

A stylized Maori scroll graphic with a central white band containing text, flanked by two circular motifs containing the letters 'G' and 'P'.

Ko te mahere ā-rohe
me ngā rangapū

A stylized Maori scroll graphic with a central white band containing text, flanked by two circular motifs containing the letters 'G' and 'P'.

Regional strategy
and partnerships



Greater
Wellington
Te Pane Matua Taiao



Ko ā matou mahi – What we do

Greater Wellington coordinates regional strategy and partnerships activities on a range of issues and priorities across the region. Our long-term approach is to build, develop and maintain strong relationships at all levels so we can achieve integrated decision making at a regional level and to ensure successful delivery of key regional projects. This includes building sustainable partnerships and relationships with mana whenua and regional planning with other local governments and central government.

As the only regional local government organisation in the Wellington Region, we coordinate regional spatial and transport planning, planning for action on climate change, regional economic development plans and emergency management. Many of the issues faced by our communities are complex and require a regional whole-of-system approach, including regional recovery as we transition to living in a COVID-19 era. We connect with our communities by actively partnering with mana whenua, and engaging with mātāwaka, key stakeholders, central government and local communities to have wider conversations.

Did you know?

Let's Get Wellington Moving (LGWM) is a strategy-led initiative between ourselves, Wellington City Council and Waka Kotahi NZ Transport Agency.

It is all about developing a world-class transport system to support Wellington's growth, making it easier and safer for people to get around.

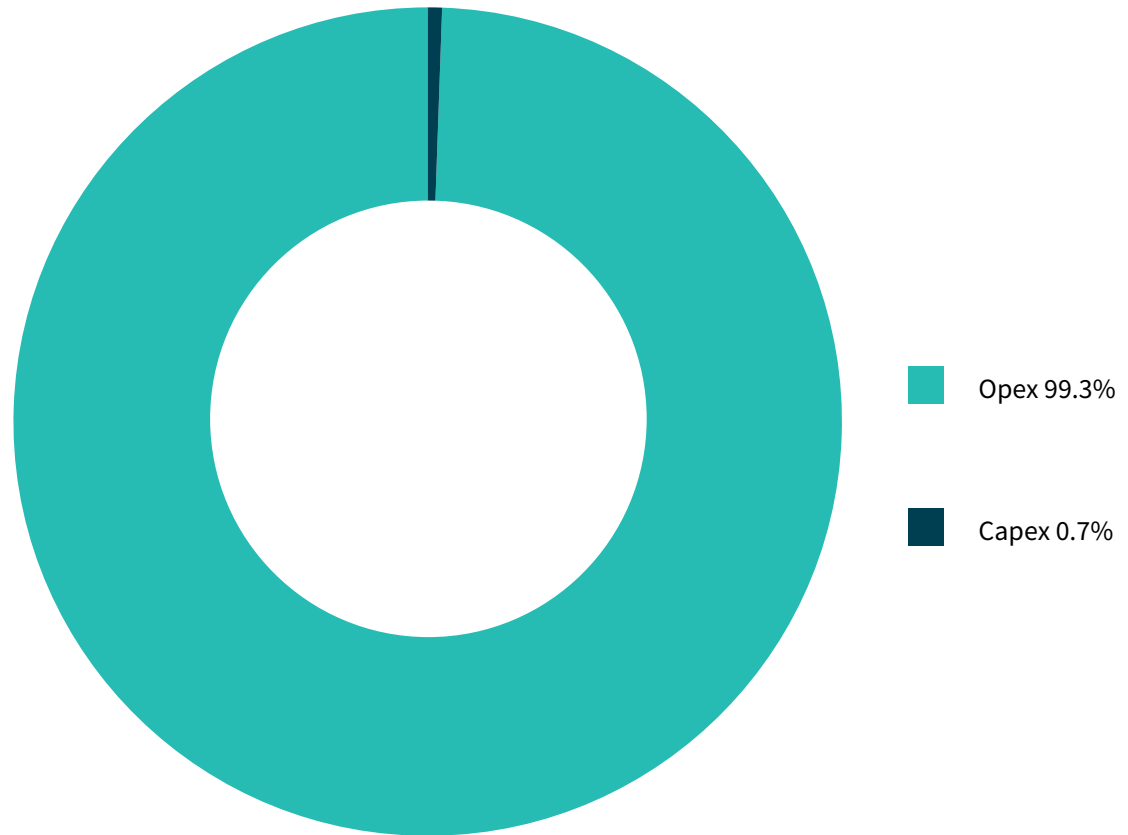
After releasing a Programme Business Case in 2019, the LGWM team have been progressing individual business cases for key projects. These include a Mass Rapid Transit system, state highway improvements, bus priority, walking, and cycling infrastructure improvements.

LGWM consult with stakeholders and the public on options as business cases are further developed.

This group of activities supports our Community Outcomes:

- **Thriving environment**
We lead from the front to ensure our environment is front and centre
- **Connected communities**
People are engaged in the decisions that affect them
- **Resilient future**
We plan for the big issues by connecting the dots, ensuring the future is resilient

Ten year average spend on CAPEX and OPEX for Regional Strategy and Partnerships



Activities of the Regional strategy and partnerships group

Regional partnerships with mana whenua and Māori

The regional mana whenua relationships activity leads the organisation's approach to improving outcomes for mana whenua and Māori. This requires a programme focused on systemic changes to unlock the potential for mana whenua and Māori through the work that Council delivers. The activity builds an organisational approach to partnership including co-design, co-governance and co-management opportunities with mana whenua that enhance and influence the strategic and operational outcomes of mana whenua and Māori across our work programmes. We aim to strengthen the capacity of mana whenua as kaitiaki to engage at all levels through mutually agreed arrangements for both urban and rural environments. We will build on our relationships with mātāwaka Māori through their marae on key projects in which they have shared interests with mana whenua. This programme supports the advancement of Māori Economic Development through the implementation of the strategy Te Matarau a Māui, towards building prosperous outcomes for Māori of the region.

Climate change

Our Climate Change activity has a dedicated programme to improve transparency and accountability for progressing climate action. We plan to address, respond and deliver on the challenges of climate change and our declared climate emergency. Our role is to accelerate the reduction of corporate carbon emissions, strengthen regional climate action and increase Greater Wellington's role in pursuit of a climate-safe region.

Regional transport planning and programmes

Greater Wellington is responsible for leading the development of objectives, policies and priorities for transport networks and services in the region. Our focus areas are the alignment of priorities, opportunities for advocacy and regional responsiveness. The Regional Transport Committee plays an important role in mediating national and local priorities, advocating for greater regional outcomes and enabling stronger collaboration across regional and district boundaries.

The 2021-31 Regional Land Transport Plan (RLTP) is our blueprint for a transport network and recently completed public consultation.

The focus of the RLTP is on 10 year transport targets including 40 percent reduction in deaths and serious injuries on our roads, 30 percent reduction in transport-generated carbon emissions and 40 percent increase in active travel and public transport mode share.

Regional spatial planning

The Wellington Regional Growth Framework (WRGF) provides a blueprint for regional growth. It addresses regional issues and provides councils, central government and mana whenua with an agreed regional direction for growth and investment. Greater Wellington is committed to the creation of the Wellington Regional Leadership Committee, a Joint Committee which will be responsible for the implementation of the WRGF. The role of the Joint Committee is to set regional direction and monitor activities with a particular focus on the WRGF, regional economic development and regional recovery.

Regional economic development

Greater Wellington is committed to leading and enabling regional economic development, prioritising COVID-19 recovery and supporting Māori economic development. We are well positioned to lead and facilitate growth and development opportunities and challenges facing our region to ensure the Wellington Region is equipped to adapt and thrive into the future, working closely with our regional development agency WellingtonNZ.

Emergency management

The Wellington Region Emergency Management Office (WREMO) co-ordinates Civil Defence Emergency Management (CDEM) services on behalf of the nine local authorities across the Wellington Region including Greater Wellington. Greater Wellington provides equipment and trained staff to operate the Regional Emergency Coordination Centre (ECC) in the case of a civil defence emergency. We also engage in a programme of business continuity by identifying critical business functions and planning for any disruption.

Democratic services

The Democratic Services activity enables citizens and communities to engage with decision makers for the benefit of the region. We oversee Council and committee meetings on behalf of our regional communities. We also review Greater Wellington's representation arrangements, three yearly Council elections and any other elections and polls that are required. Greater Wellington has also established advisory groups to provide advice to the Council on a wide range of matters.

Relationship with mana whenua and mātāwaka

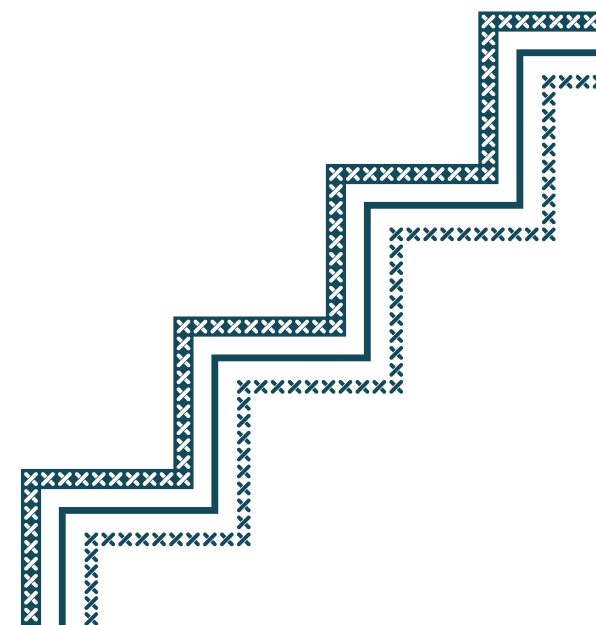
We will strengthen systems and processes in working with our six mana whenua partners through a new poutama framework aimed at excellence in all that we do. We will continue to act in a manner that upholds the principles of Te Tiriti o Waitangi and fulfils our statutory obligations to Māori under the guidance of the Mana whenua and Māori Outcomes Framework.

We will aim for excellence in working with other councils and central government agencies to prepare for and position any new settlement redress arrangements as our mana whenua partners complete their Te Tiriti o Waitangi historical negotiations with the Crown and advance their aspirations in the post-settlement environment. We will increase the co-design, co-governance and co-management arrangements and our resources to mana whenua partners as kaitiaki to strengthen their capacity to engage in decision making through mutually agreed arrangements from beginning to end with regards to the natural and urban environments. We will build on our relationships with mātāwaka through their marae on key projects in which they have shared interests with mana whenua.

We will also work with mātāwaka and build on the existing key projects on the Māori economy and marae preparedness for civil defence emergencies.

We value the opportunity to work with new emergent legislative and policy requirements. This includes working with mana whenua applicant groupings under the Marine and Coastal Area Act (MACA) and engaging with the new Mana Whakahono-ā-Rohe (iwi partnership arrangements) under the new Resource Legislation Amendment Act 2017 as required.

We are also committed to holding Crown funding for the Wairarapa Moana Statutory Board to develop the Ruamāhanga catchment document as part of the shared settlement redress between Rangitāne O Wairarapa and Ngāti Kahungunu ki Wairarapa.



Opportunities and challenges

Opportunities

- Opportunities to plan and provide for an uptake in alternative modes of transport
- Strengthen capacity for mana whenua partners as kaitiaki to engage in decision making
- Diversification of the regional economy by growing businesses in new and emerging sectors
- Leading the regional transition to a low carbon economy, which is resilient to the effects of climate change

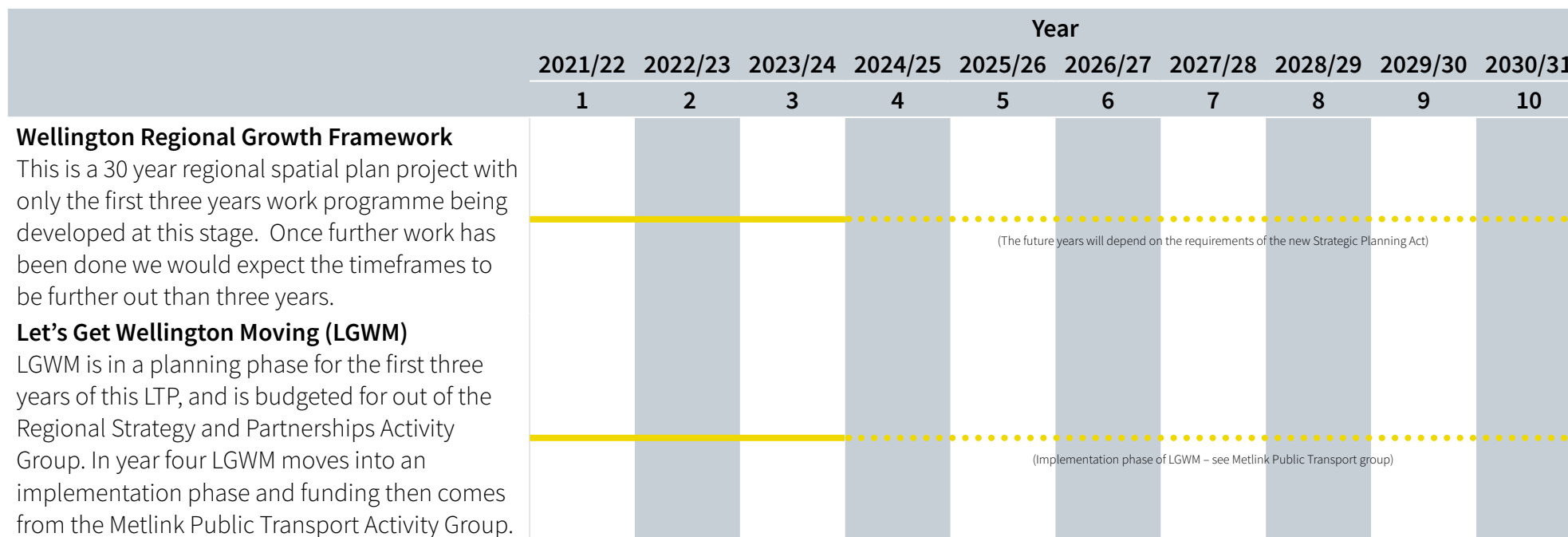
Challenges

- Greater pressures on our transport planning to allow for changing transport dynamics and movement of people around the region
- Robustness of our infrastructure and emergency management functions to respond to emergency situations including the ability to recover quickly
- Spatial planning that takes into account predicted trends in regional population growth and geographic distribution
- Uncertain regional economic growth in the region due to the ongoing COVID-19 pandemic
- Partnerships with mana whenua will be increasingly significant for Greater Wellington as co-design, co-governance, co-management arrangements increase and Te Tiriti o Waitangi/Treaty of Waitangi settlements are finalised in the region.

Significant negative effects and how we will address them

There are no significant negative effects from any Regional Strategy and Partnerships Activities.

Ko ngā kaupapa me ngā hōtaka matua o te rōpū Mahere ā-rohe me ngā rangapū – Projects and key programmes of the Regional strategy and partnerships group



	Year									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	1	2	3	4	5	6	7	8	9	10
Regional Land Transport Plan (RLTP) Development of the mid-cycle review of activities to be completed in 2024. Development of the RLTP 2027.										
Implementation of Te Matarau a Māui Development of work programme, implementation and evaluation of activity that enables delivery of the Regional Strategy for Māori Economic Development.										
Māori Outcomes Framework - Annual Monitoring Report Implementation and reporting of Councils activity against the Māori Outcomes Framework										
Climate Emergency Response Programme The five-year programme (running through until 30 June 2024) was established in response to declaration of a climate emergency. The programme will be reviewed and new actions identified for future years.										

(Recurring cycle of new plan every six years and review every three)

(Programme review and development of new programme)

Ko ngā inenga mahi – Performance measures

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target
Resilient Future	Taking regional climate action through regional strategy, collaboration and advocacy	Working collectively with partners to take regional climate action	Reduction of Greater Wellington's corporate carbon emissions	Reduction in tonnes of CO ₂ equivalent emissions ¹⁷	New measure	Reduction compared with baseline	Reduction compared with previous year	Reduction compared with previous year	Reduction compared with previous year
	Regional economic development and recovery in a COVID-19 era	Regional economic recovery including low carbon economic transition	Alignment of Greater Wellington's activities and investment with the priorities of the Wellington Regional Leadership Committee ¹⁸	As the Administering Authority, Greater Wellington will ensure the Committee has an agreed annual work programme and regular progress reporting	New measure	Achieved	Achieved	Achieved	Achieved
	Leading regional spatial planning	Implement the Wellington Regional Growth Framework							
			Maintain a state of readiness of the Emergency Coordination Centre that is appropriately staffed and equipped to respond to an emergency	A team of CIMS ¹⁹ trained Greater Wellington staff is ready to respond to an activation of the Emergency Coordination Centre	New measure	Achieved	Achieved	Achieved	Achieved

¹⁷ This measure is for all of Greater Wellington's corporate greenhouse gas emissions. This includes all business units, and the share for the jointly owned Council controlled Organisations based on ownership share.

¹⁸ As the Administering Authority Greater Wellington supports and enables the operations and success of the Wellington Regional Leadership Committee.

¹⁹ CIMS = Coordinated Incident Management System

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target
Connected Communities, Resilient Future	An efficient, accessible and low carbon public transport network	40 percent increase in regional mode share for public transport and active modes by 2030	Regional transport, planning, leadership, advice, and coordination to guide development and delivery of an integrated, multi-modal regional transport network	Wellington Regional Land Transport Plan is prepared and updated in accordance with the LTMA ²⁰ and central government guidance	New measure	Annual Monitoring report is presented to RTC ²¹	Annual Monitoring report is presented to RTC	Annual Monitoring report is presented to RTC and programme of activities is updated.	Annual Monitoring report is presented to RTC
				Coordinate and deliver new workplace travel programmes with major regional employers	New measure	2	3	Increase over previous year	Increase over previous year
	Effective partnerships and co-designed agreements with mana whenua	Collaborative decision making with mana whenua partners	Effective decision making achieved through active involvement with mana whenua through strong partnership arrangements	Mana whenua report evidence of strong partnership arrangements and progress towards positive outcomes ²²	New measure	Achieved	Achieved	Achieved	Achieved
			Positive outcomes for Māori achieved through effective and resourced planning and engagement	Increased incorporation and use of mātauranga Māori across services delivered by Greater Wellington	New measure	Achieved	Achieved	Achieved	Achieved
			Mana whenua and Māori are enabled to achieve strong, prosperous and resilient outcomes	Deliver Te Matarau a Māui annual work programme as agreed to by independent Board	New measure	Achieved	Achieved	Achieved	Achieved
				Mana whenua and Māori report they are prepared for managing effective responses to civil defence and other emergencies	New measure	Achieved	Achieved	Achieved	Achieved

²⁰ LTMA = Land Transport Management Act

²¹ RTC = Regional Transport Committee

²² Annual Qualitative Survey of our six mana whenua partners.

He kupu mō te Tahua – Funding impact statements

REGIONAL STRATEGY AND PARTNERSHIPS PROSPECTIVE FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE

	2020/21 Budget \$000s	2021/22 Plan \$000s	2022/23 Plan \$000s	2023/24 Plan \$000s	2024/25 Plan \$000s	2025/26 Plan \$000s	2026/27 Plan \$000s	2027/28 Plan \$000s	2028/29 Plan \$000s	2029/30 Plan \$000s	2030/31 Plan \$000s
Sources of operating funding											
General rate	9,558	12,572	14,158	16,446	16,479	16,657	16,638	16,815	17,283	17,265	16,982
Targeted rate	8,400	7,559	7,255	7,955	8,628	8,903	8,306	9,619	9,785	9,984	7,061
Subsidies and grants for operating purposes	2,513	1,531	1,507	1,591	1,624	1,666	1,701	1,739	1,778	1,818	1,836
Fees and charges	18	18	19	19	20	20	21	21	22	22	23
Fines, infringement fees, and other receipts ¹	2,831	3,744	3,785	3,833	4,006	4,057	4,255	4,318	4,428	4,514	4,573
Total operating funding	23,320	25,424	26,724	29,844	30,757	31,303	30,921	32,512	33,296	33,603	30,475
Applications of operating funding											
Payments to staff and suppliers	34,027	36,776	39,931	47,737	25,859	26,502	26,755	27,827	29,185	29,368	24,572
Finance costs	938	1,184	1,531	1,981	2,057	1,816	1,596	1,454	1,366	1,273	1,102
Internal charges and overheads applied	184	77	87	90	87	80	77	82	84	84	59
Total applications of operating funding	35,149	38,037	41,549	49,808	28,003	28,398	28,428	29,363	30,635	30,725	25,733
Surplus/(deficit) of operating funding	(11,829)	(12,613)	(14,825)	(19,964)	2,754	2,905	2,493	3,149	2,661	2,878	4,742
Sources of capital funding											
Subsidies and grants for capital expenditure	510	510	57	133	-	34	58	-	36	63	-
Increase / (decrease) in debt	7,966	14,425	15,073	18,624	(2,052)	(2,532)	(1,388)	(2,342)	(5,909)	(5,622)	(7,248)
Gross proceeds from asset sales	30	30	31	-	48	18	67	35	54	18	-
Total sources of capital funding	8,506	14,965	15,161	18,757	(2,004)	(2,480)	(1,263)	(2,307)	(5,819)	(5,541)	(7,248)
Applications of capital funding											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	1,105	1,145	228	277	166	134	389	133	263	189	57
Increase / (decrease) in investments	(93)	1,379	347	(1,582)	482	501	735	596	(3,213)	(2,964)	(2,676)
Increase / (decrease) in reserves	(4,335)	(172)	(239)	98	102	(210)	106	113	(208)	112	113
Total applications of capital funding	(3,323)	2,352	336	(1,207)	750	425	1,230	842	(3,158)	(2,663)	(2,506)
Surplus/(deficit) of funding	-	-	-	-	-	-	-	-	-	-	-
Depreciation on Regional Strategy and Partnerships assets	461	395	596	603	646	644	432	219	211	191	210

¹ This includes revenue from the territorial authorities to fund the amalgamated regional emergency management group.

This statement is not an income statement. It excludes all non-cash transactions such as depreciation and valuations.

For more information on the revenue and financing mechanisms applicable to this group of activities, please refer to Greater Wellington's Revenue and Financing Policy.

All figures on this page exclude GST.

REGIONAL STRATEGY AND PARTNERSHIPS PROSPECTIVE FUNDING INFORMATION FOR THE YEAR ENDING 30 JUNE

	2020/21 Budget \$000s	2021/22 Plan \$000s	2022/23 Plan \$000s	2023/24 Plan \$000s	2024/25 Plan \$000s	2025/26 Plan \$000s	2026/27 Plan \$000s	2027/28 Plan \$000s	2028/29 Plan \$000s	2029/30 Plan \$000s	2030/31 Plan \$000s
Operating funding											
Regional economic development ²	5,009	4,693	4,761	4,897	5,017	5,147	5,272	5,404	5,544	5,691	5,835
Emergency Management	4,093	4,805	4,608	4,673	4,880	4,863	5,121	5,150	5,260	5,330	5,386
Democratic Services	2,682	2,642	2,863	2,779	2,817	3,098	2,975	3,015	3,327	3,125	3,218
Relationships with mana whenua and Māori	1,038	2,743	2,782	2,856	2,921	2,988	3,058	3,132	3,210	3,288	3,384
Regional transport planning and programmes	5,592	5,309	6,560	8,623	8,513	8,417	8,395	8,487	8,560	8,672	8,452
Regional integrated planning ¹	4,906	4,105	3,731	4,278	4,821	4,988	4,281	5,486	5,541	5,624	2,575
Climate change	-	1,128	1,418	1,738	1,787	1,802	1,819	1,837	1,855	1,874	1,625
Total operating funding	23,320	25,424	26,724	29,844	30,757	31,303	30,921	32,512	33,296	33,603	30,475
Applications of operating funding											
Regional economic development ²	5,108	4,691	4,761	4,896	5,016	5,139	5,265	5,396	5,534	5,681	5,825
Emergency Management	4,023	4,735	4,572	4,673	4,768	4,863	4,963	5,069	5,177	5,287	5,386
Democratic Services	2,604	2,521	3,060	2,671	2,718	3,273	2,831	2,903	3,499	3,027	3,067
Relationships with mana whenua and Māori	1,332	2,741	2,781	2,855	2,920	2,986	3,057	3,131	3,208	3,286	3,383
Regional transport planning and programmes	13,920	15,818	18,588	25,525	5,673	5,560	5,470	5,438	5,473	5,527	5,490
Regional integrated planning ¹	8,162	4,685	4,858	6,147	5,946	5,637	5,919	6,510	6,831	7,005	1,679
Climate change	-	2,845	2,929	3,040	961	940	923	915	913	912	904
Total applications of operating funding	35,149	38,037	41,549	49,808	28,003	28,398	28,428	29,363	30,635	30,725	25,733
Capital expenditure											
Capital project expenditure	1,000	1,000	112	261	-	66	113	-	72	123	-
Land and buildings	-	-	-	-	-	-	-	-	-	-	-
Plant and equipment	5	45	17	16	5	15	51	18	16	5	57
Vehicles	100	100	99	-	161	53	225	115	175	61	-
Total capital expenditure	1,105	1,145	228	277	166	134	389	133	263	189	57

¹ Regional integrated planning includes the rates and expenditure associated with the Warm Greater Wellington Program. Only ratepayers participating in the scheme are charge a rate to recover the costs of the scheme. In the 2020/21 Annual Plan Regional Integrated Planning was presented as Regional Initiatives.

² In the 2020/21 Annual Plan Regional Economic Development was presented as Wellington Regional Strategy.

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All figures on this page exclude GST.

Additional Note to Funding Impact Statement: Long Term Plan funding approach for Let's Get Wellington Moving (LGWM)

Funding arrangements beyond June 2021 are still to be agreed between LGWM partners.

For planning purposes, partners have agreed to a continuation of the current 60 / 20 / 20 split between Waka Kotahi/NZ Transport Agency and the councils for business case development work for the first three years of the long term plan, with assets being funded by the presumed asset owner. Greater Wellington is not expected to acquire any assets over this period.

Beyond the initial three year period, decisions are still to be made on the preferred programme, asset ownership, and funding split. Accordingly, provisional funding is planned for between the partners based on an updated version of the Indicative Package using the same funding split assumptions that were used in the Recommended Programme of Investment. On this basis, and for the purposes of LTP planning, Greater Wellington is currently planning for approximately 10 percent of the total LGWM costs. All costs other than operational expenditure is debt funded.