

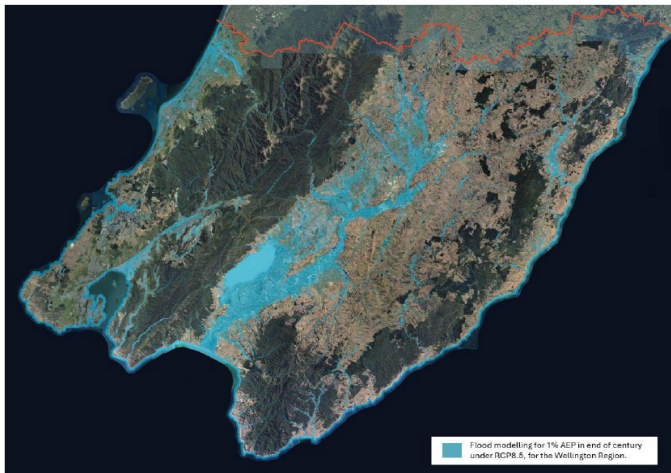


Figure 13: Flood Modelling for a 1% AEP at End of Century Under RCP8.5 for the Wellington Region (GWRC Regional Flood Exposure Model Viewer) – a Large Scale Copy of this Map is in Appendix D

Most material **climate change hazards**:

- Fluvial (river) and pluvial (flash rainfall) **flooding**
- Coastal and estuarine **flooding**
- **Sea-level rise**
- Increasing coastal **erosion**
- Increasing **landslides**
- **Storms and extreme weather**

Particular Elements most commonly at-risk:

- Māori enterprise
- Indigenous and taonga species
- Terrestrial and forest ecosystems
- Wetland ecosystems
- Freshwater ecosystems
- Buildings and facilities
- Energy infrastructure

Built environment

Regional Summary

The impacts of **coastal erosion** on buildings and facilities are significant across the region, with Wellington City, Porirua City and Kāpiti Coast District particularly vulnerable to erosion of cliffs and beaches, which is exacerbated by rising sea levels. Increased sea levels also drive an increase in the persistence, frequency and magnitude of **coastal and estuarine flooding**. This will significantly impact the built environment near Wellington International Airport, Wellington City CBD, large portions of Lower Hutt City and buildings near and around Lake Wairarapa.

Flooding of rivers and streams as well as surface water flooding driven by increasingly intense rainfall is perhaps the most significant risk to buildings across the Wellington Region. The key areas that will be impacted most by flooding are Petone, where the stormwater system is already under pressure, a range of suburbs in Wellington City including the CBD and historical infill areas Miramar and Kilbirnie, and parts of Porirua such as the CBD and recreational areas.

Landslides will have a notable impact on road and rail transport as well as buildings around the region. Wellington's hill topography means there have been shifts in the natural landscape to accommodate the development of housing and transport routes. These shifts, combined with natural challenges to slope stability and increasingly intense rainfall put buildings and transport infrastructure at risk. Impacts will be most severe in Wellington City where 27 roads are already affected, and it is expected that 990 roads and 52 railway locations will be impacted by the end of the century. A landslide assessment has shown thousands of buildings in Wellington City will also be impacted by the end of the century.

Highest risks for the Wellington Region

Built Environment Results

Risk Statement	Vulnerability	Risk			First-pass impact rating
		Present	Long 2100 RCP4.5	Long 2100 RCP8.5	
Risk to buildings and facilities (public and private) due to coastal erosion: cliffs and beaches.	Extreme	High	Extreme	Extreme	Catastrophic
Risk to transport (road and rail) landslides and soil erosion.	High	High	Extreme	Extreme	Major
Risk to buildings and facilities (public and private) due to coastal and estuarine flooding	High	Moderate	High	High	Catastrophic
Risk to buildings and facilities (public and private) due to increasing landslides and soil erosion.	High	Moderate	High	High	Catastrophic
Risk to flood and coastal defences due to river and pluvial flooding.	High	Moderate	High	High	Major



Figure 5: CentrePort, in the Wellington City waterfront. Copyright 2023 WT.

Natural environment

Regional Summary

Impacts to Wellington Region’s coastal ecosystems due to **sea level rise** are spread around the region but are most prevalent within harbours, estuaries and river mouths where the most **vulnerable ecosystems** are found. For example, Pauatahanui Inlet in Porirua, dunelands at Lake Onoke in Wairarapa and the eastern Wairarapa coastline are most likely to be impacted by changing sea levels. More frequent inundation of low-lying river mouths and estuaries in Lower Hutt and Porirua will have cascading impacts on wader bird habitats and migrant coastal birds.

A range of forest types are supported by the Wellington Region’s diverse geography. The western part of the region has extensive tracts of native forest ecosystems and **increasing temperatures** of 2°C or more could change forest composition and distribution. Coupled with increased **wildfire risk** and **soil moisture** deficits these endangered forest ecosystems are at risk of being lost along with associated ecosystem services and habitat provision. The most pronounced impacts will be in the South Wairarapa, Carterton and Masterton districts where the greatest change in temperature and soil moisture deficits are likely to occur.

Highest risks for the Wellington Region

Natural Environment Results

Risk Statement	Vulnerability	Risk			First-pass impact score	
		Present	2100 RCP4.5	2100 RCP8.5		
Risk to freshwater ecosystems, services and processes due to higher mean water temperatures.	Extreme	Moderate	Extreme	Extreme	Catastrophic	Insufficient data for detailed analysis
Risk to freshwater ecosystems, services and processes due to river and pluvial flooding	Extreme	Extreme	Extreme	Extreme	Major	Insufficient data for detailed analysis
Risk to terrestrial and forest ecosystems, services and processes due to reducing snow and ice cover.	Extreme	Moderate	Extreme	Extreme	Major	Insufficient data for detailed analysis
Risk to freshwater ecosystems, services and processes due to increasing landslides and soil erosion.	Extreme	Moderate	Extreme	Extreme	Major	Insufficient data for detailed analysis
Risk to coastal and marine ecosystems, services and processes due to sea-level rise and salinity stresses on brackish and aquifer systems and coastal lowland rivers.	High	Moderate	Extreme	Extreme	Major	Insufficient data for detailed analysis



© Jason Gunn Burton



Human domain

Regional Summary

The social impacts of climate change are often **indirect** and **may occur together within the same community** and many impacts will be similar no matter the specific driver.

Social cohesion and **cultural heritage** are at risk due to flooding and coastal erosion of beaches and cliffs and existing inequities will be exacerbated by flooding and coastal erosions. The impacts of these climate drivers can cause the breakdown of communities and social bonds within them and to places of importance. The effects of climate change will be felt around the region, with bisected, fragmented or cut off communities, such as those with single access roads, likely to experience more severe impacts.

Human/Social Results

Risk Statement	Vulnerability	Risk			First-pass impact rating
		Present	Long 2100 RCP4.5	Long 2100 RCP8.5	
Risk to social cohesion due to coastal and estuarine flooding	Extreme	Moderate	Extreme	Extreme	Catastrophic
Risk to cultural heritage due to sea-level rise and salinity stresses on brackish and aquifer systems and coastal lowland rivers.	Extreme	Moderate	Extreme	Extreme	Catastrophic
Risk to exiting inequities due to river and pluvial flooding	High	Low	High	Extreme	Catastrophic
Risk to existing inequities due to coastal and estuarine flooding	Extreme	Moderate	Extreme	Extreme	Major <small>Insufficient data for quantitative analysis</small>
Risk to existing inequities due to increasing coastal erosion: cliffs and beaches.	Extreme	Moderate	Extreme	Extreme	Major



Economic domain

Regional Summary

More and longer **dry spells** and **drought** weather pose a risk to the productivity of pastoral farming, horticulture, viticulture and drive the risk of increasing **fire-weather** conditions which will impact the forestry industry. The direct impacts will be concentrated where there are large tracts of **agricultural and forestry land**, such as in Wairarapa and Kāpiti Coast, while the indirect impacts of reduced productivity and loss of income may be felt around the Wellington Region.

The risk of **coastal and estuarine flooding** to industrial areas in the Wellington Region is significant as the adaptive capacity of industrial land is typically low as it is difficult to find alternative suitable hazard free locations. **Flooding** will impact the low lying industrial areas of Lower Hutt, Porirua, Kāpiti Coast and Miramar in Wellington City.

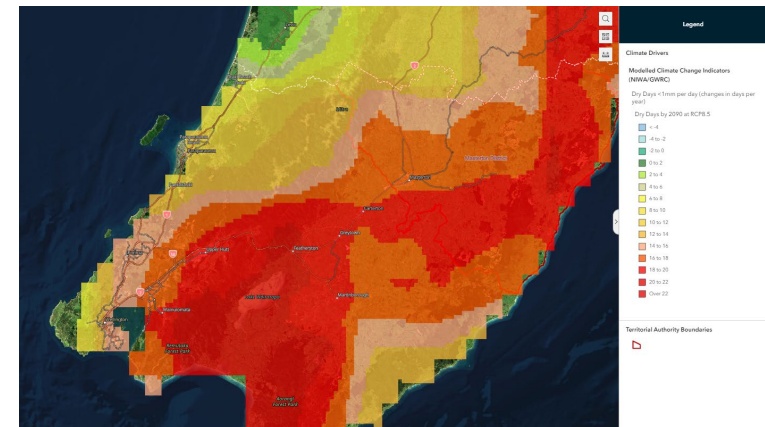


Figure 7: The pastoral farming industry is vulnerable to acute and chronic weather events. (Image: NZ Story)

Highest risks for the Wellington Region

Economic Results

Risk statement	Vulnerability	Risk			First-pass Impact rating*	
		Present	Long 2100 RCP4.5	Long 2100 RCP8.5		
Risk to tourism and hospitality due to international influences from climate change and greenhouse gas mitigation preferences	High	Low	Extreme	Extreme	Moderate	Insufficient data for quantitative analysis
Risk to public services due to international influences from climate change and greenhouse gas mitigation preferences	Moderate	Low	High	High	Major	Insufficient data for quantitative analysis
Risk to forestry due to increasing fire-weather conditions: harsher, prolonged season	Moderate	Moderate	High	High	Moderate	Insufficient data for quantitative analysis
Risk to insurance coverage and credit provision due to increasing fire-weather conditions: harsher, prolonged season	High	Low	High	High	Moderate	Insufficient data for quantitative analysis
Risk to insurance coverage and credit provision due to increased storminess and extreme winds	High	Low	High	High	Moderate	Insufficient data for quantitative analysis



Governance domain

Regional Summary

Governance risks and opportunities refer to the architecture and processes in and between governments, iwi and hapū, and economic and social institutions. Institutions hold the rules and norms that shape interactions and decisions, and the agents that act within their frameworks.

Effective governance in a rapidly changing and uncertain world in the face of climate change will require a shift from our current relatively static approaches to a proactive approach.

Partnership approach offered by WRLC provides a good potential path forward.

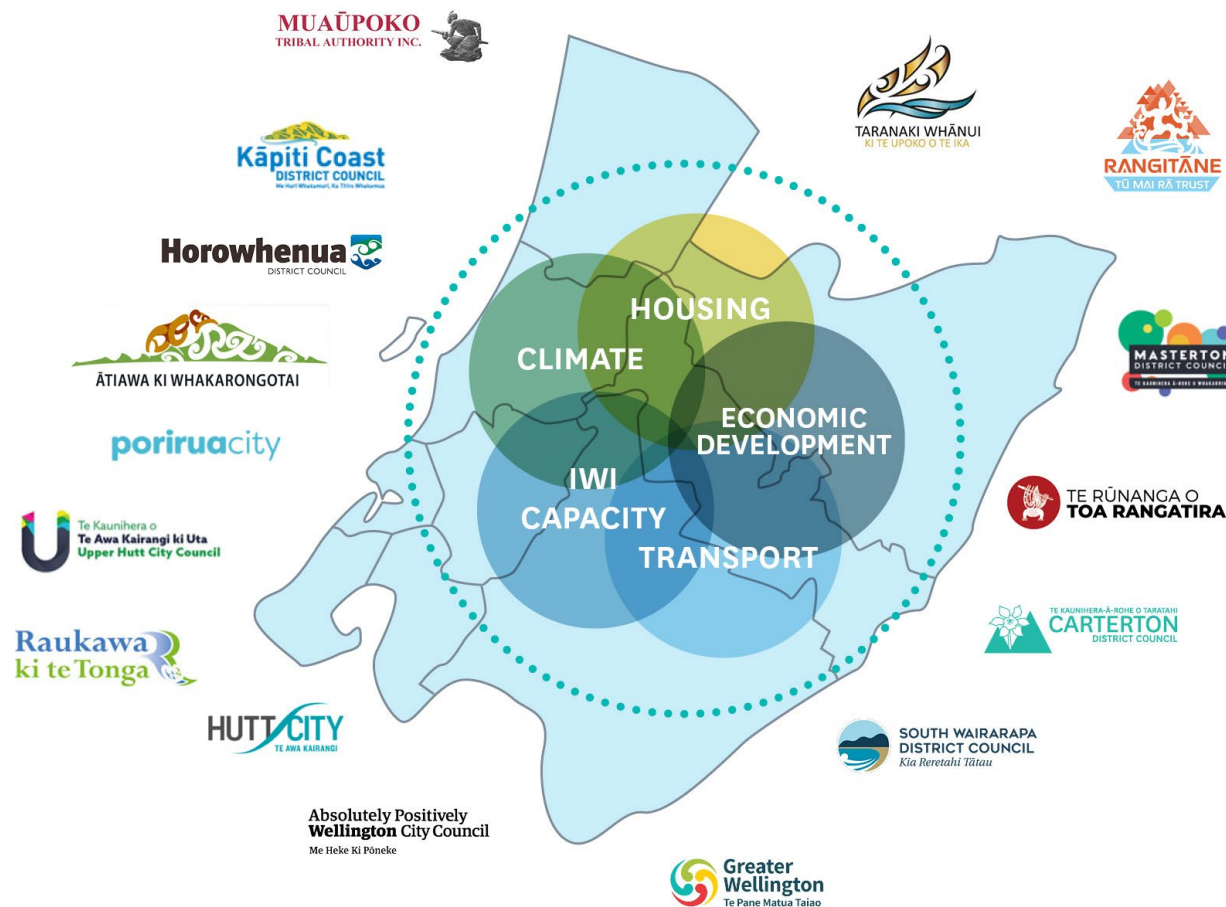
Table 6: Governance Risks

Risk ID	Risks	Rating
Gov. Risk 1	The inability of the institutional arrangements to be applied to the increasing complexity of climate change impacts, including their cascading and compounding effects	Extreme
Gov. Risk 3	Weak central / local government relationship driven by conflicting priorities from central government including political change, lack of continuity of political leadership, numerous points of adaptation entry for local government and central government creating barriers to adaptation action	Major
Gov. Risk 4	Failure of coordination between local government agencies and with central government due to a short-term focus on local jurisdictional interests and the 3-year electoral cycle	Major
Gov. Risk 2	Inadequate council partnership and engagement mechanisms with iwi, hapū and iwi / Māori	Major
Gov. Risk 6	Ongoing uncertainty, slow adaptation and potential maladaptation and litigation arising from slow implementation of the resource management law reform	Major

Phase 2: Regional approach to adaptation

Key questions:

- Wellington Region Climate Change Impact Assessment (WRCCIA)...how do we use it?
- What's needed?
 - collective issues
 - commons
 - opportunities/gaps
 - transformative?
 - ?
- For whom?
- How will we do it? Pay for it?
- How will we know it's working?



Initial thoughts:

- There is lots of adaptation and adaptation-adjacent work happening already
- Adaptation is local (largely). What's useful regionally?
- How do we leverage/link across scales? National – regional – district/city – neighbourhood – household
- Connecting sectors, communities, mātauranga + science
- Multi-hazard
- Adaptation embedded in BAU e.g. assets, planning, economic development → informs decisions
- Adaptation only works if you keep track - MERL



Next steps:

1. Document review – MfE adaptation survey responses, forward plans (LTP wishlists)
2. RoadLISTEN
 - Building relationships
 - Listening to wants, needs and challenges
 - Visiting key sites – hotspots
 - Building a picture of current and future activity

By next meeting develop a **Scoping report** and seek direction

Communications and Engagement Plan to follow once direction is agreed and budget set.



He waka eke noa *We are all in this together*

I orea te tuatara ka puta ki waho

A problem is solved by continuing to find solutions

mahi tahi | *to work together, collaborate, cooperate.*

Whakatauki & logo



Wellington Regional Leadership Committee
4 June 2024
Report 24.227



For Information

WELLINGTON REGIONAL LEADERSHIP COMMITTEE PROGRAMME (INCLUDING PRIORITY DEVELOPMENT AREAS) REPORTING

Te take mō te pūrongo

Purpose

1. To update the Wellington Regional Leadership Committee (the Committee) on its projects and programmes including [Attachment 1](#).

Te horopaki

Context

2. The Programme Report is provided to highlight progress, plans and issues and risks to the Committee, which includes:
 - a A look ahead to the six-month work plan,
 - b The Wellington Economic Development Plan (REDP) programme report,
 - c Priority Development Areas (PDA) Programme report, and
 - d WRLC health-check action progress report.

Highlights

Wellington Economic Development

3. The REDP initiative leads, with the strong support of WellingtonNZ, are making remarkable progress.
4. Efforts are underway to explore additional ways to share inspiring stories about the impact of these initiatives.
5. A refreshed REDP has been completed, following a light review, to ensure that it remains aligned to current policy and economic conditions.

Priority Development Areas

6. Many PDAs are actively engaging with the community and conducting public consultations, gathering valuable feedback to shape development plans and align with community aspirations.
7. There is an emphasis on data-driven and analytical approaches for decision-making and planning.
8. All are in some form of coordination and collaboration among different stakeholders (councils, agencies, community groups).

9. There is a focus on sustainable development and addressing climate change resilience.
10. A decision is still pending on the Specified Development Project (SDP) assessment for the Northern Growth Area in Porirua, which could unlock coordinated urban development opportunities.
11. In Ōtaki, groundworks were recently completed on the new water reservoir as part of the IAF funding, which supports the PDA’s growth and development.
12. There will be an update on the Ōtaki PDA at the meeting as part of this item. The presentation is listed as Attachment 2 in the attachments table and will be circulated prior to the meeting.

Key Risks

13. Economic conditions and funding are common risks for all projects.
14. Despite the coordination and collaboration, there remain some challenges in aligning and coordinating various stakeholders and agencies.

Feedback

15. The Central Government partners in the WRLC Senior Staff Group have reiterated the importance of the PDA programme to unlocking growth, alignment with shared objectives and addressing common risks.
16. The Ministry of Housing and Urban Development and Kainga Ora stated that the programme approach helps prioritise investment in projects, citing examples of investments approved because projects are in the PDA programme.

Ngā āpitihanga

Attachments

Number	Title
1	Attachment 1 - WRLC programme report for June 2024
2	Attachment 2 - Ōtaki PDA presentation (<i>to come</i>)

Ngā kaiwaitohu

Signatories

Writer	Allen Yip – Programme Manager, Wellington Regional Leadership Committee
Approver	Kim Kelly – Programme Director, Wellington Regional Leadership Committee

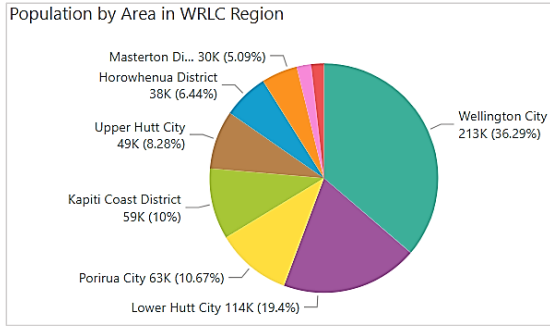
He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> The Committee has specific responsibility for the work programme and other matters of regional importance. The reporting is to enhance the Committee's ability to fulfil its responsibilities.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> The regular reporting to the Committee will provide it with a mechanism to monitor the implementation of the Wellington Future Development Strategy.
<i>Internal consultation</i> Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting and WRLC CEO Group meeting. Their views are incorporated into this paper where timing has permitted.
<i>Risks and impacts - legal / health and safety etc.</i> Refer to paragraphs 12 and 13.

Wellington Regional Leadership Committee

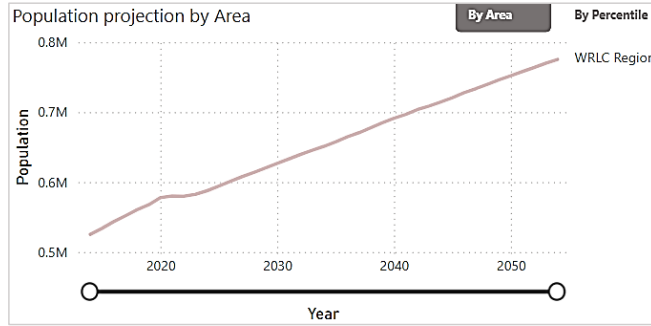
Work programme report - June 2024

- Indicator Data
- Programme Report
- Wellington Regional Economic Development Plan
- Priority Development Areas
- Health check actions

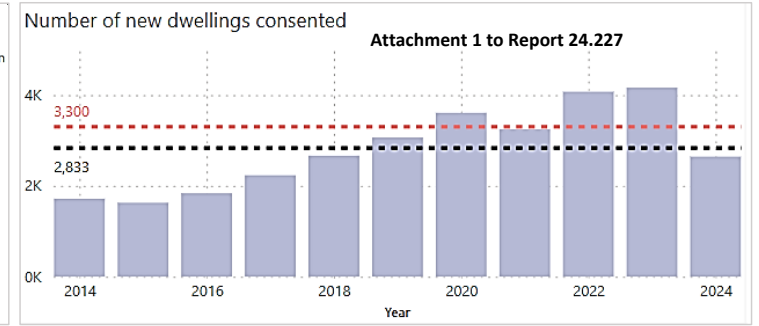




The chart above shows the forecasted population proportion by area in our region in 2024, based on the demographic forecast model developed by Sense Partners.

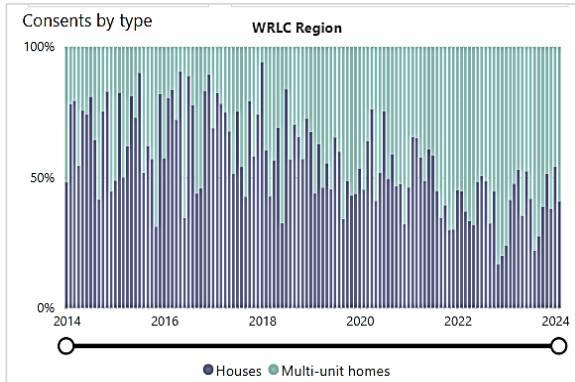


The chart above shows population projections (in millions – 50% percentile), from 2014 to 2054, based on the demographic forecast model developed by Sense Partners.

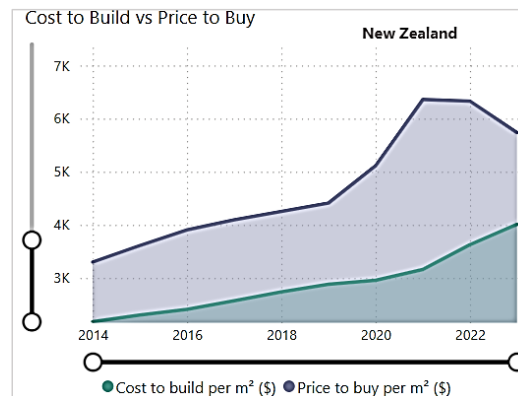
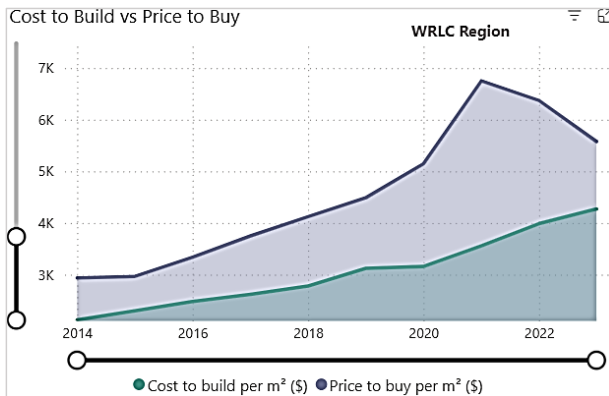
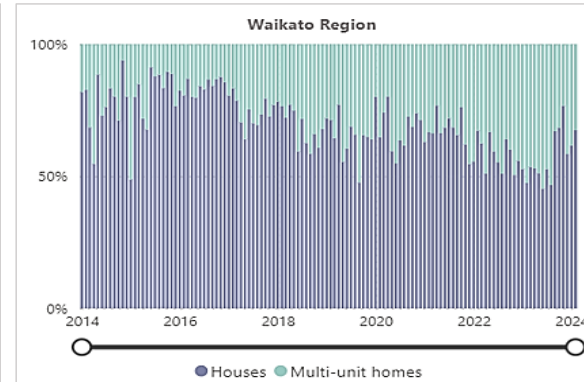


The chart above shows the number of new dwellings consented in our region, with each year ending in February. From 2019 through 2023, the number of new homes consented consistently exceeded the baseline demand target. However, this has not been able to be maintained in the year from February 2023 to February 2024, where the number failed to reach the baseline target.

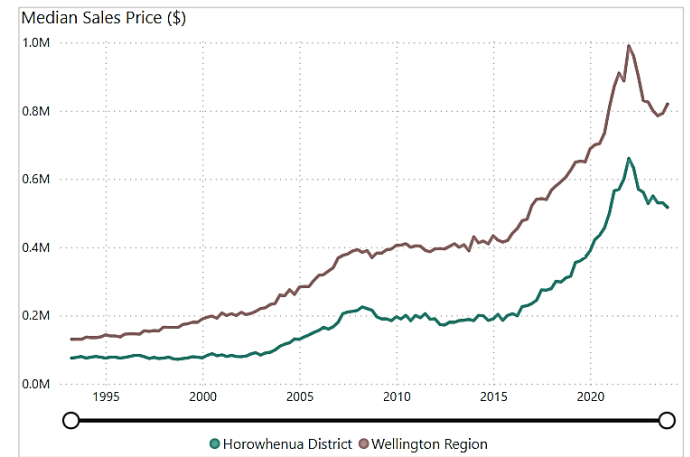
Red line – the annual target for home consents as outlined in the draft FDS.
Black line – the baseline demand for new homes, excluding competitive margins, as outlined in the draft FDS.



The charts above show the distribution of consents by type between houses and multi-unit homes over the past ten years (comparison with the Waikato region). The number of consents granted for multi-unit homes in our region is making a noticeable progress over the past few years.



The charts above show that the cost to build in our region is higher than it is on average nationally, and the price to buy in our region is slightly below the national average.



The chart above shows the quarterly median sale prices of dwellings in the Wellington region and Horowhenua district in the past 30 years. Overall, we observe the median price keeps increasing over the years. Both regions show a correction following their peaks at the end of 2021, with a marked dip in median sales prices.

For more data related to specific TAs, please click [here](#).

\$87,535	334,834	10,529	\$81,064
GDP per Capita Wairarapa-Wellington- Horowhenua Region <small>Period: Year to March 2023 (annual metric)</small>	Number of filled jobs in the Wairarapa-Wellington- Horowhenua Region <small>Period: Year to March 2023</small>	Number of jobseeker support benefits: work ready in Wairarapa-Wellington- Horowhenua Region <small>Period: Monthly average across Q1-Q3 2023/24</small>	Mean annual earnings of people in employment in the Wairarapa-Wellington- Horowhenua Region <small>Period: Year to March 2023</small>

89%	59%	0.2%
Overall satisfaction with Life <small>Period: Biennial Survey 2022-2024</small>	Ability of income to meet everyday needs <small>Period: Biennial Survey 2022-2024</small>	GDP growth in the Wairarapa-Wellington-Horowhenua Region <small>Period: Annual average % change across 2023</small>



Six-month workplan

Attachment 1 to Report 24.227

	May 2024	Jun 2024	Jul 2024	Aug 2024	Sept 2024	Oct 2024	Nov 2024
Future Development Strategy	FDS implementation plan						
Regional Economic Development Plan	STEM – Growth Jam event for founders 22 May	STEM – Tech startup hub due to launch	Launch refreshed REDP and two new initiatives			STEM – Capital Summit to be held, coinciding with the Sunrise Conference	STEM – Summer of Engineering internships underway
	STEM – Summer of Engineering employer event 29 May	FOOD & FIBRE – Emerging supplier forums 11-12 June	VISITOR ECONOMY: Pilot dark sky business capability programme				
	VISITOR ECONOMY – sustainability programme site visits and workshops	STEM – Climate Tech Summit Aotearoa 20 June – alongside Climate Response Accelerator completion	INFRASTRUCTURE – Industrial land research implementation plan due for completion				
		MAORI ED – Launch of procurement opportunities report	VISITOR ECONOMY: Five Towns Trail Trust - aiming to confirm charitable status				
Climate Change Projects		Climate Change Impacts Final Report					
		Regional Food System meet council members to discuss plan, define the pilots	Regional Food System Source funding option	Regional Adaptation Project Scope compete		Regional Food System engagement events to develop actions	Regional Food System Workshop Draft Action Plan
Priority Development Areas		Featherston Masterplan Complete	Trentham Long Term Plan funding for Council infrastructure	Waterloo Phase III procurement plan in place			NGA Decision on SPD expected
		Lower Hutt Central IAF wastewater and stormwater Feasibility Stage completed		Te Aro Growth Corridor Councillor Growth Plan Workshop			Trentham Masterplan Development
		Completion of Vision Ōtaki work and Scope					

KEY AREA	Project	lead organisation	leader	project completion	Scope	Programme		Risk	Confidence
Housing	Future Development Strategy and HBA	WRLC Secretariat	Parvati Rotherham	Jul-24					
	Iwi capacity and capability	WRLC Secretariat	Kim Kelly	TBC	⇒	⇒	⇒	⇒	⇒
	Regional Housing Approach and Action Plan - Implementation	MHUD, WRLC	TBC	TBC	↑	↑	⇒	⇒	⇒
Climate	Regional Adaptation Project	WRLC	Tom FitzGerald	June-25					
	Regional Emissions Reduction Strategy	WRLC Secretariat	Arya Franklyn	Mar-24					
	Regional Food System Strategy - Phase One	RPH	Tessa Acker	Jun-24	⇒	⇒	⇒	↑	⇒
Economic Development	Regional Economic Development Plan - Implementation	Wellington NZ	Julia Stevens and Matt Carrere	Jun-33	⇒	⇒	⇒	⇒	⇒
	Industrial Land Study	WRLC Secretariat	Kim Kelly		⇒	⇒	⇒	⇒	⇒

KEY AREA	Project	Status Summary
Housing	Future Development Strategy and HBA	Finalisation of implementation plan
	Iwi capacity and capability	This project on hold for now
	Regional Housing Approach and Action Plan - Implementation	The Regional Housing Data Dashboard has been implemented and further enhancements are currently being worked on.
Climate	Regional Adaptation Project	Wellington Region Climate change Impacts Assessment (WRCCIA) project complete - this is a key input into the Regional Adaptation Project (RAP). Scoping for the RAP is underway.
	Regional Food System Strategy - Phase One	Continuing stakeholder engagement through meetings with Community Advisory Board, Iwi/hapū rōpū, and Technical Advisors to advance the Action Plan, finalising community pilots, and arranging council meetings to discuss collaboration. Planning workshops for alignment and regional impact on May 3 and June, focusing on engaging potential funders. Phase 1 Report of the Regional Food System Plan disseminated in March. Next steps involve organizing council meetings, developing iwi pilots, finalizing community pilots by July, and arranging events to build the action plan with stakeholders.
Economic Development	Regional Economic Development Plan - Implementation	This project is in implementation phase.
	Industrial Land Study	A Project Steering Group has been formed with a good mix of public sector and private sector participants and good geographical spread. This includes a number of Chamber of Commerce, WellingtonNZ and The Horowhenua Company. Deliverables have been completed as scheduled. A number of stakeholder workshops, one on one interviews and a survey were used to gather industry information. A report covering the findings of this is near completion and will be made publicly available.



Wellington Regional Economic Development Plan Quarterly reporting dashboard - overview

1 January - 31 March 2024

Attachment 1 to Report 24.227

Overview	Key risks and issues
<p>Good progress is being made on many REDP initiatives and highlights are included below. WellingtonNZ are supporting initiative leads with implementation of initiatives and have received positive feedback on how the REDP has raised the visibility, credibility and connections initiatives have. Work is being undertaken to explore further options to measure and share stories of the impact of these initiatives.</p> <p>A light review of the REDP has been undertaken to ensure the issues, opportunities and initiatives captured within each focus area remain current, and each chapter reflects the latest national and regional data, plans and policies. The refreshed REDP is being presented to the WRLC alongside this quarterly report, and includes a refined set of 31 initiatives to be prioritised for progression.</p>	<p>The current economic environment is impacting some initiative leads with searching for funding and creating employment. Some employers have put junior recruitment on hold, impacting initiatives such as Summer of Engineering, while other initiatives need certainty from funders.</p> <p>House of Science recently learnt that Hutt City Council and Upper Hutt Council will stop all funding of the Hutt Valley branch of House of Science (Hutt Science) from 31 Dec 2024 and 30 June 2024 respectively. This means House of Science NZ will need to secure an additional \$100,000 per annum to ensure this branch remains open. Any connections to potential local funders in the Hutt and beyond would be appreciated to ensure the continuation of this important programme - sponsorship starts from \$3,000.</p>

Sectors			
Screen, creative and digital	Science, technology, engineering and manufacturing	Visitor economy	Primary sector, food and fibre
<p>Screen Wellington partnered with Women in Film and TV, NZFC and others to host the Canada / NZ Co-Production Summit (first time in Wellington, normally Auckland – 100 delegates) in March for 4 days of workshops, development time with NZFC, the Animation and Māoriland Film Festivals, and famils of studios and facilities.</p> <p>Screen Wellington presented on a panel at the Big Screen Symposium in Auckland on 5-6 April, showcasing how the film offices in NZ work together towards a NZ-Inc approach in regards to outcomes, including international attractions. This provided an opportunity to highlight the benefits of Wellington to a room full of industry, sector organisations, screen agencies and producers.</p> <p>Our animation/motion games/VFX showreel was launched at the inaugural Wellington Animation Film Festival. The festival built essential connections between the largest animation film festival in the world (Annecy) and the Wellington animation community.</p>	<p>Recent tech leadership events include a Capital Raising in the US event attended by 40 founders and CEOs.</p> <p>Level 5 of Victoria University's Pipitea campus has been secured for the tech start-up hub due to commence in June. Over 10 businesses have indicated their desire to move into the hub.</p> <p>The Climate Summit is scheduled for 20 June at St James theatre, coinciding with the conclusion of Creative HQ's Climate Response Accelerator and Electrify women founders conference.</p> <p>Pro-Dev are continuing to engage with potential investors for the STEM product commercialisation innovation space, and exploring potential sites within Blue Mountains and Brewtown.</p> <p>Summer of Engineering preparation for 2024 is well underway. A recent WNZ case study with employer Clutterbot has received good attention, there are 80 live engineering candidates and 230 in the pipeline, and an employer event is being held at the Hutt Chamber in May 2024.</p>	<p>The visitor economy sustainability programme will commence in April, targeting hospitality businesses to participate in workshops and site visits over five weeks. There is a great selection of hospitality businesses participating from across the region, ranging from food trucks to breweries to fine dining.</p> <p>The first meeting of the Dark Skies Steering Group was held in April. Progress is being made on product development and connections to leverage the Dark Skies status, and scoping is underway for a pilot dark sky business capability programme to support businesses with leveraging this opportunity.</p> <p>The draft Trust Deed for the Five Towns Trail Trust will be filed shortly and Trustees are making submissions on related Long Term Plans (LTPs).</p> <p>A funding strategy has been completed for the Civics Experience initiative and two further funding applications are being planned, including one to the Lotteries Commission.</p>	<p>Food Innovation workshops were held in Lower Hutt, Kapiti and Wairarapa during March in partnership with the NZ Food Innovation Network. Emerging Suppliers Forums are now being planned for June to help local food and beverage businesses get their products into supermarkets.</p> <p>A draft report has been prepared outlining food and fibre priorities in the Wairarapa. These were identified through a combination of workshops, research and subject matter expertise. The report will be used to decide on tangible initiatives that we can support to contribute to the priorities identified.</p> <p>A Food and Beverage logistics hub has been established in Paraparumu with a number of businesses using the services in the facility. A potential food production hub currently undergoing assessment in regard to suitability and commercial viability. The second Hub would house 3-4 producers under one roof and provide a commercial kitchen for members of the Kapiti Food and Beverage cluster to utilise on an ad hoc basis. The F&B cluster networking events continue to grow in their attendance and now include Horowhenua companies.</p>

Enablers			
Māori economic development	Skills, talent and education	Water accessibility and security	Resilient infrastructure
<p>Tui Te Hau has been appointed as the inaugural Tumuaki - Chief Executive of Te Matarau a Māui, our regional Māori economic development strategy.</p> <p>WellingtonNZ's Māori Economic Development strategy supports components of the Te Matarau a Māui strategy, with a sharp focus on increased participation in the procurement system and greater engagement with pakihī Māori and Tūhono Māori - Māori businesses and networks.</p> <p>These align well and support the initiatives in the REDP on social procurement and collaboration with, by and for Māori.</p> <p>Funding has been committed to the development of a toolkit of resources for pakihī and a warrant of fitness for tendering.</p>	<p>House of Science have received support to improve reach into Kapiti and have had some positive recent introductions to potential sponsors and collaborators.</p> <p>The jobsearchconnect.nz platform is now live and the Business Central team behind it are engaging with community hubs and partner organisations to extend the candidate pool.</p> <p>Pasifika student and business networking events were held at Whitireia with 75 attendees and Victoria University with 60 attendees. WellingtonNZ partnered with Pasifika Business Trust, Wellington Pasifika Business Network and Ringa Hora on these events, and received positive feedback on the value of hearing from and connecting with Pacific business owners and leaders who shared inspiration from their own career journeys.</p>	<p>An interim Wairarapa Water Resilience Governance Group comprising councils and mana whenua has been established, with its first in-person meeting taking place early February and the Terms of Reference agreed. GWRC has contracted a resource to support development of the implementation plan and mana whenua involvement. A stocktake of work being undertaken by councils that supports water resilience is underway, meetings with key stakeholders have taken place, and a draft work programme is currently being developed and will be presented to the Wairarapa Water Resilience Governance Group in April 2024.</p> <p>WellingtonNZ's Wairarapa team worked with the Wairarapa Water Users Society to hold a summer talk series on water resilience for 100+ rural landowners in total. The latest events were held at Turanganui Stud on 8 Feb and Glen Eden Farm on 19 March.</p>	<p>The industrial and business park land requirements research phase is now complete. Stakeholder engagement included both workshops and one-on-one meetings. A report covering both of these aspects is due to be completed soon. The next steps include spatial analysis of growth options (April), scenario testing (May) and implementation plan (June).</p> <p>The rail slope stability and seismic strengthening of 33kV cables initiatives that require ongoing advocacy will be removed from the REDP as part of the refresh, however both remain priorities for the region and are to be captured through alternative WRLC work streams.</p>

Priority Development Areas (PDAs)

Projects are selected to be a PDA based on how well they contribute to WLRC objectives, significant housing **and** other benefits to the **region**.

Projects:

- must align with government policies.
- enable fast and substantial development.
- provide affordable, inclusive, diverse housing.
- support Māori housing goals.
- are close to local jobs.
- support a low-carbon future, focus on public transport.
- promote sustainable, resilient, affordable communities.
- protect and enhance the environment.
- address hazards and climate change.

Projects should also be:

- complex, need joint government efforts
- Mix of site sizes, development timelines.
- Within a well-defined geographical area

Trentham Mixed Use Development

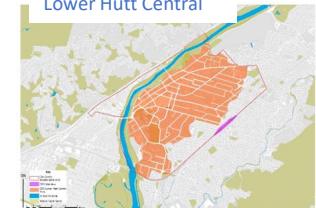


Te Aro Growth Corridor



Attachment 1 to Report 24.227

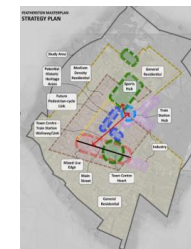
Lower Hutt Central



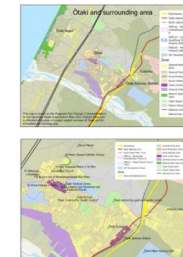
Waterloo Station Transit Oriented Development



Featherston Masterplan Development



Otaki



Porirua Northern Growth Area



Programme Summary

Overall, the projects demonstrate varying degrees of progress. Despite facing challenges or delays, most projects are actively progressing in some form, whether it's through gathering feedback, establishing teams and working groups, or advancing specific phases.

While some are steadily moving forward with community engagement, regulatory approvals, and internal coordination, others are facing constraints due to funding issues or a slowing of progress since the last report.

The common theme of community involvement underscores a shared commitment to inclusive decision-making legal requirements. Another common theme the funding challenges.

As the projects approach key decision points in the coming months, they may experience shifts in direction or momentum based on feedback, regulatory decisions, and available resources.

Key Themes:

1. **Public Engagement and Feedback Gathering:** Many projects involve gathering feedback from the community with various stakeholders. This indicates a shared emphasis on incorporating community input into the projects.
2. **Funding Constraints:** Financial limitations are evident in some projects, which may impact the scope or pace of the initiatives.
3. **Regulatory Processes:** Various projects are undergoing or awaiting regulatory processes, such as submitting applications to relevant authorities or navigating rezoning procedures. These processes can introduce delays or uncertainties into project timelines.
4. **Upcoming Decision Points:** Many projects are approaching significant decision points, such as final reviews, adoption by committees or councils, or awaiting decisions from central governmental authorities. These milestones could determine the future trajectory and outcomes of the projects.
5. **Alignment with broader strategies or priorities:** Projects remain aligned with broader WLRC strategies and priorities.

	PDA Progress summary	Challenges	Actions
Featherston Masterplan Development	After consultation, 87 Submissions on the Masterplan were received. No formal submissions were received from any government agency. Formal hearings of submissions occurred on 3 April 2024. Deliberations on the submissions were held on 17 April 2024. Amendments to the draft masterplan are being made in response to submissions. The amended Masterplan will be reported back to the Council's Strategy Working Committee for final review and adoption on 5 June 2024.	<ol style="list-style-type: none"> 1. Ensuring implementation via the coordination of work programmes with central government agencies 2. Confirmation of next steps regarding infrastructure requirements 3. Engagement with Developers and market downturn 	<ol style="list-style-type: none"> 1. Meetings held with KiwiRail and Council; Traffic assessments required to look at impact of any level crossing closures 2. Infrastructure report received and under review 3. A first property developer has shown interest and contacted the secretariat for more information. The Council will follow up with this developer (Friday Homes).
Lower Hutt Central	The new HCC Housing & Development Team has been established, which will be dedicated to delivering the IAF Housing Outcomes Agreement. Internal coordination within HCC (Infrastructure Strategy, the draft District Plan and the Reserves Investment Plan) that support urban renewal is on-going. The Steering Group and Working Group have been established. Work on the city-wide Spatial Plan is progressing. HCC did not allocate funding for Coordinated Urban Renewal Programme in draft LTP 2024-34, limiting the activities undertaken.	<ol style="list-style-type: none"> 1. Lack of sufficient resources in HCC 2. Challenge iattract developers 3. RiverLink cost increase and delays 	<ol style="list-style-type: none"> 1. Recruitment underway but funding limited 2. Market engagement 3. Cost review underway
Ōtaki	Feedback on Vision Ōtaki has been gathered from locals through surveys and engagement hubs, with 1,036 points noted. A summary report and poster has been produced identifying key themes from feedback and to identify any gaps. More feedback is welcome until May's end, shaping the final draft by June. A hui is set for the Ōtaki Community Board to discuss this feedback with government agencies, aiming to align community needs with project partners' support. Recent council submissions highlight the need for interregional transport solutions and investment in Ōtaki. Groundworks for a new water reservoir at Te Manuao Rd are finished, with completion expected by end of 2024. A fast-track application for 137 residential units at Moy Estate has been submitted to the EPA, joining the Ōtaki Māori Racecourse development.	<ol style="list-style-type: none"> 1. Resourcing available to support the Ōtaki PDA. 2. Lack of coordination of delivery across partners 	<ol style="list-style-type: none"> 1. Current recruitment is underway for additional resource that will help support the Ōtaki PDA work. 2. Additional resource will help support ongoing communication and coordination between partners on actions and future planning and funding processes to support outcomes for Ōtaki. Prioritise input and support to Vision Ōtaki engagements.
Porirua Northern Growth Corridor	The SDP assessment phase continues with Porirua City Council and Kāinga Ora – Homes and Communities working together. Porirua City Council expects to brief elected officials in May 2024 on the assessment stage. This will consider whether to recommend to proceed to establish an SDP. A decision from Ministers is expected in late 2024.	<ol style="list-style-type: none"> 1. Understanding 3 waters infrastructure gaps 2. SH59 capacity constraints 	<ol style="list-style-type: none"> 1. Three waters infrastructure assessment as part of opportunities and constraints analysis (ongoing) 2. Capacity assessment and modelling (ongoing)
Te Aro Growth Corridor	Work on the WCC Growth Plan programme is underway. It identifies corridor needs to address population growth, and interventions and policy to facilitate growth in the priority areas. The Te Aro Growth Corridor PDA is a primary focus. Note that there has been a change to the PDA area, which was previously based on the indicative 10-minute walking catchment of the proposed MRT route. A key component of the work will be understanding where investment is required to unlock growth, to inform infrastructure planning and the 2027 LTP; and appropriate delivery vehicles. The Plan expected to be completed in 18 months, prioritising sites that can deliver growth within the next 10-15 years. The team's focus this year has been building in-house capacity and embedding the programme within the organisation.	<ol style="list-style-type: none"> 1. Preferred Basin/Mt. Vic tunnel option not confirmed. No further detail received. 2. Cancellation of the proposed Mass Rapid Transit (MRT) removes the primary catalyst for development 	<ol style="list-style-type: none"> 1. Options analysis of opportunities of options. Initial focus on PDA areas with greater certainty. Long tunnel option actively considered, which would have a significant impact on the PDA. 2. Refocus the PDA to the area around Kent/Cambridge Terrace, and the Basin Reserve, from Vivian Street south along Adelaide Road to the Hospital - greatest potential for urban development. Growth Plan work to demonstrate what investment is essential to achieve urban development objectives.
Trentham Mixed Use Development	This project has not progressed since the last report. The site was rezoned mixed use through the Intensification Planning Instrument process, and this became operative on 13 December 2023.	<ol style="list-style-type: none"> 1. Reaching agreement with partners 2. Funding of transport infrastructure 	<ol style="list-style-type: none"> 1. Negotiations underway between parties 2. LTP to include funding proposal
Waterloo Station Transit Oriented Development	Currently in Reference Design Phase of the project, mainly focused on deciding the basic requirements for the transit hub. The team is looking a location for the new bus interchange within the complex. In May, there will be discussions on design details with a stakeholder group. GW LTP provisions for the project are in place. Further GW decision-making on project will be taken to GW Council 30 May. Further public consultation on the project will take place under the Regional Public Transport Plan in Sept 24. Current focus is on community engagement for the project with particular focus on nearby businesses and properties.	<ol style="list-style-type: none"> 1. Developing a funding model that attracts private investment and central government support 2. Ongoing escalation of construction costs makes costs estimates problematic 	<ol style="list-style-type: none"> 1. Commercial investigation has provided pathway 2. Continue to evaluate the project to ensure it continues to meet its project brief.

Progress report on WRLC Health check – as at May 2024

Complete ■ Underway ■ Not started ■

Key shift	Action required/taken	Responsible	Status	Next steps
1. Agree a clear role and purpose for the Committee/Secretariat (based on principles outlined)	Agreement needed by WRLC	WRLC		Paper to be prepared for future WRLC meeting (Sept) to set out options for Committee including role and purpose
2. Committee meetings – reduce formal meetings and expand face to face discussion forums	Committee agenda meeting to be split into “for discussion” and “for approval” sections. Further changes may be necessary to add ‘plenary’ sessions instead of some formal meetings	WRLC dual chairs		Trial agenda split used for March meeting Chairs to consider other options
3. Chair – appoint co-chairs from within members	Agreed at WRLC December meeting.	WRLC		
4. Agendas – enable members to identify key regional issues and opportunities to guide programme	Agenda to include open forum item to enable members to bring issues to the table	WRLC		Trial agenda used for March meeting. One issue raised and discussed. Review after 2 meetings
5. Work programme – reduce breadth and shift focus from planning to implementation.	Review work programme and identify priority items	WRLC		Work programme agreed at December 2023 WRLC meeting Review at Sept meeting in light of role and purpose
a. Focus on identifying infrastructure gap and developing regional deal.	Regional deal framework commenced Infrastructure gaps also identified in the FDS Implementation Plan	WRLC Secretariat		Continue work on Regional deal framework and FDS Implementation Plan Review at Sept meeting
a. Common evidence based/datasets.	Initial housing dashboard on WRLC website.	WRLC Secretariat		Further work underway to add economic and other data to this and align with Wellington Transport Analytics data.
c. Completing regional plans e.g. climate adaptation plan and FDS	<u>FDS</u> - complete Regional Adaptation Plan - commencing	WRLC Secretariat		Regional Adaptation Plan project initiation to Sept WRLC Committee
d. Identify what could be achieved in the next three years	Consider as part of role and purpose and work programme	WRLC		Paper to Sept meeting
6. Secretariat – review resourcing to match agreed direction and work programme	Awaiting confirmation of role and purpose and work programme. Current Secretariat fixed term contracts have varied end dates	GWRC as Administering Authority		Programme Director contract to be extended to Oct 2024 to align with other roles
7. Process flows – streamline decision making processes through SSG, CEs and WRLC	Creation of Portfolio Leads and Steering Groups Reducing workshop timing	WRLC Secretariat CEs WRLC		Identification of Leads from partner organisations
8. Partner commitment – strengthen the commitment of staff resources to support development and implementation of agreed priority projects	More dedicated resources from partner agencies to lead projects	WRLC CEO Group		WRLC CEO Group to consider and agree
9. Mana whenua members – strengthen support for mana whenua members to fully participate	Iwi caucus established	WRLC iwi caucus WRLC Secretariat		Identify what else is required to support mana whenua members