

Quarterly Performance Report Te Pūrongo ā-Hauwhā

Quarter 2 - 2023/24

(YTD 01-07-2023 to 31-12-2023)

Nau mai haere mai | Welcome

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

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



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Part A: Executive summary

Overview

Quarter two shows pace of delivery for our large capital programme continued to increase despite a constrained economic operating environment, rising project input costs, inflation and water reform uncertainty. However, there were a number of events in Wellington such as FIFA and the Women’s rugby world WXV tournament, along with Zealandia being awarded the Air New Zealand Supreme Tourism Award which have had a positive impact on the city.

Q2 Non-financial (KPI) performance is ahead of both the previous quarter and the same period last year, and the work programmes for key strategies remain overall on track. Financial performance for the quarter has a surplus of \$6.1m, along with a full year forecast indicating a larger net surplus of \$57m (\$5m better than budget). Treasury performance was fully compliant.

Looking forward, tight economic conditions will continue to pressure venues and key project budgets, scope and / or delivery (for example: the Town Hall project and Wellington Water’s network continuity and upgrade programme).

Capital work programmes supporting 2021 LTP strategic priorities (full details Part C - section 1)

The total capital works programme supporting the six priorities has increased in size compared to last year. Delivery continues to increase, however the constrained economic environment, rising project inputs and cost inflation continues to pressure capital budgets. We continue our focus on management of the work programmes.

Priority Investments Portfolio (full details Part C - section 2)

The Priority Investments portfolio is a subset of the larger LTP work programme supporting the strategic priorities.

Overall, the priority investment portfolio health remains GREEN and portfolio risk profile as low. The open issues, which are being managed at project level, have risk profiles ranging as low to high. The Bike network programme, Residual waste – Southern Landfill (SLEPO) and Zero waste programme feature have open risks and issues (see health overview section 2.1 below).

The portfolio budget is showing a forecast full year underspend of \$65.4M. On the whole of project cost basis however, the end of the quarter forecast shows a overspend of \$131.2M mainly deriving from a timing lag in HUP2. In the prevailing constrained financial environment with inflationary conditions, we expect there will be ongoing pressures on project budgets requiring rigorous scope, cost and schedule risk management.

Non-financial performance (full details Part C - section 3)

Quarterly reporting KPI results and Strategy work programmes

- 64% of KPIs were achieved for the quarter, an improvement over Q1 (59%) and the same time last year (61%).

- Two KPIs moved from Amber to Green this quarter, these were WREDA’s direct economic impact of WellingtonNZ activities and interventions and Number of different business engagements, a reporting lag will show further improvement for these in Q3. One KPI moved from Red to Green in the same period, this relates to a reduction in the number of complaints about drinking water quality.
- Of the KPIs with red status this quarter (17), three are at risk of not meeting their target at years end, and 14 will not meet their target. KPIs not expected to reach their target are across Waste, Water, Public health and Building control (details in sections 3.3 and 3.7).
- Of the KPIs with amber status this quarter (3), one will meet its target at years end and two are at risk of not meeting their target. KPIs at risk of not meeting their target sit within Public health and Transport (details in sections 3.7 and 3.8).

				Reported quarterly	Reported annually
This quarter (Q2)	36	3	17	56	37
	64%	5%	30%		
Last quarter (Q1)	33	5	18	56	37
	59%	9%	32%		

*Q2 last year (FY22/23)	35	5	17	**57	**38
	61%	9%	30%		
Green = 0%-4.99% off target; Amber = 5%-9.99% off target; Red = ≥10% off target; *Q2 2022/23 results were reported as Green = 0%-9.99% off target and Red = ≥10% off target **Two KPIs relating to City Housing ceased reporting at end of FY22/23					

- 26 KPIs (46%) have maintained green over the reporting intervals Q2 and Q1 23/24FY and Q2 22/23FY.
- The work programmes for the key strategies outlined in this report (e.g. Tūpiki Ora – Māori Strategy, Te Atakura - First to zero etc.) are largely going to plan. Individual strategy challenges are not expected to constrain progress over subsequent quarters. Three report GREEN and two report AMBER status.

KPI changes from Q2 in 2022-23

- Governance:** Contact Center KPI moved from amber in Q2 (FY22/23) to green this quarter.
- Economic Development:** One WellingtonNZ KPI moved from green in Q2 (FY22/23) to amber this quarter due to pipelined revenue being delayed, this KPI is expected to meet target at years end.
- Urban Development:** Noise control moved from red in Q2 (FY22/23) to green this quarter and Customers who rate resource consent services moved from amber in Q2 (FY 22/23) to green this quarter.

Summary Financial performance (full details Part C - section 4)

- At the end of the second quarter of FY 2023/24, the Council has a surplus of \$6.1m. This is a favourable variance to plan of \$4.7m.
- Treasury performance was fully compliant.

Budget Performance Q2 (\$000s)

	2 Year-to-date (\$000s)			Full Year (\$000's)		
	Actual	Budget	Var	Forecast	Budget	Var
	\$000's	\$000's	\$000's	(\$000s)	(\$000s)	\$000's
Revenue	417,049	410,554	6,496	890,272	868,544	21,727
Expenditure	410,952	409,131	1,821	833,032	816,365	16,668
Net Surplus	6,097	1,423	4,675	57,239	52,180	5,059

The key drivers of this result are:

- Revenue being ahead of budget by \$6.5m largely due to additional growth in overall capital values increasing rates revenue \$5.4m; an increase in rates penalties \$1.6m; an increase in other revenue reflecting unbudgeted vested or gifted assets \$10.8m; and an increase in Landfill and Rubbish Revenue of \$5.1m. This is offset by sludge minimisation grant revenue being down \$14.9m as actual capital spend has not occurred as budgeted.
- Expenditure also exceeds budget by \$1.8m, which is made up of several movements, including increased depreciation.

The full year forecast is indicating a larger net surplus of \$57m which is \$5m better than budget. This is driven by:

- Revenue is forecast to be \$22m higher than budget due to vested or gifted assets up \$34m largely due to Let's Get Wellington Moving assets transferring to Council, rates revenue continuing to be higher by \$5m and this is offset by reduction in IFFFAAA grant revenue of \$32m.
- Expenditure is forecast to be \$17m higher than budget due to depreciation forecast increasing in line with actuals up \$8m, change in operating agreements of City Housing and Quarry requiring different accounting treatment which has led to expenses increasing \$8m (Revenue has also increased) and a reduction in LGWM costs of \$7.6m.

We are paying particular attention to the following areas:

- Given the challenging economic conditions and high inflation environment we are monitoring the level of late payment and default across debtor profile. This has the potential to impact our cash and liquidity positions.
- We will continue to closely manage our key treasury positions and ensure compliance with council policies.
- We will continue to closely monitor financial performance.

Summary Wellington City Council Key Strategies (full details Appendix 1)

Tūpiki Ora Māori Strategy

Vision: Kia mauri ora te taiao, kia mauri ora te whānau, kia mauri ora te ao Māori

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

Summary status:

Overall health and progress status is reported as GREEN

The work programme includes 47 projects and initiatives being led by 22 business units. One is completed, 23 are in progress while 17 are not started and two are closed or will not proceed. 2 are paused.

Te Atakura – First to Zero

Goal: Wellington is a net zero emission city by 2050

Summary status

Overall health and progress status is reported as AMBER

Reduce City emissions by 57% between 2020 and 2030, and net zero by 2050 - status is AMBER:

- Annual total gross emissions decreased by 1.4% from FY22 to FY23 driven by a reduction in the emissions intensity of national electricity generation which meant that electricity was 44% less carbon intensive per unit consumed than in FY22.
- City emissions have reduced by a total of 10% between FY20 and FY23 against the target of 57%.

Comment: Need to maintain momentum and focus on delivering the projects with greatest potential impact on city emissions and where Council has the greatest influence (the transport system and creating higher urban density).

Reduce Council's Scope 1 & 2 emissions by 57% between 2020 and 2030, and overall to net zero by 2050 – status is GREEN

- A significant reduction in emissions from the landfill that has reduced Council emissions by about a third. The Council Emissions Reduction Plan is currently under development.

Comment: Council Emissions Reduction Plan and 2030 target approved November 2023.

Create a resilient city and Council – status is AMBER:

- Adaptation work programme on track, however Councils are still waiting for the Climate Change Adaptation Act.

Comment: Waiting Central government clarity on policy, funding and financing required to make further progress

Te Atakura – First to Zero (continued)

Te Anamata ā-Kai o Tō Tātou Tāone - Our City's Food Future Action Plan

The overall status is **AMBER**

In Q2 FY23-24, progress was achieved, particularly in Focus areas 1, 3, and 4 of Te Anamata a-kai o Tō Tātou Tāone. Several initiatives were delivered to bolster food knowledge and skills within the community. Notably, the Zero Together workshops aimed to inspire and educate individuals on sustainability topics, complemented by the Seeds to Feeds and Garden to Table contracts, which gave funding to supporting community-led initiatives to empower people, including children, to cultivate, cook, and share their own food. Moreover, collaborative efforts were started to co-create enhancements to Wellington's food system, including supporting food spaces in social housing and ensuring day-to-day coordination for food security among service seekers. These endeavours were aimed at fostering diversity in food harvesting, making, and sharing within neighbourhoods, with impactful campaigns like Local Food Week, Neighbours Aotearoa, and the Seeds to Feeds project serving as catalysts.

Strategy for Children & Young People

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

Summary status:

Overall health and progress status is reported as **AMBER**

The implementation of the Children and Young Persons Action Plan has faced challenges. Covid-19, organisational capacity, resourcing, and staff turnover have been the main issues. Of the 71 actions, 9 actions have been completed, 56 are progressing and 7 have not yet started with a number to be completed by August 2024 with the exception of actions that specifically involve construction or have not yet been assigned. A refresh of the action plan will be completed in 2024. This refresh will re-engage key teams across the organisation and will focus on ensuring that actions captured can be resourced and implemented effectively, and will seek to embed the intentions of the Children and Young Person Strategy through all the work we do at Council.

Aho Tini – 2030 Arts, Culture & Creative Strategy

Vision:

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

Summary status:

Overall health and progress status is reported as **GREEN**

The strategy's focus is on ensuring that projects of scale are delivered with as much quality as possible for both the creative sector and for Wellingtonians. This has led to increasing engagement with the various projects in the Te Ngākau precinct as the centrepiece and "creative spine" of the city. In addition, twin drivers of engagement with mana whenua, and inclusion and diversity strategies as a whole influence the entire annual

programme as well as funding creative sector organisations to enliven and enrich the cityscape and deliver economic and social outcomes.

Summary of status for Q2: of the 17 programmes/activities all but one is green. One activity was Amber, 'Christmas in Quarters', which was impacted by adverse weather which severely reduced attendance

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy (adopted June 2022)

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

Summary status:

Overall health and progress status is reported as **GREEN**

Six of the Economic Wellbeing Strategy outcomes continued to be a priority focus for Q2 with work progressing on the City in Transition plan including the Development Response Plan and the Positively Pōneke Campaign that aim for effective infrastructure coordination and city project promotion.

Alongside this, the Courtenay Place precinct plan, the first city precinct plan, was presented to Council in Q2 outlining a vision for revitalisation of this precinct. The plan includes the development of investment prospectuses for commercial partnerships, and a comprehensive action plan for initial project delivery in Q3 2024, focusing on shopfront beautification, creative lighting, cleaning, and public space upgrades. (see Part B feature)

Broader economic challenges include a constrained economic environment impacting conference/meeting cancellations due to the national election. Nevertheless, Wellington is rebounding from Covid-19, highlighted by positive CCO reports on visitation and events.

LTP community outcomes (full details Part C - section 5)

Ongoing improvement to the underlying data to reflect the work the city is currently delivering and as well as the draft LTP outcomes continued during the quarter. The full set of community outcomes are available in the 2022/23 Annual Report.

Part B Featured update: Pōneke Promise and Courtenay Place - our priority precinct

The featured update provides a spotlight on a work programme(s) / achievements during the Quarter. This quarter the update profiles the Pōneke Promise and Courtenay Place – our priority precinct.

Background

The Pōneke Promise, established in 2021, continues to make progress in improving safety in the central city by rolling out a suite of initiatives focused on harm reduction, new community spaces and safety improvements to public space. With its roots in community mobilisation and working in partnership there continues to be a focus on the delivery of safety initiatives with a tangible impact.

The programme is approaching its second year and is evolving, with mid-term evaluation feedback indicating that a shift from a survive to a thrive approach is appropriate. A thriving city centre is a key outcome of the Economic Wellbeing Strategy. This drives the strategic direction of the future Pōneke Promise programme. Safety is also intrinsically linked to vibrancy. By enhancing city vibrancy, the programme contributes to longer-term LTP outcomes.

The next phase of the programme builds on the Pōneke Promise partnership by taking a precinct approach to the central city which offer enhanced opportunities for change across the city.

Courtenay Place – our priority precinct

The programme continues to work with over 40 stakeholders in the area, across hospitality, retail, level one businesses, and property managers. Stakeholders have been engaged in developing a vision of Courtenay Place as “our premier place to play” – creative, family friendly, a place for high-quality experiences, and social connection. Further developments of the plan in 2024 include a cross-Council approach and building on the Pōneke Promise partnership and working with the private sector.

Courtenay Place has a well-established history as Wellington’s gathering place. It is the home of Te Aro Pā and developed as Pōneke’s leading entertainment and hospitality district. In recent years there has been declining reputation and sense of pride and personal safety issues. Key influences of the decline in reputation have been alcohol related harm, lower levels of funding for infrastructure, public spaces and buildings.

Residents’ perceptions of the central city as lively and attractive have diminished and perceptions of safety in the city after dark are down along with lower levels of business confidence. Recent surveys have indicated that more Wellingtonians say they are not proud of how the city looks and feels.



Revitalisation has already started – St James and Tākina are in full operation with events attracting large numbers of visitors to the area and are developing a pipeline of event opportunities.

Making it happen - the plan

The precinct plan includes partnering with local businesses, working across Council and our Pōneke Promise partners. The aim is to leverage existing funding to make immediate improvements to the area. This includes improved lighting through installation of festoon lighting and building uplighting, targeted cleaning, and Courtenay Place specific events.

Project delivery is underway with the Courtenay Place clean-up bringing together 50 members of the community who picked up over 90kg of rubbish in the area, and gave the area a good scrub - complementing regular street cleaning.



The frontage of Readings has been activated with a large mural to brighten up the empty frontage. This responds to businesses advocating for a refresh to offset the impact the closure of this site has had.

The Safer Venues project is coordinated by RespectEd Aotearoa under our Sexual Violence Prevention Action Plan. A steering group has been established which includes members of the hospitality community. Their focus is creating a network of hospitality venues that actively foster an environment where everyone can enjoy their nights out free from harm and violence.



As well as short term projects, the precinct plan in the longer term intends to capitalise on the precinct’s unique offering. Future policy changes and population growth will support attracting development and investment to bring more people to the precinct and revitalise Courtenay Place.

Part C: Key Performance Reports

Section 1. LTP Strategic priorities work programme

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

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

At the start of the 2021 LTP there were 52 work programmes with 114 projects contributing to the 2021 LTP priorities. A subset of these projects is classified as significant projects, of which there are 17, these are reported by exception in Section 2.

The strategic priorities are:

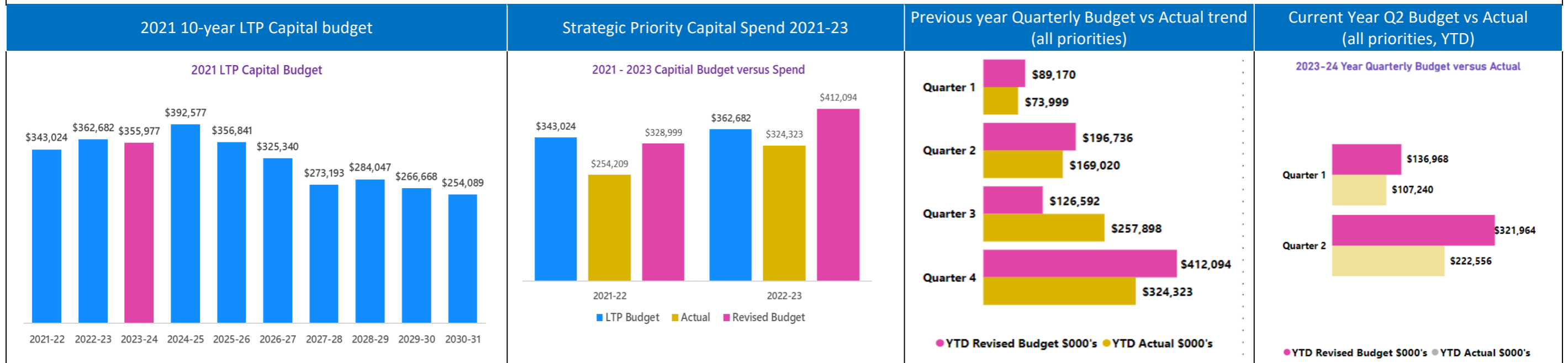
- Priority 1:** A functioning, resilient, reliable three waters infrastructure
- Priority 2:** Wellington has affordable, resilient and safe housing
- Priority 3:** The city's core transport infrastructure is a safe, resilient, reliable network
- Priority 4:** The city has resilient and fit-for-purpose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



Programmes contributing to the 2021-31 LTP Strategic Priorities

This section covers capital spend for programmes that contribute to the 5 strategic priorities in the 2021 LTP. While the spend on these programmes is significant, there is also capital spend in other strategy areas which is covered later in the report. The Capital programme in this report does not include recent changes made by the New Government to waters or Let's Get Wellington Moving (LGWM) programmes. Overall, the quarterly report contains performance against the Annual Plan for the year which adjusts (or updates) the LTP with changes, for example in the operating environment and the capital programme delivery. Therefore, the quarterly performance in this section is against updates (or revised) LTP budgets. The 2021 LTP contains an ambitious capital programme and this has increased in size compared to last financial year. The increased size of the capital programme and timing differences between programmes largely account for the capital budget underspend in the early quarters.

While delivery continues to increase for the larger capital programme, a constrained economic environment, rising project input costs and inflation continue to pressure budgets, scope or delivery of projects e.g. the Town Hall project with significant cost escalations and Wellington Water's network upgrade programme. Over Quarter 2 the number of programmes/projects starting, continuing or finishing reflects their movement though to the delivery phase.



Change in strategic priority work Programmes and Capital spend | **2023-24 Annual Plan work programme overview**

Priority	% of Work Programmes		% of Strategic Priority Capital Budget	
	LTP Start	YTD (Q2)	LTP Start	YTD (Q2)
A functioning, resilient, reliable 3 waters infrastructure.	14.2%	25.1%	16%	13.1%
Affordable, resilient and safe housing.	12.4%	9.7%	11%	6.9%
Core transport infrastructure is a safe, resilient, reliable network.	23.9%	30.7%	21%	27.4%
Resilient and fit-for-purpose community, creative and cultural spaces.	37.2%	29.7%	42%	44.6%
Accelerating zero-carbon and waste-free transition.	1.4%	4.8%	10%	8%

<ul style="list-style-type: none"> The number of projects has changed from 114 in 2021 to 92 at the start of the quarter. There is a reducing number of smaller projects. Since the adoption of 2021 LTP there has been additional year on year capital spend in 3 waters with a focus on network continuity. 	<p>Starting includes: Tūpiki Ora Māori Strategy, Ian Galloway Park Planning and public toilets, Kilbirnie Park Master Plan and Rec Centre, Grenada North Park Master planning, Shed 5, Karori Pool, Parking management plans, Speed management plan, Water programme - Watermain Renewal Programme, Newlands and Johnsonville, Wastewater Network Renewals – Newtown</p>	<p>Key investments: Pāneke Pōneke - Bike Network Plan:</p> <ul style="list-style-type: none"> The Island Bay Parade safety improvements & town centre upgrade Newtown to City Transitional Cycleway Bike network programme <p>(For significant investment details - see section 2 page 14-20)</p>
	<p>Continuing includes: Frank Kitts Park redevelopment and Fale Malae, Southern Landfill, Healthy Homes, Te Ngākau Civic Square (Council buildings, Te Matapihi Central Library), Council Emissions Reduction Plan, Climate Change Adaptation, Climate action support, Sludge minimisation project, District Plan, Te Kāinga programme, Huetepara Park, Pōneke Promise, Former Workingmen's Bowling Club Newtown, Three Waters transition, Central city water upgrades, Wastewater pump station and watermain programme, Frederick Street Urban Park, Cuba Street playground, CBD to Miramar, Golden Mile, Second spine, Thorndon Quay and Hutt Road), Karori Community Hall. Begonia House Precinct, Khandallah Swimming Pool (note this is Quarter 2 status)</p>	<p>Key Investments: Zero waste programme - Waste minimisation Residual Waste (Southern landfill); Town Hall; Te Matapihi Central Library, City Housing Upgrade Phase 2, (HUP2); Sludge Minimisation Project, Frank Kits Park Programme; Botanic Garden to City transitional cycleway; Evans Bay Parade cycleway (stage 1 part 3, Stage 2), (For significant investment details - see section 2 page 14-20)</p>
	<p>Finishing includes: Taranaki Street New Pump Station (3 waters), Te Whaea/Tawhiri Project, Granville Flats, Frank Kitts Park Playground, Town Centre and street upgrades (Island Bay Town Centre, Berhampore Town Centre); Ngaio Gorge slip stabilisation</p>	<p>Key Investments: Omāroro Reservoir Area (For significant investment details - see section 2 page 14-20)</p>

Priority snapshot: Affordable, resilient & safe housing		Priority snapshot: The core transport infrastructure is safe, resilient & reliable		Priority snapshot: Functioning, resilient, reliable 3 Waters infrastructure																																														
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<p>Includes significant Investments: Includes Housing Upgrade Programme (HUP2), Healthy Homes.</p> <ul style="list-style-type: none"> Of the five projects contributing to this strategic priority all were under budget at the end of the Quarter. Housing renewals/upgrades programme accounted for the most of underspend at the end of the quarter. Procurement timing has been a factor in the underspend, projects are being pulled forward to improve spend by years end. 		<p>Includes significant investments: Paneke Pōneke - Bike Network / cycleways programme, transport network development, Cycleways programme, Let's Get Welly Moving, Cycleways Connections and Island Bay programmes.</p> <ul style="list-style-type: none"> Programmes in Q2 included LGWM (early delivery - Golden Mile Thorndon Quay, Hutt Road, city streets etc.), network access and renewals (including footpaths, retaining walls, seawalls), streetlight renewals and upgrades, Bike network planning and transitional pilots. 		<p>Includes significant investments: Central city water upgrades, Wastewater pump station and watermain programme, Taranaki Street New Pump Station.</p> <ul style="list-style-type: none"> There has been increased additional capital (and Opex) spend over the 2021 budget in the 3 waters programme to support a focus on network continuity. The Wastewater network renewal programme (pump stations, rising mains, upgrades or renewals), drinking water reservoir programme accounted for most of the Q1 3 waters spend. 																																														
Priority snapshot: An accelerating zero carbon & waste free transition		Priority snapshot: Resilient, fit-for-purpose, community, creative cultural spaces		Comment																																														
Q2 current and previous Year (2022-23) capital budget vs actual spend		Q2 current & previous Year (2022-23) capital budget vs actual spend		Strategic priority spend																																														
<p>2023-24 Year Quarter 2 Budget versus Actual \$000s</p> <table border="1"> <tr><th>Quarter</th><th>YTD Revised Budget</th><th>YTD Actual</th></tr> <tr><td>Quarter 1</td><td>\$31,473</td><td>\$24,163</td></tr> <tr><td>Quarter 2</td><td>\$89,876</td><td>\$44,164</td></tr> </table>	Quarter	YTD Revised Budget	YTD Actual	Quarter 1	\$31,473	\$24,163	Quarter 2	\$89,876	\$44,164	<p>Previous Year Quarter 2 Budget versus Actual \$000s</p> <table border="1"> <tr><th>Quarter 2</th><th>YTD Revised Budget</th><th>YTD Actual</th></tr> <tr><td>Quarter 2</td><td>\$25,439</td><td>\$8,049</td></tr> </table>	Quarter 2	YTD Revised Budget	YTD Actual	Quarter 2	\$25,439	\$8,049	<p>2023-24 Year Quarter 2 Budget versus Actual \$000s</p> <table border="1"> <tr><th>Quarter</th><th>YTD Revised Budget</th><th>YTD Actual</th></tr> <tr><td>Quarter 1</td><td>\$20,164</td><td>\$10,418</td></tr> <tr><td>Quarter 2</td><td>\$46,407</td><td>\$35,888</td></tr> </table>	Quarter	YTD Revised Budget	YTD Actual	Quarter 1	\$20,164	\$10,418	Quarter 2	\$46,407	\$35,888	<p>Previous Year Quarter 2 Budget versus Actual \$000s</p> <table border="1"> <tr><th>Quarter 2</th><th>YTD Revised Budget</th><th>YTD Actual</th></tr> <tr><td>Quarter 2</td><td>\$59,858</td><td>\$54,750</td></tr> </table>	Quarter 2	YTD Revised Budget	YTD Actual	Quarter 2	\$59,858	\$54,750	<p>Strategic priority spend</p> <ul style="list-style-type: none"> The 2021 LTP contains an ambitious capital programme that has increased in both size and pace of delivery compared to last year, with subsequent annual plans reinforcing significant capital investment. The legacy of ongoing pandemic-initiated supply chain impacts along with input cost inflation pressures, water reform uncertainty and project specific issues are having a material impact (i.e. budget, scope or delivery) on some significant projects for example: <ul style="list-style-type: none"> The Town Hall project - significant cost escalations. Wellington Water's network continuity and upgrade programme. 																
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<p>Includes significant investments: Residual Waste - Southern Landfill (SLEPO), Sludge Minimisation Facility; the Zero waste programme (sludge).</p> <ul style="list-style-type: none"> Most of the current year spend relates to the Sludge Minimisation Facility as part of the Zero Waste programme. Establishing final stage construction contract (Sludge) which is now signed and preparation for resource consent hearing (SLEPO) in December accounts for the Q2 underspend. 		<p>Includes significant Investments: Town Hall; Te Matapihi Central Library, Frank Kitts Park Programme.</p> <ul style="list-style-type: none"> The Town Hall redevelopment project (part of the Te Ngākau programme) and playground upgrades accounted for most of the current year Q1 spend. Other Activity for this priority included suburban centers upgrades, Community centers and halls, playgrounds upgrades or renewals. 																																																

Section 2. LTP Priority Investment portfolio

This section of the quarterly report provides a summary of the LTP priority projects (investments) portfolio including year-to-date financials and a health status overview.

Priority investments are a subset of the larger LTP strategic work programme (Section 2) and are considered priority pieces of work.



2.1 Portfolio Status of the LTP Priority Investments

Quarter two summary

There are 5 programmes and 12 projects totalling 17 priority investments

Number of LTP Significant Investments and by IDF / project stage			
Number of Projects	Number of Programmes	Number of Projects/Programmes closing last FY	
12	5	3	
Number by IDF Stage:			
1 - Conceive	2 - Develop	3 - Plan	4 - Deliver
1	3	5	8

Movements of projects since Q1 23/24:

- **Town Hall Redevelopment project:** cost increase confirmed in early October was flagged to councilors for review. Budget has been increased to \$329.1M, and the project has been re-baselined. Now **GREEN** status.
- **Te Ngakau Programme:** reset exercise completed and a new governance board has been set up. The CAB demolition project has been initiated. Now **GREEN** status.
- **Bike Network Programme:** project-level risks to delivery remain due to contractor panel co-ordination and availability. Remains **AMBER** status.
- **Frank Kitts Park Playground:** on track for completion late February 2024. Remains **GREEN** status.
- **Streetlight Remediation:** expected to conclude early. Remains **GREEN** status.
- **Sludge Minimisation Facility:** final stage construction contract signed. Remains **GREEN** status.
- **Residual Waste – Southern Landfill (SLEPO):** resource consent hearing held in December with decision expected mid- March. Design process continues, to keep project on schedule. Remains **AMBER** status until consent is granted.
- **Housing Upgrade Programme 2 (HUP2):** deed of Grant quantity requirements confirmed with MHUD. Revised cost for 'do minimum' forecast now factored into LTP. Granville demolition project initiated. Remains **GREEN** status.
- **Zero Waste** overall status remains at **AMBER** until the resource consent is secured for SLEPO.

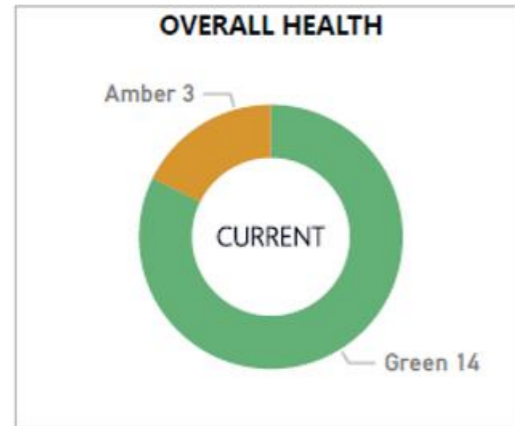
Summary of Projects/Programmes

Frank Kitts Park Playground	●
Street Light Remediation	●
Bike Network Programme (BNP)	
Bike Network Programme (BNP)	▲
Botanic Garden to City Transitional Cycleway	●
Evans Bay Parade Cycleway Stage 1 - Part 3	●
Evans Bay Parade Cycleway Stage 2	●
Newtown to City Transitional Cycleway	●
The Parade IB Safety Improvement & Town Centre Upgrade	●
Frank Kitts Park Programme	
Frank Kitts Park Programme	●
Housing Upgrade Programme 2 (HUP2)	
Housing Upgrade Programme 2 (HUP2)	●
Te Ngakau Programme	
Te Matapihi ki te Ao Nui	●
Te Ngakau Programme	●
Town Hall Redevelopment Project	●
Transport & Infrastructure Capital Works Programme	
Chaytor Street, Karori - Safety Improvement	●
Zero Waste Programme (ZWP)	
Residual Waste - Southern Landfill - SLEPO	▲
Sludge Minimisation Facility	●
Zero Waste Programme (ZWP)	▲

2.2 Priority Investments portfolio health

The portfolio health remains **GREEN** and portfolio risk profile as very low to low. Open issues and their possible impact are being closely managed at a project level. The Bike network programme, Residual waste – Southern Landfill (SLEPO) and Zero waste programme feature in the open Risks and Issues (see project portfolio below).

Overall Health:



Health summary by project/programme:

Programme	Overall	Schedule	Scope	Benefits	Budget	Dependencies	Issues	Risks	Resources	Stakeholders	Change Control	Health & Safety
Frank Kitts Park Playground	●	●	●	●	●	●	●	●	●	●	●	●
Street Light Remediation	●	●	●	●	●	●	●	▲	●	●	●	●
Bike Network Programme (BNP)												
Bike Network Programme (BNP)	▲	●	▲	▲	▲	▲	▲	▲	●	▲	●	●
Botanic Garden to City Transitional Cycleway	●	●	●	●	●	●	●	▲	●	●	●	●
Evans Bay Parade Cycleway Stage 1 - Part 3	●	●	●	●	●	●	●	●	●	●	●	●
Evans Bay Parade Cycleway Stage 2	●	●	●	●	●	●	●	●	●	●	●	●
Newtown to City Transitional Cycleway	●	●	●	●	●	●	●	●	●	▲	●	●
The Parade IB Safety Improvement & Town Centre Upgrade	●	●	●	●	▲	●	▲	▲	●	●	●	●
Frank Kitts Park Programme												
Frank Kitts Park Programme	●	●	●	●	●	▲	●	▲	▲	●	●	●
Housing Upgrade Programme 2 (HUP2)												
Housing Upgrade Programme 2 (HUP2)	●	▲	●	●	▲	●	●	▲	●	●	●	●
Te Ngakau Programme												
Te Matapihi ki te Ao Nui	●	●	●	●	●	●	●	●	●	●	●	●
Te Ngakau Programme	●	▲	●	●	●	●	▲	●	●	▲	●	●
Town Hall Redevelopment Project	●	●	●	▲	●	▲	▲	●	▲	▲	●	●
Transport & Infrastructure Capital Works Programme												
Chaytor Street, Karori - Safety Improvement	●	●	●	●	●	●	●	●	●	●	●	●
Zero Waste Programme (ZWP)												
Residual Waste - Southern Landfill - SLEPO	▲	●	●	●	▲	●	●	▲	●	●	●	●
Sludge Minimisation Facility	●	▲	●	●	●	●	▲	▲	●	●	●	●
Zero Waste Programme (ZWP)	▲	●	●	●	▲	●	●	●	●	●	●	●

Legend		
<p>Green status: Successful delivery of the project against project parameters appears on track, with no outstanding issues or risks that may threaten delivery.</p> <p>Overall status: All key health indicators are Green, or two or less Amber and no Red indicators.</p>	<p>Amber status: Successful delivery of the project against project parameters appears feasible but management attention required for significant issues.</p> <p>Overall status: Three or more health indicators are Amber, and/or one indicator is Red, or due to severity of other criteria, Amber status directed by SRO</p>	<p>Red status: Successful delivery of the project against project parameters appears unachievable. Project may need re-scoping and/or overall viability reassessed.</p> <p>Overall status: two or more health indicators are Red or due to severity of other criteria, Red status directed by SRO.</p>

Project health details for Priority Investments portfolio

Programme	Start	Finish	Prev Q3	Prev Q4	Overall	Schedule	Scope	Budget	OVERALL COMMENTARY
Frank Kitts Park Playground	1/08/2023	4/06/2024	▲	▲	●	●	●	●	GREEN: Project now in construction, on schedule for final completion end Feb 2024. Blessing February 29 2024. Minor issues being dealt with design team and contractors. Close and Evaluate process up to June 2024.
Street Light Remediation	11/04/2023	28/11/2024	▲	▲	●	●	●	●	GREEN. Progressing on budget and ahead of schedule.
Bike Network Programme (BNP)									
Botanic Garden to City Transitional Cycleway	16/02/2023	1/03/2024	●	●	●	●	●	●	GREEN Project in Post Installation engagement phase. Preparing adaptation designs for tender to contractor panel. The treatment of the Bowen/Tinakori bus stop has been escalated for proposal to the programme to decide the treatment in this location in response to media and other project dependencies in the area.
Evans Bay Parade Cycleway Stage 2	8/03/2018	2/10/2026	●	●	●	●	●	●	The 100% detailed design has been completed, and we will receive the final design pack next week.
The Parade IB Safety Improvement & Town Centre Upgrade	20/01/2023	30/09/2024	●	●	●	●	●	▲	GREEN - General- Project finances are reflective of both the Town Centre Upgrades and Parade Safety Improvements. Construction date is January 23 2024. Need final cost for project from contract for works (including schedule). Current conversations indicate a significantly lower cost. Awaiting confirmation of clear reputational messages from Mataaho Aronui with regards to Takai Here responsibilities.
Bike Network Programme (BNP)	25/10/2022	16/08/2039	●	▲	▲	●	▲	▲	AMBER due to 7 out of 11 of health indicators being amber - improving from the previous month report. The programme is on track to deliver 34.5 km (32.4 km Transitional and 2.1km Transformational) by end FY 24/25, since start of programme. An additional 1.7km Transformational cycleway (Evans Bay s2) in on track to be delivered by end FY 25/26. Future delivery dependent on LTP 24-34 decision.
Evans Bay Parade Cycleway Stage 1 - Part 3	28/11/2022	29/10/2024	▲	▲	●	●	●	●	Preparing a (TR)for the upcoming round regarding the installation of the Weka Bay zebra crossing. -Jacobs and CHP have completed the design changes for the seawalls at Balaena Bay and Little Karaka Bay and have submitted them for Building Consent (BC).
Newtown to City Transitional Cycleway	21/11/2022	25/03/2024	▲	▲	●	●	●	●	Post-installation engagement phase. FOLKL considering feedback survey results FENZ u-turn work has been completed and successfully trialed

Programme	Start	Finish	Prev Q3	Prev Q4	Overall	Schedule	Scope	Budget	OVERALL COMMENTARY
Frank Kitts Park Programme									
Frank Kitts Park Programme	22/02/2023	1/08/2024	●	●	●	●	●	●	Steady progress on Resource Consent application. Funding post resource consent lodgment is \$6.5m for Chinese Garden and subject to LTP process.
Housing Upgrade Programme 2 (HUP2)									
Housing Upgrade Programme 2 (HUP2)	9/11/2022	22/03/2033	▲	●	●	▲	●	▲	Deed of Grant quantity requirements confirmed with MHUD. Formal amendments to the Deed to reflect this to occur as part of the acceptance process of the work programme. Te Pu units are no longer an issue and is now covered in the closed risks. Revised cost for 'do minimum' forecast now factored into LTP. Commissioning of remaining seismic assessments continues. Site Prioritisation and assessment process has commenced. Granville Demolition external PM engaged, marking the start of the project.
Te Ngakau Programme									
Te Matapihi ki te Ao Nui	7/02/2023	24/06/2026	●	●	●	●	●	●	Work in progress pre Xmas, includes 12 plinths out of 24 complete, waterproofing is at 90% completion. Ground floor concrete works and reinforcing has progressed with Stage 4A completed, demo to stage 5A is close to completion. Shoreloads are in place with reo works in progress to stage. Redundant services in the Victoria street rattle zone have been removed and excavation has been completed from gridlines 6 to 11. Piling of temporary retaining wall shall be completed with lagging install to follow. CBF frames have progressed with frame 2 lvl 1 frame 3 level 1 capitals are complete and are awaiting temp works plan for propping. Plant room steel is on site and install is in progress. North west mezzanine has been poured, structural steel install for North east mezzanine at 50%. Civic room comflor is 90% installed with phase 1 structural steel complete.
Te Ngakau Programme	27/01/2023	27/01/2033	●	▲	●	▲	●	●	Green as programme is reset. SRO has set up the Governance Board, Te Ngākau Programme Board. The Board has commenced on 29th of November. All assessments of assets, scope, benefits definition and assurance processes are being set up. \$8.4M opex form FY 24/25 transferred to CAB demolition project. LTP will confirm the budget for the programme.
Town Hall Redevelopment Project	26/01/2023	16/02/2028	●	▲	●	●	●	●	Project progress is on track with the Council mandate from 25 October 2023. Architectural/Heritage: - Heritage scope definition and pricing complete (exl auditorium). Detailing workshops progressing and due to complete mid 24.- Waterproofing membrane well progressed.- NZSO procurement underway. Services:- East Hall undercroft first fix well progressed. - E1 lift procurement in place. Structure: - AUD screw piling complete and 80% of site concrete placed in the basement. - West Hall floor slabs all completed. - Southern plant room steel structure well progressed.Functional Design:- New project scope early design complete and remaining design first programme completed.RCP Report Implementation:- Progressing recommendations in particular dealing with outstanding variation agreement.

Project health details for Priority Investments portfolio (continued)

Programme	Start	Finish	Prev Q3	Prev Q4	Overall	Schedule	Scope	Budget	OVERALL COMMENTARY
Zero Waste Programme (ZWP)									
Residual Waste - Southern Landfill - SLEPO	14/11/2022	30/06/2026	●	●	▲	●	●	▲	Resource Consent: The SLEPO resource consent hearing took place 12th – 14th December. Evidence was presented by experts across a range of disciplines (ecologists, air quality, fresh water, engineers). This was a public hearing with submissions from the community also presented. The Commissioners will now summarise all the findings and make a decision on if consent should be granted including appropriate resource consent conditions. The status will remain at AMBER until the consent is secured for SLEPO. Council is seeking a 35 year consent. While the resource consent decision is not expected until Mid- March, Detailed Design will need to commence in February to ensure delivery of SLEPO by June 2026. Southern landfill Tunnel: An investigation and detailed survey of the Southern Landfill Tunnel condition was undertaken on 4th – 21st December. Findings from the investigation and survey will inform the scope of works required to address tunnel strengthening and seismic resilience requirements. The tunnel takes water from the upper valley beneath Stages 1-3 landfills and will need to exist into perpetuity. The opportunity was taken to also undertake repairs and maintenance works, specifically repairing cracks and leaks in the tunnel lining.
Sludge Minimisation Facility	13/02/2023	2/07/2026	●	●	●	▲	●	●	Project remains at GREEN status. Site Progress: construction activity progressing well with main process building and digester foundations underway. Construction Contract: Stage 3 contract (final stage) signed. Design Progress: IFC packages continue to be delivered in line with construction programme. Consents: building consent application for the main process building has been submitted. Programme: Stage 3 Construction Contract Programme agreed. Design programme under review. Process of transfer of title of SMF site to WCC has commenced.
Zero Waste Programme (ZWP)	14/11/2022	30/09/2027	▲	▲	▲	●	●	▲	The Zero Waste Programme (ZWP) remains on track. The overall status will remain at AMBER until the resource consent is secured for SLEPO, and the funding required to address the seismic resilience risk of the tunnel that runs under the closed landfill (Stages 1 & 2) and the current landfill (Stage 3) is approved. December Update Southern Landfill Extension (Piggyback Option) (SLEPO): The SLEPO Resource Consent public hearing was held 12th – 14th Dec. The decision on this is expected by mid-March 2024. Southern Landfill tunnel investigation, survey and maintenance works was completed (4th to 21st December) Detailed Design will commence early February by Tonkin + Taylor. Adoption of the Draft regional WMMP 2023-29 is on track with four of nine councils adopted. Wellington City Council to adopt on 1st February 2024. The Resource Recovery Network Expansion Detailed Business Case (24th April 2024) and Collections and Processing Commercial Case (9th May 2024) remain on track.

2.3 Portfolio Financial performance of the LTP Priority Investments

The portfolio budget is showing a forecast full year underspend of \$65.4M. On the Whole of Project Cost basis however the end of the quarter forecast shows a overspend of \$131.2M mainly derived from a timing lag in HUP2. In the prevailing constrained financial environment with inflationary conditions, we expect there will be ongoing pressures on project budgets requiring rigorous scope, cost and schedule risk management.

Financial year cost:

Programme/Project Name	FY Total Actual	FY Total Budget	FY Total Forecast	Variance
Bike Network Programme (BNP)	\$7,055,600	\$34,110,323	\$31,114,284	(\$2,996,039)
Botanic Garden to City Transitional Cycleway	\$119,319	\$300,000	\$300,000	\$0
Chaytor Street, Karori - Safety Improvement	\$23,076	\$1,411,599	\$1,411,599	\$0
Evans Bay Parade Cycleway Stage 1 - Part 3	\$982,514	\$5,000,000	\$4,572,514	(\$427,486)
Evans Bay Parade Cycleway Stage 2	\$400,946	\$2,000,000	\$1,673,106	(\$326,894)
Frank Kitts Park Playground	\$1,750,651	\$3,500,000	\$3,517,851	\$17,851
Frank Kitts Park Programme	\$24,000	\$400,000	\$400,000	\$0
Housing Upgrade Programme 2 (HUP2)	\$254,115	\$59,500,000	\$4,470,000	(\$55,030,000)
Newtown to City Transitional Cycleway	\$520,857	\$883,317	\$883,317	\$0
Residual Waste - Southern Landfill - SLEPO	\$538,413	\$7,396,985	\$1,833,414	(\$5,563,571)
Sludge Minimisation Facility	\$40,974,906	\$126,243,000	\$126,243,000	\$0
Street Light Remediation	\$4,653,138	\$6,200,000	\$5,000,000	(\$1,200,000)
Te Matapihi ki te Ao Nui	\$32,300,000	\$75,256,089	\$75,256,089	\$0
Te Ngakau Programme	\$571,733	\$1,000,000	\$1,000,000	\$0
The Parade IB Safety Improvement & Town Centre Upgrade	\$62,349	\$4,373,050	\$4,400,765	\$27,715
Town Hall Redevelopment Project	\$24,651,207	\$50,240,552	\$50,240,552	\$0
Total	\$114,882,825	\$377,814,915	\$312,316,491	(\$65,498,424)

Whole of Project Cost (WOPC):

Programme/Project Name	WOPC Total Actual	WOPC Total Budget	WOPC Total Forecast	Variance
Bike Network Programme (BNP)	\$32,103,948	\$220,607,472	\$227,576,335	\$6,968,863
Botanic Garden to City Transitional Cycleway	\$2,691,286	\$3,171,914	\$3,171,914	\$0
Chaytor Street, Karori - Safety Improvement	\$173,496	\$1,561,599	\$1,561,599	\$0
Evans Bay Parade Cycleway Stage 1 - Part 3	\$5,889,726	\$14,998,524	\$14,571,038	(\$427,486)
Evans Bay Parade Cycleway Stage 2	\$1,766,684	\$12,430,284	\$12,103,391	(\$326,894)
Frank Kitts Park Playground	\$5,285,959	\$7,035,308	\$7,053,159	\$17,851
Frank Kitts Park Programme	\$558,016	\$7,434,016	\$934,016	(\$6,500,000)
Housing Upgrade Programme 2 (HUP2)	\$3,614,881	\$276,000,000	\$401,470,000	\$125,470,000
Newtown to City Transitional Cycleway	\$4,221,003	\$5,684,615	\$5,684,615	\$0
Residual Waste - Southern Landfill - SLEPO	\$4,878,413	\$35,916,670	\$43,309,190	\$7,392,520
Sludge Minimisation Facility	\$68,808,191	\$396,400,000	\$396,400,000	\$0
Street Light Remediation	\$4,653,138	\$6,200,000	\$5,000,000	(\$1,200,000)
Te Matapihi ki te Ao Nui	\$76,353,734	\$216,815,868	\$216,815,868	(\$0)
Te Ngakau Programme	\$571,733	\$7,139,650	\$7,139,650	\$0
The Parade IB Safety Improvement & Town Centre Upgrade	\$2,373,831	\$8,704,537	\$8,568,370	(\$136,167)
Town Hall Redevelopment Project	\$146,312,938	\$329,100,001	\$329,100,001	\$0
Total	\$360,256,978	\$1,549,200,458	\$1,680,459,146	\$131,258,687

Section 3. Strategic Activity Area – non-financial and financial performance

3.1 Summary overview – non-financial and financial performance

KPI quarterly results by strategic activity area

Activity area	This period (Q2)			Last period (Q1)			This period last year (Q2 FY22/23)		
	Green	Amber	Red	Green	Amber	Red	Green	Amber	Red
Governance	3	-	-	3	-	-	2	1	-
Environment	17	-	9	16	1	9	16	1	9
Economic development	5	1	-	3	3	-	6	-	-
Cultural wellbeing	1	-	-	1	-	-	1	-	-
Social & Recreation	4	1	4	4	1	4	6	1	3
Urban development	5	-	3	5	-	3	3	1	4
Transport	1	1	1	1	-	2	1	1	1
Total	36	3	17	33	5	18	35	5	17
	64%	5%	30%	59%	9%	32%	61%	9%	30%

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

Note: Two City Housing KPIs relating to tenant occupancy rates and tenant satisfaction were reported for the last time in FY22-23. These relate to the establishment of the Community Housing Provider – Te Toi Mahana Community Housing during the 2022–23 financial year.

Summary of Non-Financial performance:

In Q2 64% (36) of the 56 KPIs reporting quarterly have met their target. This is a 5-percentage point increase from Q1 (59%) and an improvement on the same period last year (61%). A summary of KPI movement is shown below:

- **Governance:** 3 KPIs (100%) have maintained green over the reporting intervals Q2 and Q1 23/24FY. Contact Center KPI moved from amber in Q2 (FY22/23) to green this quarter.
- **Environment:** 12 KPIs (46%) have maintained green over the reporting intervals Q2 and Q1 23/24FY and Q2 (FY22/23).
- **Economic Development:** 3 KPIs (50%) have maintained green over the reporting intervals Q2 and Q1 23/24FY with a further 2 moving from Amber to Green this quarter. 1 remains Amber due to pipelined revenue being delayed, this KPI is expected to meet target at years end.
- **Cultural Wellbeing:** 1 KPIs (100%) have maintained green over the reporting intervals Q2 and Q1 23/24FY and Q2 (FY22/23).

- **Social & Recreation:** 4 KPIs (44%) have maintained green over the reporting intervals Q2 and Q1 23/24FY. and Q2 (FY22/23). 1 KPI no longer reports, the dog control KPI moved from green in Q2 (FY22/23) to amber this quarter due to pressures over the holiday session and the graffiti KPI moved from amber in Q2 (FY22/23) to red this quarter because of difficulties in measuring proactive graffiti removal.
- **Urban Development:** 5 KPIs (62%) have maintained green over the reporting intervals Q2 and Q1 23/24FY. The noise control KPI moved from red in Q2 (FY22/23) to green this quarter, and the customers who rate the resource consent service moved from amber in Q2 (FY22/23) to green this quarter.
- **Transport:** The customer service requests relating to roads KPI improved from red in Q1 23/24FY to amber this quarter. 2 remaining KPIs maintained their status relative to Q1 23/24FY as red and green respectively. Results this quarter mirror those in Q2 (FY22/23) with 1 KPI green, 1 KPI amber, and 1 KPI red.

Strategy areas continue to face resource challenges (details follow in each strategy area), with both Te Atakura and the Strategy for Children and Young People reporting an amber status.

A range of public events were delivered during Q2:

- World of Wearable Art, Wellington on a Plate, Beervana and the Wellington Jazz Festival.
- A new event On a Good Day festival was held across three days at Anderson Park
- Christmas in Quarters was impacted by adverse weather which severely reduced attendance
- Tākina injected \$24million into the local economy in its first six months of operation: with a busy programme of conferences and business events driving strong visitation into the city.

Summary of financial performance:

- **Governance:** Favourable variance due to a continuation of the lower-than-expected remuneration costs arising from vacancies, and professional costs due to the timing of the work programmes in Māori Initiatives and Climate Change Response.
- **Environment:** Favourable Waste Operations revenue – due to higher than anticipated contaminated soil received at Landfill, also PSR unbudgeted Carbon Credits revenue. Favourable expenditure due to lower than budgeted Interest allocation for Three Waters activities, forecasted to come in line with budget by year end.
- **Economic Development:** Revenue from events in the city’s entertainment venues is down on budget due to a challenging trading environment. Favourable expenditure to budget follows on from lower revenue.
- **Cultural Wellbeing:** Unfavourable variance year to date – both the Cultural Grants Pool and City Events programmes reflect timing differences to budget as events were held a bit earlier than reflected in the budget figures. This should equalize in the 2nd half of the year.
- **Social and Recreation:** Lease Revenue is favourable to budget due to the delay of the Te Toi Mahana transition expenses are unfavourable due to much higher than planned inflationary increases in Utility costs mainly impacting pool operations, Sports fields and Libraries.
- **Transport:** Favourable LGWM vested assets, offsetting unfavourable NZTA Rooding subsidy YTD, with Vested Assets forecasted to increase substantially by year end. Parking revenues remains unfavourable to budget as utilisation still not recovering to pre Covid 19 levels which forecast to continue. Insurance, depreciation is unfavourable to budget mainly due to increases in asset values after prior year revaluation. These unfavourable variances are forecast to lessen against budget due to phasing for full year.
- **Urban Development:** Unfavourable variance due to lower than planned revenues in both building and resource consents. Application volumes are down on last year by 26% and 18% respectively. Additionally, higher expenses associated with Shelly Bay, including the fire and subsequent cleanup are contributing to the current and forecast positions.

3.2 Mana Whakahaere | Governance

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

Non-financial KPI results				Reported quarterly	Reported annually
	This period (Q2)	3	-	-	3
Last period (Q1)	3	-	-	3	4
This period last year (Q2 FY22/23)	2	1	-	3	4

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

Key highlights and challenges

- The nomination period for a by-election for the Pukehīnau / Lambton General Ward finished on 22 December following the resignation of Tamatha Paul after her election to Parliament. The voting period for the by-election will occur in Q3.
- The Customer Services team recorded the highest ever result for customer contact rate in Q2 (94.2%). This continues the trend of performance improvement over the last 18 months
- During the quarter Committee agreed a prioritised three-year programme of work for policy and strategy review and development. In addition to that, significant progress was made on the development of the 2024 Long term Plan. This included further work on the balance sheet review, hearing submissions on the Rating Policy review, adopting a report back from the Citizen’s Assembly on the 2024 Long term Plan, and making in principle decisions on the capital programme.
- Oral submissions were heard on Animal Bylaw and Domestic Animal Policy, updates were made to our Freedom Camping rules, and after comprehensive community consultation and analysis, Te Awa Mapara – the Community Facilities Plan was adopted. This plan will guide investment decisions for community facilities into the future.
- Mataaho Aronui have completed a review of Council’s key annual surveys as important data sources for measuring the impact of Tūpiki Ora. A reporting dashboard has been established to report progress of both the Tūpiki Ora strategy and the priorities of our Tākai Here partners. However a key risk relating to an overall limited data collection across Council has been identified therefore Mataaho Aronui are planning to request additional data and information

There were no LTP KPI exceptions for Q2.

Q2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Governance	Revenue	(634)	(448)	(448)	186	(1,126)	(896)	230	Favourable due to grants in Climate Change Response being ahead of plan. These are also expected to exceed the full year budget.
	Expenditure	14,250	16,424	16,615	2,174	32,572	32,848	276	Favourable YTD, due to lower-than-expected remuneration costs arising from vacancies (\$0.7m) and professional costs (\$1.5m). This is impacting on the timing of the work programmes in Māori Initiatives and Climate Change Response however expenditure is expected to accelerate through the remainder of the year.
	Net Surplus/(Deficit)	13,616	15,976	16,167	2,361	31,446	31,952	506	-

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Governance	Revenue	0	0	0	0	0	0	0	-
	Expenditure	271	889	808	617	2,156	1,803	(353)	The EV Fleet transformation programme is behind plan (passenger vehicle replacement is almost complete, now pausing to plan for utes and vans). The forecast over expenditure reflects that the EV charger installation programme may be ahead of plan by year end. Forecast will be updated for next quarterly report
	Net Surplus/(Deficit)	271	889	808	617	2,156	1,803	(353)	-

3.3 Taiao | Environment

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

Non-financial KPI results				Reported quarterly	Reported annually
This period (Q2)	17		9	26	10
Last period (Q1)	16	1	9	26	10
This period last year (Q2 FY22/23)	16	1	9	26	10

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

Key highlights and challenges

Highlights

- Te Atakura update was presented to Council and will inform a review of Te Atakura planned for 2024. The Wellington City Greenhouse Gas Inventory was completed. The Climate Change team have been partnering with Mataaho Aronui to develop the Māori partnerships and engagement roadmap, while working to maintain existing relationships with mana whenua.
- Our Zero Together initiative ran two cohorts which has resulted in an increase from four to 11 community facilitators who can run future courses. Our Community Climate Action Planning workstream has started the first Plan with Ngaio Crofton Downs, and we are actively engaging with a further six communities and 12 community organisations. The Climate and Sustainability Fund allocated \$196,427 of \$250,000 in the first round of funding bids. The implementation of the first 2 stages of the Climate Adaptation Community Engagement Roadmap is underway – with a significant focus on public education. In Q2 we started developing a suite of public education materials to support Wellingtonians to better understand climate change risks and adaptation options. The first prototype was developed and tested, and the project won an award in Seoul for city innovation in October. We launched the ‘Get There Together’ campaign (a road safety campaign focusing on spaces where there are shared modes of transport) which will run for three months over summer. A number of Welly on Wheels rides were delivered, providing less confident or experienced cyclists with instructional guided rides on using new cycle routes.
- Work continues to develop our partnership with the Sustainability Trust at their Forrester’s Lane site as the first ‘spoke’ pilot, a 3-year partnership 2023 – 2026. Officers are working closely with the Sustainability Trust team to develop the spoke model for their site and finalise the partnership agreement to get this underway.
- The Southern Landfill Extension Piggyback Option (SLEPO) project remains on track. The Resource Consent hearing was held 12th – 14th December and a decision is expected in March 2024. Work on the detailed design phase has started with a view to the construction phase commencing in late 2024.
- In September the Environment and Infrastructure Committee agreed that kerbside collections, removing organics and establishing a RRN will be consulted on for the 2024 LTP. Council is progressing work to develop commercial cases for Collections and Organics Processing to be presented at the Environment and Infrastructure committee for decisions in May 2024. Council commenced Organics Processing procurement in November 2023, a joint procurement with PCC and HCC with a completed RFI stage expected in February 2024.

Challenges

- Carbon accounting is new for local government and as one of the first to complete the full assurance process for our inventory, the process is taking longer than we expect it to in the future. There remains an ongoing challenge in our ability to engage with mana whenua due to their capacity.

Emergency Management

- The Emergency Management (EM) team have been working on the Water Shortage Response as a key priority. The plan has been put together from multiple teams across council and will require significant input from volunteers from within the organisation should the plan need to be activated. The plan utilises WCCs existing CIR equipment, EM water tanks and the current water network (fire hydrants) to deliver water to areas where the water pressure may be degraded. Training is ongoing and there are currently approx. 50 people trained within Wellington to establish and manage water distribution points.

- The new Emergency Operation Centre (EOC) structure has been formalised with function leads which has resulted in an enhanced planning and response function for WCC. The function leads contribute 2 hours FTE (minimum) per week to EM activities which has been hugely beneficial in developing the water response plan. This pulls in Subject Matter Experts from across the organisation into the EM and the system is working really well. The management of all EOC staff has been delegated to the function leads which has freed up emergency management operations staff to carry out their BAU duties at a greater capacity. The EM Collective has conducted its first meeting which will occur on a quarterly basis. This group is attended by FENZ, NZPOL and WFA and provides a platform to directly plug into the various projects that are being planned and managed throughout council. The EM community now can be updated, briefed and can contribute to these projects to ensure EM considerations are put forward to include in the designs.

LTP KPI exception report - including Wellington Water (WW)

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment	
			This period (Q2)	Last period (Q1)	This period last year (Q2)		
Environment	Volume of waste diverted from landfill (tonnes)	10,000	6764	3,653	8308	We are expanding the diversion capture to include CBD glass tonnages and tip shop tonnages. We expect this KPI to remain amber or red until we are satisfied with the underlying methodology for capturing those weights. This KPI is at risk of not meeting its target at year-end.	
Wellington Water	Environment	Compliance with the resource consents for discharge from the sewerage system -total number	0	2	0	2	A "to-do" abatement notice was issued during Q2 requiring WWL to complete the first phase of the improvements to the inlet pumpstation. The abatement notice has been complied with and in discussions with the Regulator (GWRC) they are comfortable with the situation. An infringement notice was received by WCC for non-compliant wastewater quality, with two each for WWL and Veolia. This KPI will not meet its target at years-end.
	Environment	Median response time for attendance for water network urgent call outs (minutes)	60	227	135	58	Response times for urgent call-outs have deteriorated due to the volume and complexity of the faults. Note that this is a reversal of the trend WWL sees in other cities, where urgent response and resolution times have continued to improve over the past three years. This KPI will not meet its target at years-end.
	Environment	Median response time for resolution for water network urgent call outs (hours)	4	19.3	11.8	1.7	Resolution times for urgent call-outs have deteriorated due to the volume and complexity of the faults. Note that this is a reversal of the trend WWL sees in other cities, where urgent response and resolution times have continued to improve over the past three years. This KPI will not meet its target at years-end.
	Environment	Median response time for attendance for water network non-urgent call outs (hours)	36	948.4	862	82.9	Despite a minor decrease in Q2, WWL expects response times will generally continue to deteriorate until the city is through the peak summer period, and until the backlog of work starts to reduce. This KPI will not meet its target at years-end.
	Environment	Median response time for resolution for water network non-urgent call outs (days)	5	56.1	59	3.7	Despite a minor decrease in Q2, WWL expects resolution times will generally continue to deteriorate until the city is through the peak summer period, and until the backlog of work starts to reduce. This KPI will not meet its target at years-end.
	Environment	Average drinking water consumption per resident/day	365	414	412	401	Per capita consumption across all councils in the metro area has continued to increase primarily due to leakage, but also due to high residential use relative to other cities in New Zealand. We continue to promote increased investment in water loss activities and network renewals to bring down water loss to more sustainable levels, together with investment in universal smart metering and additional source capacity work in the near future to better manage the increasing supply/demand balance risk. This KPI will not meet its target at years-end.
	Environment	Dry weather wastewater overflows, expressed per 1000 connections	0	1.2	0.68	2.8	Wellington City Council sets a target of zero dry-weather wastewater overflows. The result in Q2 has stayed stable at 0.6 overflows per 1000 connections. This follows a downward trend, and a repeat of the lowest quarterly result in more than four years from Q1. The figure reported is year to date. This KPI will not meet its target at years-end.

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment
			This period (Q2)	Last period (Q1)	This period last year (Q2)	
Environment	Median response time for wastewater overflows (attendance time minutes)	60	95	90	148	WWL continues to exceed targets in attendance and resolution times due to an increase in work volume and funding and resourcing constraints. It also takes time to categorise the issue raised by the customer, often for example logged as a leak, but once on site is deemed a wastewater related issue. WWL are working through this with individual councils. This KPI will not meet its target at years-end.

Wellington Water - KPI performance Q2

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

The WWL quarterly two report is contained in Appendix 2.

Non-financial KPI results – Wellington Water				Reported quarterly	Reported annually
This period (Q2)	15		8	23	2
Last period (Q1)	14	1	8	23	25
This period last year (Q2 FY22/23)	14	1	8	23	2

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

Environment Q2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Environment	Revenue	(25,606)	(18,101)	(17,153)	7,505	(47,085)	(36,203)	10,882	Favourable Waste Operations - fees budget due to higher than anticipated contaminated soil received at Landfill. PSR unbudgeted revenue of \$2m for Carbon Credits.
	Expenditure	150,648	156,136	157,207	5,488	311,896	312,321	425	Favourable due to temporary \$5.6m lower than budgeted Interest allocation for Three Waters activities, budget phasing issue, forecasted to come in line with budget by year end, Waterfront Public Space management reflects \$1m unfavourable variance due to insurance premium increases which is temporarily offset by YTD underspend on Gardens, Beaches and Open Spaces (underspend on Contracts which is forecast to be caught up by year end).
	Net Surplus/(Deficit)	125,042	138,034	140,054	12,992	264,812	276,119	11,307	-

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Environment	Revenue	41	0	0	(41)	41	0	(41)	-
	Expenditure	85,803	127,875	117,248	42,072	181,744	230,347	48,603	Sludge Minimisation Project YTD \$42.1m unfavourable to Budget due to delays in signing contracts, forecast to deliver 71% of budget (\$42.7m) behind budget at year end.
	Net Surplus/(Deficit)	85,843	127,875	117,248	42,031	181,785	230,347	48,562	-

3.4 Whanaketanga ōhanga | Economic Development

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

Non-financial KPI results				Reported quarterly	Reported annually
This period (Q2)	5	1	-	6	3
Last period (Q1)	3	3	-	6	3
This period last year (Q2 FY22/23)	6	-	-	6	3

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

Key Highlights and challenges

Highlights:

- Courtenay Place precinct plan: we have completed engagement with businesses and residents in Courtenay Place and identified priorities to help guide actions going forward. This gives us a strong footing to work in collaboration across Pōneke Promise partners, businesses and residents to build an agile action plan that aligns with these aspirations and utilises our different levers and relationships.
- FIFA Women's World Cup: Wellington Regional Stadium very successfully hosted 9 matches for a total attendance of 231 262 spectators, an average of 25,696 fans per match. A number of our CCOs saw a huge boost in their winter visitor numbers. For example, Zealandia's tours experienced its best ever July with numbers up 70%, and visitor numbers overall up 25% year on year. The Cable Car saw 73,721 visitors through its gates including multiple global film crews and the Swedish football team – taking it to 22.9% over its target for the period.

Challenges

- The current tight economic environment is impacting discretionary income, which has impacts across CCOs, events, tourism and venues, making it more challenging to achieve target outcomes.
- Cost pressures continue to be a challenge for CCOs including venues. This was acknowledged through the annual plan operating grant funding review and living wage assistance support for CCOs . Cost pressures however remain - particularly for staff remuneration.

LTP KPI exception report

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment
			This period (Q2)	Last period (Q1)	This period last year (Q2)	
Economic Development	WREDA KPI7: Funding diversification % of revenue from commercial/non council funding and commercial activity (combined WNZ & CHQ)	30%	27.8%	27.8%	29%	Revenue from commercial/non council funding is lower due to some pipelined revenue, including at Creative HQ being delayed. This KPI is expected to meet target at years-end.

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

Economic Development Q2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Economic Development	Revenue	(9,721)	(12,264)	(12,264)	(2,543)	(20,660)	(24,528)	(3,868)	After the positive impact of FIFA in July, we then saw lower than expected attendance numbers across our all of our venues. This is a reflection of the tough economic environment in which we are operating.
	Expenditure	28,028	28,899	28,492	871	57,507	57,681	174	Favourable COGS following on from lower revenue, this is offset by unfavourable Grants & Contributions due to FIFA Women's World Cup - \$1.5m unbudgeted spend from ringfenced City Growth Fund. Favourable variance is forecasted to reduce in the face of increased cost pressures.
	Net Surplus/(Deficit)	18,308	16,635	16,228	(1,673)	36,847	33,153	(3,694)	We forecast the negative attendance trends to continue for the remainder of the year as reflected in the forecasted negative year end variance.

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Economic Development	Revenue	0	0	0	0	0	0	0	-
	Expenditure	1,620	3,893	3,209	2,273	5,563	7,332	1,769	This \$2.3m variance relates to Venue Upgrade projects forecasted to be largely underspend this year.
	Net Surplus/(Deficit)	1,620	3,893	3,209	2,273	5,563	7,332	1,769	-

3.5 Oranga ahurea | Cultural Wellbeing

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

Non-financial KPI results				Reported quarterly	Reported annually
This period (Q2)	1	-	-	1	2
Last period (Q1)	1	-	-	1	2
This period last year (Q2 FY22/23)	1	-	-	1	2

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

Key Highlights and challenges

Highlights

- This quarter, New Year’s Eve celebrations at Whairepo Lagoon attracted a record crowd of 16,000. Diwali drew a crowd of 20,000 at TSB Arena and Shed 6. In community sponsored events, Namaste day Fest; Brooklyn Twilight Festival; Polish Christmas Markets and the Kilbirnie Christmas Picnic were well attended with 10,500 people across all four events. Unfortunately, significant wind and rain impacted the final ‘Christmas in the Quarters’ weekend resulting in lower-than-expected attendance numbers.
- Toi Pōneke awarded a Deaf &/or Disabled Artist Residency and the selected artist is expected to be in residence in early 2024, furthering our commitment to supporting artists within the disability sector.
- The provision of \$50,000 to Mana Whenua Iwi, Ngāti Toa Rangatira, culminated in an exhibition titled ‘Ngāti Toa o Te Whare o Waiōrangī’. This exhibition showcased work of Ngāti Toa taurā (students) and was successful in achieving its goal of sharing Ngāti Toa matauranga and whakapapa with rangatahi artists that will be important for future generations.
- 49 applications were received for the Arts and Culture fund with a total of 31 applicants receiving \$206,322.00. \$398,978.05 was delivered to multi-year organisations as part of their contracts in this quarter.

Challenges

- Signature events are still managing cost pressures of inflation, material, and labour increases across all activity. This is also impacting the community events we support and particularly in Traffic Management Plan costs. It will continue to be an issue across the remaining quarters of this financial year.
- The Hannah Playhouse has a key challenge this quarter to effectively communicate the ‘laboratory model’ to the wider sector and theatre-going public while operating within current staffing and financial constraints. In quarter three and within exiting resourcing, we will evaluate marketing strategies and engagement with Wellington audiences.
- Requests for advice on art projects continue to increase, and the intent to respond to diversity and inclusion strategies is challenging within existing funding levels.

There were no LTP KPI exceptions for Q2.

Cultural WellbeingQ2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Cultural Wellbeing	Revenue	(378)	(511)	(511)	(134)	(844)	(1,023)	(179)	Unfavourable revenue variance of \$0.13m will most likely remain - Budget was too optimistic and is proving to be unattainable.
	Expenditure	14,791	14,282	13,548	(509)	27,903	27,091	(812)	The \$0.5m unfavourable expenditure variance results from the Cultural Grants Pool and City Events programmes. Both variances are due to timing differences to budget as events were held a bit earlier than reflected in the budget figures. This should equalize in the 2nd half of the year.
	Net Surplus/(Deficit)	14,413	13,771	13,037	(642)	27,060	26,069	(991)	-

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Cultural Wellbeing	Revenue	0	0	0	0	0	0	0	-
	Expenditure	947	1,515	608	568	2,163	2,460	296	Wellington Cultural and exhibition centre capex is \$0.5m under budget resulting from delays; Spaceplace renewals are \$0.08m under budget. Forecasted to be close to budget at year end with slight underspend in Toa Pou project in Mataaho Aranui group.
	Net Surplus/(Deficit)	947	1,515	608	568	2,163	2,460	296	-

3.6 Pāpori me te hākinakina | Social and Recreation

Pāpori me te hākinakina is responsible for 16 LTP KPIs. Of these KPIs 9 report quarterly with the balance reporting annually.

Non-financial KPI results				Reported quarterly	Reported annually
This period (Q2)	4	1	4	9	6
Last period (Q1)	4	1	4	9	6
This period last year (Q2 FY22/23)	6	1	3	10*	7*

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

The following City Housing KPIs were closed at the end of FY22/23 due to the establishment of Toi Te Mahana, and will no longer be reported via the LTP for 2023/24;

- Occupancy rate (%) of available housing facilities
- Tenant satisfaction (%) with services and facilities

Key Highlights and challenges

Highlights

- We acquired around 57 hectares of open space land on the skyline, part of the Otari Farms land. This land purchase fills a key gap in the outer green belt, along the skyline track. This is a two-part purchase, with the second part requiring Council to complete surveying and subdivision of part of the land which will be done in the next 3-6 months.
- We've received a range of external funding, including: being gifted a \$250K donation from members of the public towards a heritage infrastructure project which will be used on renewal of the Flying Boat jetty in Evans Bay, with construction work beginning next quarter; KETE, our environmental education project received funding of \$90K through our external project partners, which will see the programme continue through to June 2024; \$30K was received from Sport NZ to advocate for the importance of Play. This funding supports additional funding received through Nuku Ora to deliver play activations over the summer.
- The Ōtari Wiltons Bush middle Pā harakeke opened. The Pā holds special weaving flaxes originally sourced from the Renee Orchison National Flax collection and will be available to raranga practitioners.
- We received unbudgeted revenue of \$2M through Carbon Credits and vested land which means our revenue is now unexpectedly ahead of our year-to-date budget.
- Our Te Whai Oranga Pōneke Strategy won the Outstanding Research Planning and Policy Awards at the 2023 New Zealand Recreation Awards.
- This quarter, Tawa Library celebrated Tokelau language and culture with stories and fatele dance, while Niuean elder Mailigi Hetutu joined Newtown branch for a special story time for Faahi Tapu he Vagahau Niue | Niue Language Week.
- Newtown Library hosted a family storytelling event to celebrate Diwali, where guest author Rajorshi Chakraborti treated the audience to 'Diwali Words', an original work written for the event, then a reading of the Pasifika book 'Dharma's Diwali'.
- Katherine Mansfield's centenary was marked with Redmer Yska, author of 'Katherine Mansfield's Europe: Station to Station' and Councils' local and NZ History Specialist, Gábor Tóth, deep diving into Mansfield's words, travels and her local Karori connection.
- A collection of 120- to 250-year-old letters collected by A. H. Reed, an icon of the NZ publishing industry, from literary figures including Mary Russell Mitford and Alfred, Lord Tennyson are now online at Wellington City Recollect.

Challenges

- The utility costs for gas, electricity and water across indoor and outdoor facilities, continues to be higher than budget, due to higher contract rates. The biggest impact is on gas which is used for heating at the pools. We are forecasting to be overspent by more than \$650K year end on our utilities.
- Unbudgeted work to remove 2 large trees in the Botanic Garden damaged by kaka has been tendered. Other planned tree work around the city has been deferred to prioritise this work.

- Sportsfield allocations and field utilisation was challenging at the end of the winter season due to the success of some national football teams, moving through to semi-finals and finals which saw late season games held at our parks, when the fields would normally be closed for renovation.
- We are forecasting recruitment challenges for our recreation facilities, particularly coverage for the summer peak period of mid-February – early April. We are working to ensure full-time roles are filled to lessen the impact of any part-time gaps not filled by students.

LTP KPI exception report

This table represents those KPIs which did not meet their target this quarter.

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment
			This period (Q2)	Last period (Q1)	This period last year (Q2)	
Social and Recreation	Food registrations - premises (%) inspected within Food Act regulation required timeframes (new business and existing businesses)	100%	51%	59%	38.8%	Inspecting food businesses within the required timeframes is emerging from a challenging period resulting from the long tail of covid-related business disruption and the significant impact of a 50% staff turnover rate in Q1. New staff are mostly fully trained and moving to acting independently. We expect to see an improvement in performance for Q3 however it is anticipated that this KPI will not meet its target at years-end
Social and Recreation	Graffiti removal – response time frames (%) met	80%	67.6%	65%	74%	The KPI result is an average across three priority categories: urgent/offensive (4 hours), high priority (3 days), and low priority (10 days). The contractor met the response times in 100% of cases for urgent/offensive jobs, 25.26% of cases for high priority, and 77.63% of cases for low priority jobs. The low percentage for the high priority area is due to Council instructing the contractor to prioritise the proactive removal of highly visible graffiti from the high priority area, which is the main arterial routes and central city, as well as the removal of offensive graffiti vandalism. Proactively removed tags represent 76% of the total amount of graffiti removed from private property in this quarter but is not reflected in the data because they do not have a ‘response time’ that can be measured. Overall, 4272.75 square meters of graffiti was removed in this quarter, of which 3247.75 square meters was removed proactively. Significantly more offensive and highly visible tags were removed because of the proactive approach. This KPI is at risk of not meeting its target at year-end.
Social and Recreation	Public toilets - response timeframes (%) met	95%	55.8%	63%	65.3%	32 of 67 calls met the required timelines this quarter. The main contractor has challenges in securing sub-contractors to complete the work and has issues with its in-house system managing the workflow. This KPI speaks to the timeliness of the contractor in updating or closing jobs in its in-house system and is impacted when the contractor systems fail. The nature of the contract limits our influence; however we are working with the contractor for improvements where possible. This KPI is not expected to meet its target at year-end.
Social and Recreation	Alcohol Licences - premises inspected within target timeframes (%)	100%	0%	0%	10.6%	This quarter, emphasis has been focused on Special Licences for the 2023/24 Christmas Holiday and Summer Event Season. The primary focus has been on efficiently issuing these licences. Peak time inspections, which are seasonal, will resume during the warmer months once the event season has concluded. This KPI is at risk of not meeting its target at year-end.

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment
			This period (Q2)	Last period (Q1)	This period last year (Q2)	
Social and Recreation	Dog control - response timeframes (%) met	100%	91.5%	94%	95.2%	Response times for dog complaints have not been met primarily due to delays in the after-hours service referring complaints to Animal Control Officers. The challenges were particularly pronounced during the Christmas-New Year holiday period. Furthermore, aggressive dog complaints led to delays as Animal Control Officers awaited necessary backup. The situation was exacerbated by a shortage of Animal Control Officers during the holiday period. This KPI is at risk of not meeting its target at years-end.

Social and Recreation Q2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Social and Recreation	Revenue	(20,515)	(16,756)	(16,771)	3,759	(40,033)	(33,513)	6,520	Lease Revenue is favourable to budget YTD due to the additional lease revenue received in August (\$2.4m) due to the delay of the Te Toi Mahana transition. Further to this WCC are receiving the CHP Base Rent of \$1.3m on a monthly basis.
	Expenditure	83,198	78,477	78,028	(4,721)	162,681	156,097	(6,584)	Expenses are unfavourable due to much higher than planned annual increases from the suppliers of the utilities. The abnormally high increase in utility prices had a negative impact on expenditure for Pools, Sports fields and Libraries of \$1.8m combined. In addition, Housing maintenance costs have exceeded budgets by \$2m YTD.
	Net Surplus/(Deficit)	62,682	61,721	61,257	(962)	122,648	122,584	(63)	-

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Social and Recreation	Revenue	0	0	0	0	0	0	0	-
	Expenditure	12,490	24,378	24,412	11,888	35,188	47,825	12,637	City housing \$6.8m under budget (mostly on the "Single Capital Program" (HUP2) project \$6.2m) forecasted to be underspent \$8.9m by year end largely due to supply and delivery issues; Libraries and Connected Communities have spent just over half of their YTD capex budgets. These projects are on track to ramp up spending in the 2nd half of the year and reduce the \$4m YTD variance to capex budgets.
	Net Surplus/(Deficit)	12,490	24,378	24,412	11,888	35,188	47,825	12,637	-

3.7 Tāone tupu ora | Urban Development

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

Non-financial KPI results				Reported quarterly	Reported annually
This period (Q2)	5	-	3	8	3
Last period (Q1)	5	-	3	8	3
This period last year (Q2 FY22/23)	3	1	4	8	3

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

Key highlights and challenges

Highlights

- City, Consenting and Compliance (CCC) are currently implementing an operationally focused improvement program informed by stakeholder feedback. Most specifically an ongoing series of Developer Hui have informed improvement programs in the subdivision certification and structural engineering spaces. Programmes are being developed to address specialist advisor inputs, case management/support and ongoing engagement; these will be scoped with the development community over the next quarter. This work links to the Housing Action Plan and Business Friendly City policy areas which are focused on ensuring housing developments are supported through the consent process. A suite of improvements spanning processes, digital/IT finance and data/reporting will be implemented over 2024.
- Good progress has been made towards improving reporting through the introduction of a Power BI interface for Building, Compliance and Consents (BCC) monthly reports. The interface has enabled the BCC management team to have access to a wide range of data that can then be used to support performance.
- Roll out to BCC functions of Toha Mahi, a new work allocation tool which automates various aspects of consent processing, and its further roll out to other CCC functions.
- Significant improvements have been achieved in moving to the virtual desktop - Go Get Speed - which has delivered substantial improvements in speed to current end users, reducing a key inefficiency.
- Karori Connections and Berhampore to Newtown transitional bike, bus and walking improvement projects as well as the concept design for Frederick Street Park were out for public consultation in Q2. There was a good level of engagement including a number of drop-in sessions for each project. Delivery of the pipeline of public space and street upgrade projects approved for installation over the last 18 months has begun to ramp up but is still running behind schedule due to a slower than expected start-up of the Contractor Panel. However, pre-implementation planning for the next two quarters will allow catch up on some of this delay.

Challenges

- Aging and incompatible software systems are contributing to inefficiencies and risk. A piece of work is being scoped to better enable integration of CCC systems with WCC financial systems and will be executed in conjunction with the Finance business team. Improvement programmes will surface opportunities for improvements.

LTP KPI exception report

This table represents those KPIs which did not meet their target this quarter.

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment
			This period (Q2)	Last period (Q1)	This period last year (Q2)	
Urban Development	Building consents (%) issued within 20 workings days	100%	80%	81%	51.5%	While not achieved, there is a significant improvement on the same period last year. Volumes have remained stable, supplemented by consents received from Hutt City Council through a reciprocal agreement, with a similar agreement under negotiation with Auckland Council. The trend has shown a decrease in new residential build consents and an increase in consents for residential alterations. The primary cause of consents exceeding designated timeframes is attributed to a lack of engineering capacity. This KPI is not expected to meet its target at years-end.
Urban Development	Code of compliance certificates (%) issued within 20 working days	100%	84%	81%	87%	Has not met target due to a change in guidance from MBIE/IANZ regarding the appropriate process and system limitations. This KPI is not expected to meet its target at years-end.
Urban Development	Resource consents (non-notified) (%) issued within statutory time frames	100%	86%	83%	61.3%	The timeliness of external advisor assessments has shown improvement, but it remains the primary factor contributing to this KPI not meeting its target. This KPI is not expected to meet its target at years-end.

Urban Development Q2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Urban Development	Revenue	(11,884)	(13,727)	(13,848)	(1,842)	(26,305)	(27,454)	(1,148)	Unfavourable due to lower than planned revenues in both building and resource consents. Application volumes are down for both, by 26% and 18% respectively. Assumptions around the release of revenue for the sub-surface project is also a factor with a greater portion of that programme now being Capex.
	Expenditure	31,892	29,412	29,712	(2,480)	67,846	59,323	(8,522)	Unfavourable due to the costs associated with Shelly Bay including the fire and subsequent clean-up. These costs are expected to continue to be incurred for a number of months. Offsetting to some extent is the reduced expenditure on the sub-surface project as above.
	Net Surplus/(Deficit)	20,008	15,685	15,865	(4,323)	41,541	31,870	(9,671)	-

Urban Development Q2 Financial Summary (continued)

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Urban Development	Revenue	0	0	0	0	0	0	0	-
	Expenditure	28,780	38,071	32,346	9,291	68,462	73,937	5,474	Under budget across a number of work programmes with the largest being in Earthquake Mitigation (Town Hall \$4.2m), Housing Investment Programme (\$2.2m), delays on the Frederick Street pocket park (\$0.7m) and Waterfront Development (\$0.7m) - predominantly Frank Kitts Park playground. With the exception of the Housing Investment Programme, expenditure is expected to increase over the remainder of the year, especially with regard to the Town Hall.
	Net Surplus/(Deficit)	28,780	38,071	32,346	9,291	68,462	73,937	5,474	-

3.8 Waka/ Transport

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

Non-financial KPI results				Reported quarterly	Reported annually
This period (Q2)	1	1	1	3	9
Last period (Q1)	1	-	2	3	9
This period last year (Q2 FY22/23)	1	1	1	3	9

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

Key Highlights and challenges

Highlights

- The streetlight spigot removal is ahead of program, and we have engaged another contractor to aid delivery. Completion date remains the same with a reassessment at midpoint.
- Focus is now on the renewal of a combined Streetlight and Signals maintenance contract, and along with the road maintenance contract due in 2025. Capital delivery continues with the city projects however due to the volume of works happening in the city, progress has been harder than expected.

Challenges

- The Road Maintenance contract entered the first of a 2-year rollover and as expected, rates were significantly increased with some in excess of 150%. Due to the increased rates, our ability to deliver the entire works program with the reduced budget will see less work delivered from previous years.
- The structures team is working with a tight budget which only just covers the forward work of this year. Considerably more budget will be required to truly deal with the damage caused by the 2022 slips.

LTP KPI exception report

This table represents those KPIs which did not meet their target this quarter.

LTP Activity area	KPI description	Target	2023/24		2022/23	Comment
			This period (Q2)	Last period (Q1)	This period last year (Q2)	
Transport	City parking peak occupancy (% utilisation)	75%	52%	53%	53%	Parking peak occupancy remains low with results on par with the previous quarter and the same quarter last year. This KPI is not expected to meet its target at year-end.
Transport	Customer service requests (%) relating to roads and footpaths that are responded to within timeframe. (Urgent within 2 hours and non-urgent within 15 days)	98%	93%	87%	89.2%	The in-quarter result for this KPI saw 34% responded to within the required 2hours timeframe and 98% responded to within the 15day timeframe. An overall in-quarter result of 98%. This is a significant improvement from Q1. The year-to-date result is 93%. This KPI is at risk of not meeting its target at year-end.

Transport Q2 Financial Summary

OPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Transport	Revenue	(33,869)	(28,603)	(28,603)	5,266	(81,448)	(57,206)	24,242	Favourable LGWM vested asset \$8.7m (forecasted to be \$32,1m by year end) offsetting unfavourable NZTA Rooding subsidy \$0.8m due to lower Opex spend on roading (~\$2.4m behind budget), forecasted to by unfavourable \$1.9m by end of year. Also parking revenues \$2.9m unfavourable to budget as utilisation still not recovering to pre Covid 19 levels. We expect an \$4.8m unfavourable variance by year end. Actual occupancy of parking spaces 52% vs budgeted 75%. The budget reflects a reduction to 344 parking bays by end of FY24.
	Expenditure	76,079	71,945	72,247	(4,134)	145,776	143,891	(1,885)	Insurance \$1.0m and depreciation \$2.0m unfavourable to budget mainly due to increase in asset values after prior year revaluation. These unfavourable variances are forecast to lessen against budget for full year.
	Net Surplus/(Deficit)	42,210	43,342	43,644	1,132	64,328	86,684	22,356	-

CAPEX		Year to date (\$000's)				Full year (\$000's)			Commentary
		Actual	BDR	Bud	Var	Forecast	BDR	Var	
Transport	Revenue	(100)	0	0	100	0	0	0	-
	Expenditure	52,233	64,449	64,152	12,216	147,294	128,844	(18,450)	Cycling Network is \$8.4m under budget due to some contract uncertainty and seasonality where some work will now be completed in the next financial year. LGWM forecasted to overspend \$25.6m, this will be offset by increased vested asset revenue and reclassification of Opex budget. The reworked budget and overspend will be brought to council for approval next couple of months
	Net Surplus/(Deficit)	52,133	64,449	64,152	12,316	147,294	128,844	(18,450)	-

Section 4. Financial Performance Report

This section provides the financial performance for the quarter.

Budget Performance Quarter 2 (\$000s)

	Year-to-date (\$000s)			Full Year (\$000's)		
	Actual	Budget	Var	Forecast	Budget	Var
	\$000's	\$000's	\$000's	(\$000s)	(\$000s)	\$000's
Revenue	417,049	410,554	6,496	890,272	868,544	21,727
Expenditure	410,952	409,131	1,821	833,032	816,365	16,668
Net Surplus	6,097	1,423	4,675	57,239	52,180	5,059



At the end of the second quarter of FY 2023/24, the Council has a surplus of \$6.1m. This is a favourable variance to plan of \$4.7m.

The key drivers of this result are:

- Revenue being ahead of budget by \$6.5m largely due to additional growth in overall capital values increasing rates revenue \$5.4m; an increase in rates penalties \$1.6m; an increase in other revenue reflecting unbudgeted vested or gifted assets \$10.8m; and an increase in Landfill and Rubbish Revenue of \$5.1m. This is offset by sludge minimisation grant revenue being down \$14.9m as actual capital spend has not occurred as expected.
- Expenditure also exceeds budget by \$1.8m, which is made up of several movements, including increased depreciation.

The full year forecast is indicating a larger net surplus of \$57m which is \$5m better than budget. This is driven by:

- Revenue is forecast to be \$22m higher than budget due to vested or gifted assets up \$34m largely due to Let's Get Wellington Moving assets transferring to Council, rates revenue continuing to be higher by \$5m and this is offset by reduction in IFFFAAA grant revenue of \$32m.
- Expenditure is forecast to be \$17m higher than budget due to depreciation forecast increasing in line with actuals up \$8m, change in operating agreements of City Housing and Quarry requiring different account treatment led to expenses increasing \$8m (Revenue has also increased) and a reduction in LGWM costs of \$7.6m.

We are paying particular attention to the following areas:

- Given the challenging economic conditions and high inflation environment we are monitoring the level of late payment and default across debtor profile. This has the potential to impact our cash and liquidity positions.
- We will continue to closely manage our key treasury positions and ensure compliance with council policies.
- We will continue to closely monitor financial performance.

4.1 Financial Performance

Consolidated Performance 1 July 2023 – 31 December 2023

	Year To Date		
	Actual \$000's	Budget \$000's	Var \$000's
Income			
Rates & Levies Revenue	247,508	240,555	6,953
Revenue from Operating Activities	91,776	87,399	4,378
Investment Revenue	5,835	5,763	71
Other Revenue	67,960	75,086	(7,126)
Development Contribution Revenue	3,970	1,750	2,220
Total Income	417,049	410,554	6,496
Expenditure			
Personnel	88,454	88,891	(436)
Contracts, Services, Materials	131,745	137,081	(5,335)
Professional Costs	7,575	9,603	(2,028)
General Expenses	57,612	54,055	3,557
Depreciation and amortisation	103,106	98,234	4,872
Interest Expense	28,768	30,480	(1,712)
Internal Recharge and Recoveries	(6,308)	(9,212)	2,904
Total Expenditure	410,952	409,131	1,821
COUNCIL NET SURPLUS/(DEFICIT)	6,097	1,423	4,675

At the end of the second quarter of FY 2023/24, the Council has a surplus of \$6.1m. This is a favourable variance to plan of \$4.7m.

The following comments provide context to significant and relevant variances:

Revenues Up \$6.5m

- Rates and Levies Revenue is ahead of budget by \$7m (3%). This is driven by General Rates being up \$5.4m or 2% due to the additional growth in overall capital values between the rates resolution and rates strike (an overstrike) and Penalties, up by \$1.6m.
- Landfill, Rubbish and Recycling has delivered a larger than expected surplus of \$4.7m driven by revenue being \$5.1m or 34% higher than forecast. The increased revenue has been driven by higher volumes of contaminated soils and asbestos than had been budgeted.
- Council has also received asset gifts/ vested assets of \$10.8m compared to a budget of \$50K. Main driver is LGWM vested assets \$8.8m which reflects the Waka Kotahi share of completed projects that have been handed back to WCC which had not been budgeted.
- Sludge grant revenue is down \$14.9m due to delays in finalising contracts which has delayed the timing of the costs being incurred compared to forecast.

Expenses Underbudget by \$1.8m

- Contracts, Services and Materials is under budget by \$5.3m (3%). The main area of underspend is in
 - Let's Get Wellington Moving (\$5.7m) which has been impacted by the uncertainty created by the change in government.
 - Grants and contributions are down \$2.5m due to timing.
 - This has been offset by an increase in City Housing CSM due to the operations and costs staying within council one month longer than had been budgeted.
- Depreciation is \$4.9m over budget as a result of higher-than-expected asset depreciation and amortisation mainly from Information Services \$1.11m, Waterfront Assets \$1.1m and Traffic Control \$1m.
- General Expenses are \$3.6m over budget which has been driven by Utility Costs being \$2.8m or 10% over budget.
 - \$1.6m relates to costs to continue operate in City Housing assets which has been offset by higher than budget revenue of the same amount. This has been corrected in the forecast.
- Professional costs are underspent by \$2m (21%). This variance is spread across the organisation with the bulk sitting in Planning & Environment \$1.1m (Strategic Planning and Climate Change Response owing to timing in the delivery of the work programme).

Consolidated Full Year Forecast 1 July 2023 – 30 June 2024

	<i>Full Year</i>		
	<i>Forecast</i>	<i>Budget</i>	<i>Var</i>
	<i>\$000's</i>	<i>\$000's</i>	<i>\$000's</i>
Rates & Levies Revenue	486,241	481,110	5,131
Revenue from Operating Activities	182,473	174,798	7,676
Investment Revenue	22,452	22,427	25
Other Revenue	189,898	186,710	3,188
Development Contribution Revenue	9,207	3,500	5,707
Total Income	890,272	868,544	21,727
Personnel	179,484	177,782	1,703
Contracts, Services, Materials	269,175	272,264	(3,088)
Professional Costs	17,057	19,206	(2,148)
General Expenses	116,032	108,111	7,921
Depreciation and amortisation	204,548	196,468	8,080
Interest Expense	58,989	60,959	(1,970)
Internal Recharge and Recoveries	(12,254)	(18,424)	6,171
Total Expenditure	833,032	816,365	16,668
COUNCIL NET SURPLUS/(DEFICIT)	57,239	52,180	5,059

We have completed a full forecast for the 23/24 financial year which has resulted in the forecast net surplus increasing \$5m to \$57m.

Forecast Revenues Up \$22m to \$890m

- Vested or gifted assets are forecast to increase compared to budget by \$34m. The majority reflects the Waka Kotahi share of LGWM projects that will be completed and returned to WCC. The gifting of this asset had not been budgeted.
- Rates Revenue is forecast to continue to be above budget by \$5m for the full year.
- The City Housing/ HUP 2 operations has been reforecast now the agreements with Te Toi Mahana have been finalised. This has led to revenue increasing \$5.3m and expenses increasing \$3.9m.
- Development contribution revenue is forecast to be above budget for the full year by \$5.7m. YTD revenue is up by \$2.2m.
- Sludge grant revenue is forecast to be down \$32.2m on budget. Construction contracts are now complete, and the new spend profile has been reflected in the forecast.

Forecast Expenses increase by \$17m to \$833m

- Depreciation and amortization are forecast to be \$8m or 4% higher than budget (YTD \$4.9m over budget). The Key areas driving this variance are
 - Software amortization \$1.7m or 34%.
 - Waterfront Public Space management \$1.9m and
 - Traffic Control Asset Management \$1.7m

- The City Housing/ HUP 2 operations has been reforecast now the agreements with Te Toi Mahana have been finalised. This has led to revenue increasing \$5.3m and expenses increasing \$4.3m.
- Quarry Expenses have been reforecast in line with the new operations contract (Increase of \$3.6m on budget). This operation used to be accounted for on a net result basis but now we required to account on a gross basis. This means revenue and expenses are now higher, but the net result is similar (Net Surplus \$1m).
- Urban development heritage and public spaces development full year spend is forecast to be \$4.5m to \$24.7m. The key drivers are the Build Wellington Program up \$3m, CBD Conversions up \$2.8m offset by a reduction in other costs by \$1.5m.
- Let's Get Wellington Moving is down \$7.6m as the project has slowed down due to uncertainty relating to the program of work.

Financial performance by individual strategic activity areas including financial commentaries is outlined in Section 3.

4.2 Treasury Report

Debt funding activity

	Current	YTD Change
Gross Borrowing*	\$1,485,000,000	\$245,000,000
Net Debt	\$1,305,177,418	\$174,685,994

*Total Gross borrowing less prefunding

In quarter two, gross borrowings increased by \$143m. This debt was to fund our capital program spend for quarter two and to prefund our capital programme requirements through to March 2024.

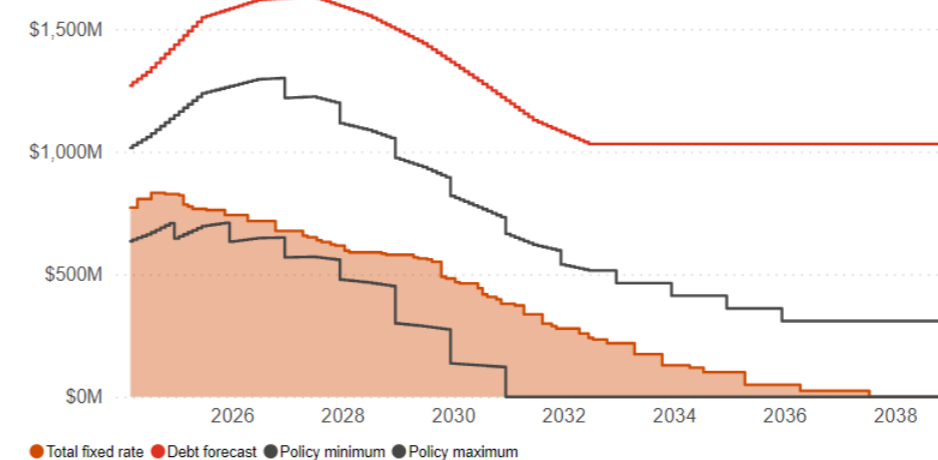
Policy Compliance

Risk Area	Compliance Status	Plain Language Meaning
Liquidity Risk	Compliant	Cash Availability
Funding Risk	Compliant	Spread of Debt Maturities
Interest Rate Risk	Compliant	Managing Interest Rate Risk
Counterparty Risk	Compliant	Not all eggs in one basket

- The Council complies with the liability management policy as at the end of December. During the quarter, we were compliant each month with our liquidity ratio.
- In quarter 2, updates to the liability and investment policy were approved by Council, and the changes will be implemented by 30 June 2024 (in line with the LTP).
- We continue to work on our debt forecasting and interest costs in line with the LTP process, with a similar trajectory to the 2021-31 LTP.
- Interest costs continue to be managed using a mixture of floating and fixed rate debt in compliance with our treasury policy.
- We added two new interest rate swaps to our portfolio of \$20m each with fixed interest rates of 3.9925% and 3.915%. This extended our compliance period for interest rate risk by three months to December 2024.
- Liquidity management is challenging in the current environment with increasing debt driving a need for a corresponding increasing level of liquid assets required to comply with our internal policy. Liquid assets (for treasury management purposes) include cash in bank, standby bank facilities and term deposits maturing within 30 days of measurement date.
- A working capital facility with ANZ is now in place. We are currently using the working capital facility to help manage cash flow of the sludge minimisation plant construction this is due to timing of reimbursement drawdown occurring quarterly under the IFF agreement. Our second payment reimbursement draw down was in December

Most existing Council debt has been fixed for at least the next three years and 52% of our debt is currently hedged. The below table displays our level of hedging over our debt maturity horizon.

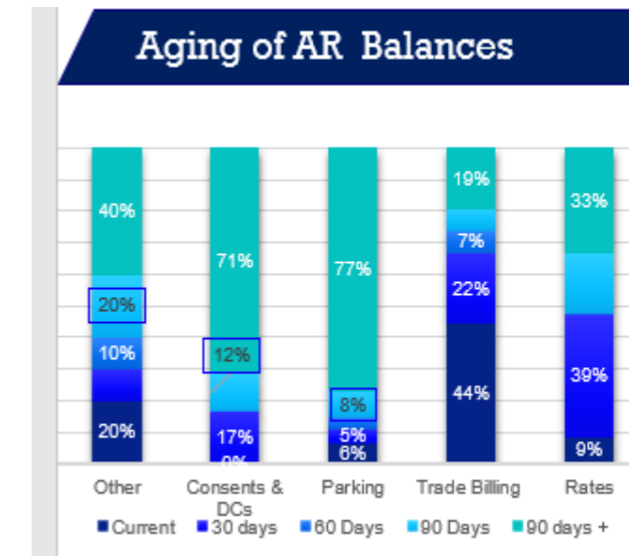
Interest rate risk timeline



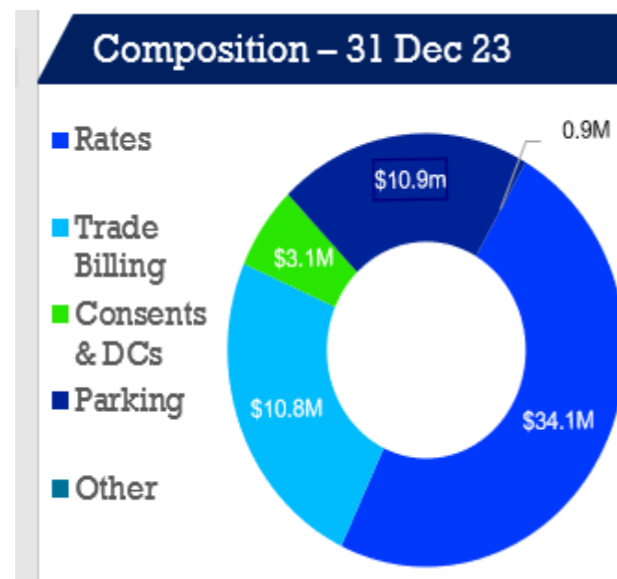
4.3 Rates and General Debt

Total Debtors is \$59.8m, higher than the same period last year (\$57.1m). The main driver of the increase is in outstanding debtors is coming from Rates. This correlates to the increase in rates of 12.3% after growth. However, this increase has been mitigated by enhanced collections from trade billings, including property leases and other services. The following table summarises the debtor balance as at 31 December 2023.

Type of Debt	Balance	Debt at Risk	Already Provided for in Accounts	At Risk Balance as a % of Total	# of Accounts at Risk
Rates	\$34.10	\$4.90	\$1.90	14%	1350
Trade Billing	\$10.80	\$1.60	\$0.80	15%	169
Consents and DC	\$3.10	\$2.10	\$1.00	68%	446
Parking	\$10.90	\$8.10	\$6.10	74%	>1000
Other	\$0.90	\$0.10	\$0.00	11%	>1000
Total	\$59.80	\$16.80	\$9.80	28%	



The rates debtor balance of \$34.1m is made up of \$28.2m rates debt and \$5.9m of water rates. \$9.4m of the rates balance remains outstanding from prior year of which \$4.1m is secured (properties with mortgages) which will be recovered by the mortgagee process and \$5.3m is unsecured which will require proactive actions to recover.



Rates Debt Summary (excludes Water Rates)	Current Year (m)	Prior Year (m)	Total (m)
Balance as at 31 December 2023	\$ 18.8	\$ 9.4	\$ 28.2
Debt Related to Mortgaged Properties (Secured)	-\$ 12.2	-\$ 4.1	-\$ 16.3
Unsecured Debt	\$ 6.6	\$ 5.3	\$ 11.9
Less: Payment Arrangements & Provisions	-\$ 0.2	-\$ 2.8	-\$ 3.0
Current unsecured debt considered low risk.	-\$ 4.0	\$ -	-\$ 4.0
Debt at risk	\$ 2.4	\$ 2.5	\$ 4.9

Section 5. Community outcomes

We track a suite of outcome indicators to understand how the Council and city is changing and monitor progress towards our vision and community (wellbeing) outcomes. Meeting these outcomes is not just the work of Council but also of the city as a whole. The aim is to track meaningful indicator changes over to inform our planning.

This is the third year we are monitoring our outcome indicators for trends in LTP community wellbeing.

Ongoing improvement the underlying data to reflect the work the city is currently delivering and as well as the draft LTP outcomes continued during the quarter.



Summary observations

Environmental wellbeing

A sustainable city, there are indications that we're making early progress, for example an increase in the use of solar energy and increase in food rescue. Residents have a high awareness of the current state of our environment, including issues related to pollution and waste which is an enabler of behaviour change (Source: RMS 2023)

Social wellbeing

While city safety remains a concern, there is a strong feeling of being connected to the community for residents. Compared to previous years, there are positive improvements in housing affordability and healthy housing, with fewer residents reporting damp homes and many reporting improvements in home heating (Source: RMS 2023)

Cultural wellbeing

The city's cultural and arts sector is still in recovery mode from COVID-19. However, residents have expressed very strong support for arts and culture, and a sense of pride in the city. (Source: RMS 2023)

Economic wellbeing

Permanent and long-term migration has significantly increased this year, and the economy shows great signs of recovery post COVID-19 with the return of international events, visitors and residents. (Source: StatsNZ)

Snapshot of Emerging indicator trends

Highlights

- A steady increase from the previous year in the capacity of solar as a renewable energy source, with solar energy installations rising 96% over the past five years.
- City greenhouse gas emissions fell by 9% between 2020 and 2022.
- Positive trends in city food rescue and redirection, resulting in meals being provided to those in need and a reduction of CO2 emissions.
- Improvements in people's ability to contribute to, and be a part of, a community and to interact in society.
- Very positive increase in permanent and long-term migration to Wellington City.
- Steady increase in long term growth of GDP per capita, with improved housing affordability and wellbeing, and household income.

Challenges

- A slow decline in residents' perceptions of our rich and diverse arts scene, however there's high satisfaction with Council-run events attended by residents.
- A slight decrease in resident's sense of pride in the area, but an increase in positive perceptions of the city
- Fewer residents feel it's easy to access the city, which is attributed to bus network issues and fewer parking options in the city.
- The proportion of residents who have confidence in Council's decision-making processes remains low, although confidence has increased from last year's results, and we expect this metric will lift as changes are made in the way the Council engages with the community

Part D: Appendices - Detailed performance information



Appendix 1: Strategy Updates

Tūpiki Ora Māori Strategy
<p>Vision: Kia mauri ora te taiao, kia mauri ora te whānau, kia mauri ora te ao Māori The vitality of our environment is nourished, the wellbeing of our whānau is fostered, te ao Māori is embraced and celebrated</p>
<p>Summary status:</p> <p>Overall health and progress status is reported as GREEN</p> <p>The work programme includes 47 projects and initiatives being led by 22 business units.</p> <ul style="list-style-type: none"> • 1 Completed <ul style="list-style-type: none"> ○ Audit, Risk and Assurance team completed a strategic risk profile for the ‘non-delivery of Tūpiki Ora and Tākai Here.’ This was approved by Audit and Risk Committee in November 2023. • 23 In progress <ul style="list-style-type: none"> ○ This represents projects that could be in any phase of the project cycle. For example, in the early initiation phase, planning or implementation. • 17 Not started <ul style="list-style-type: none"> ○ This represents projects where there is still intent to proceed but activity to date does not yet suggest the project has been formally initiated. ○ Others have not started due to dependencies. For example, work cannot commence on drafting a Papakainga Chapter for the District Plan until Commissioners on the District Plan Hearing’s Panel release their recommendations. Due February 2024. • 2 Closed and will not proceed <ul style="list-style-type: none"> ○ Projects that were not approved to proceed in 2023/24 following further business justification analysis. Includes the business case for Cuba Street upgrade which was to work with a Māori design studio. Also not progressing is an e-learning module for staff on engaging with our Tākai Here partners. Some aspects of this project may however be incorporated into the development of Council’s Māori capability framework - Kōkiritia. • 4 Paused <ul style="list-style-type: none"> ○ Projects are paused for reasons such as staff capacity or turnover. <p>Background:</p> <p>Council has an agreed annual work programme of projects and initiatives with clear alignment to Tūpiki Ora actions and the priorities of our Tākai Here partners. There are many other projects across Council that contribute to realising Tūpiki Ora however, the agreed work programme is the focus for monitoring and reporting. This approach enables more meaningful reporting of progress rather than scooping up all the things Council are doing that have a Māori component that can be associated with Tūpiki Ora actions.</p> <p>Each year, projects and initiatives are selected for monitoring and reporting which take the following into account:</p> <ul style="list-style-type: none"> • Continuity and financial prudence. For example, prioritising existing projects over new. • Efficiency. For example, contributes to other key strategies in Council. • Collaboration. Projects and initiatives that establish more effective ways of working across Council and with our partners. • Impact. For example, derives the greatest value from the 10-year Māori outcomes funding. <p>Our reporting focuses on how these projects collectively contribute to Tūpiki Ora. Individual project progress is reported through the lead business unit’s performance reporting</p> <p>Quarter 2 update:</p> <p>Tūpiki Ora outcome areas include Pae Hekenga or waypoints. Helping us to navigate toward the longer-term outcomes.</p> <p>Status is determined by the number of projects completed and in progress overall. 50% or more is green, less than 50% is amber, less than 25% is assessed as red.</p> <ul style="list-style-type: none"> • Pae Hekenga 1: Te whakatairanga i te ao Māori - enhancing and promoting te ao Māori <p>Of 15 projects and initiatives – 9 in progress, 4 not started, 1 closed, 2 paused</p> <p>Status rating GREEN</p>

Commentary: Incorporating te ao Māori narratives, identities and histories into infrastructure, facility and event projects typifies Council's current commitment and approach. This type of kaupapa adds significant value to the cultural landscape of Whanganui-a-Tara, te ao Māori presence and an increasing sense of place for hapori Māori and Mana Whenua.

Key projects to facilitate these opportunities this year include Te Ngākau and our annual events such as Matariki ki Pōneke. Several other projects, that are more internally focussed, are underway to improve collaboration on these types of opportunities and support a more coordinated approach to engagement with Tākai Here partners.

- **Pae Hekenga 2: Tiakina te taiao – Caring for our environment**

Of 8 projects and initiatives – 4 in progress, 4 not started

Status rating **GREEN**

Commentary: This outcome area has the fewest projects and initiatives where alignment to Tūpiki Ora is strong. However, that may not be a fair representation of Council's overall investment in the inclusion of Māori and of matauranga Māori in our environmental planning and implementation.

Initiatives include climate change response, Taputeranga Island restoration, kai sovereignty and water quality aspirations. The latter two are not started and scoping will start in quarter three.

The key challenge in this outcome area is the lack of visibility we have across Council of our environmental initiatives. This presents a challenge for us when engaging with our Tākai Here partners on what is possible, where and when. This is a known gap and one that is being considered as part of a review of the Council's strategic framework and also as part of improvements we are considering to our engagement model with our Tākai Here partners.

- **Pae Hekenga 3: Te whakapakari pūmanawa - building capability**

Of 13 projects and initiatives – 1 complete, 6 in progress, 4 not started, 1 closed, 1 paused

Status rating **GREEN**

Commentary: This outcome area represents a diverse range of areas which collectively would see a step change in capability for Council, kaimahi Māori, Tākai Here partners and community. Those in progress include:

- Developing an enhanced model for giving effect to our Tākai Here partnership – this would assist all Council staff in their engagement.
- Commissioning an improvement initiative to support the needs of kaimahi Māori to thrive at Council.
- Finalising the development of dashboard reporting that assesses our progress toward Tūpiki Ora – helping us move from reporting on the completion of projects to reporting on the difference they are making.
- Finalising Kōkiritia - creating supporting resources to enable our internal Māori capability framework.
- Enhancing our planning and decision-making tools with better guidance on how to incorporate better outcomes for Māori.

Other projects and initiatives which have not started yet include:

- Considering options for how we could better support our Tākai Here partners capacity and capability to comment on resource consenting applications.
- Incorporating Marae into emergency response and recovery policies and procedures.
- Exploring an opportunity to establish a working example for co-management and/or co-governance (action in Te Whai Oranga – Open Space and Recreation strategy).

- **Pae Hekenga 4: He whānau toiora – thriving and vibrant communities**

Of 11 projects and initiatives – 5 in progress, 5 not started, 1 paused

Status rating **AMBER**

Commentary: Objectives within this Pae Hekenga include housing, accessibility to spaces and places, Māori business, and leadership opportunities for rangatahi Māori. These represent aspects that make a real difference in people's lives but also require greater investment and greater coordination across services, stakeholders, and partners.

Projects in progress include three that relate to supporting Māori business and economy: re-engaging with Māori Business Networks, setting progressive procurement targets specific to Māori outcomes, and providing procurement support to Māori and iwi owned businesses. This support includes creating a tendering training guide for suppliers due for release in late 2024.

Housing remains a key priority for us all, including our Tākai Here partners. There are a range of projects and initiatives relating to housing and whenua. These represent mostly existing projects or business as usual processes (e.g. consenting) where we are seeking greater internal coordination to identify and advance objectives specific to Māori. These include progressing a papakainga chapter for the District Plan.

Te Atakura – First to Zero
<p>Goal: Wellington is a net zero emission city by 2050</p> <p>Summary status:</p> <p>Overall health and progress status is reported as AMBER</p> <p>Reduce City emissions by 57% between 2020 and 2030, and net zero by 2050 - status is AMBER:</p> <ul style="list-style-type: none"> Annual total gross emissions decreased by 1.4% from FY22 to FY23 driven by a reduction in the emissions intensity of national electricity generation which meant that electricity was 44% less carbon intensive per unit consumed than in FY22. City emissions have reduced by a total of 10% between FY20 and FY23 against the target of 57%.. Comment: Need to maintain momentum, and focus on delivering the projects with greatest potential impact on city emissions and where Council has the greatest influence (the transport system and creating higher urban density). <p>Reduce Council’s Scope 1 & 2 emissions by 57% between 2020 and 2030¹, and overall to net zero by 2050 – status is GREEN</p> <ul style="list-style-type: none"> A significant reduction in emissions from the landfill that has reduced Council emissions by about a third. The Council Emissions Reduction Plan is currently under development. Comment: Council Emissions Reduction Plan and 2030 target approved by the Executive Leadership Team on 13 November 2023. <p>Create a resilient city and Council – status is AMBER:</p> <ul style="list-style-type: none"> Adaptation work programme is on track. Comment: Central government clarity on policy, funding and financing required to make further progress
<p>Background:</p> <p>Council declared a climate and ecological emergency in June 2019 and adopted <i>Te Atakura – First to Zero</i>, which addresses both how we prevent climate change from getting worse, and how we adapt to the impacts of climate change that can’t be avoided. When surveyed, 92% of Wellingtonians are a little, a lot or very worried about climate change. The strategy responds to the need to take urgent collective climate action to protect the people, places and lifestyle we love, and outlines the role of Council as a local government organisation in responding to this challenge.</p>

¹Scope 1 & 2 emissions are those directly under our control (for example petrol and diesel in vehicles, landfill methane, electricity and gas in buildings)

Te Atakura – First to Zero						
Quarter 2 update:						
Te Atakura Implementation plan progress						
Action areas	Purpose	Programme / activity	Q2 Progress	Comments	Contribution to reduction targets	
					2030	2050
Te Ao Māori and climate action						
Aligning with Tūpiki Ora	Partner with Mana Whenua and Māori to achieve equitable and sustainable change	Te Ngutu Kākā (CCR’s Māori Partnerships and Engagement Strategy)		Relationship building with mana whenua on the topic of climate action is going well.	✓	✓
Become a net zero-carbon city						
Transport and urban form	Create a city where you can live close to where you want to go, and to get there safely and reliably using zero-carbon transport options.	Proposed District Plan		Enables significantly increased urban density, currently in the approvals process.		✓
		Mass rapid and public transport improvements		With a change of govt, there is temporary uncertainty on the future of public transport and mass rapid transit investment (previous name of activity was LGWM)		✓
		Paneke Pōneke		In Q2 traffic resolutions were approved for two projects in the central city and Karori. Construction planning for a further two projects commenced with delivery due to start in Q3. Changes to public road space allocation require significant community engagement and a strong focus on the “why”.	✓	
		EV charging stations		2 chargers installed in Q2 (at Worsler Bay). Note that the easy locations have been progressed first, and future sites may be more challenging. At least 20 new chargers across ten sites will be submitted for Council approval in April, with installation planned for May/June.	✓	✓
		Practical support to shift travel habits, from advice to minor works		Continued mahi in progress with existing programmes including working with schools and workplaces, team working collaboratively with GWRC. Ongoing support for the roll out of Paneke Pōneke made possible through DIA Better Off funding.	✓	
Building energy	Support building owners to upgrade to a higher standard than the Building Code, creating warmer, drier homes that use less energy.	Home Energy Saver		Requests for assessments are down, reflecting current economic conditions – have implemented a renewed focus on advertising. Programme is not proposed to be continued in the 2024 LTP.	✓	
		Environmental and Accessibility Performance Fund		Three current applications for \$2.5m in total. Two other potential applications (amount unknown). Programme may not be continued in the same form in the 2024 LTP.	✓	✓

Te Atakura – First to Zero						
Action areas	Purpose	Programme / activity	Q2 Progress	Comments	Contribution to reduction targets	
Become a net zero-carbon city						
City-wide initiatives	Inspire and encourage businesses, communities and individuals to take climate action. Partner with mana whenua on climate action.	Supporting community and business led climate action planning		Let's Talk Shop – planning underway for three more cohorts in Q3/Q4. Zero Together – two cohorts were run in Q2 with 19 attendees, delivered by four new community facilitators. Eleven community facilitators are now available to run future courses, nine having come through the course. Initial discussions underway about co-developing 1 hour sessions, which may be more attractive to workplaces (sessions are currently 2 hrs each). Initial gathering of 'alumni' held in November. Community climate plans – first plan underway with Ngaio Crofton Downs Climate and Sustainability Fund – \$196,427 of \$250,000 allocated in the first round; a second round to open in Feb/ Mar 2024	✓	
		Support for sector transition planning		Internal team set up across Waste, Economic Wellbeing and Climate Change Response.	✓	✓
	Climate action education campaign		Project discontinued and reframe underway.			
	Climate action focused community engagement		Looking to use a greater proportion of the DIA Better Off funding on practical support for community climate action across mitigation and adaptation, in alignment with the terms of our funding agreement.	✓		
Advocacy	Encourage stronger climate action from central and regional government	Submissions		Submitted on central govt inquiry into Community-led Managed Retreat and Funding in October. Looking forward to this work continuing under the new government. Focus on growing relationships with officials.	✓	✓
		Regional projects		The regional emissions reduction project was presented t the WRLC in November and was positively received. Reaching agreement across the regional leadership committee members is key to success.	✓	✓

Te Atakura – First to Zero			
Become a net-zero carbon Council			Q2 Status
Council	Integrate climate considerations into Council decision-making	Carbon accounting	FY23 accounts complete and audited. Emissions Reduction Plan (ERP) approved. Application submitted to LGFA for a Climate Action Loan which will give a discount on Council’s debt as our debt terms roll over.
		EV Fleet	69 of Council’s 78 passenger vehicles are now EVs or PHEVs (89%). Investigating opportunities for transitioning remaining vehicles and equipment over to battery electric.
		Carbon forestry	Transferred all WCC PFSI forestry credits into the new ETS PP89 permanent category
		Climate Smart Buildings and Infrastructure	Project has been incorporated into Council ERP.
Adapt to the impacts of climate change			Q2 Status
Understanding the problem	Develop the insights required to plan next steps for Council assets and broader City adaptation.	Wellington Regional Climate Change Impact Assessment	The draft of the report for the Wellington Regional Climate Change Impact Assessment has been received. The final report is expected to be public in July 2024 after being endorsed by the Wellington Regional Leadership Committee.
		Climate-related Disclosures	Council’s first TCFD Climate Risk Assessment Report was completed in November 2023. On track for incorporation of key insights into the 2024 Long-term Plan.
Council’s strategic approach to adaptation	Develop a strategic approach that allows us to respond proactively and with agility	Internal policy work building on the Resilience Strategy	A few elements of strategic advice to embed climate risk management and adaptation planning has been provided to key Council projects including the Infrastructure Strategy; Let’s Get Wellington Moving; Growth Plan; and draft Coastal Management Strategy.
Working with communities	Enable community participation adaptation decision-making	Bloomberg Project	The first prototype was developed and tested with over 600 members of the public. Project won an award in Seoul for city innovation. The next step will be to develop and test a second version of the prototype by end of June 2024 as part of Council’s wider public education activities on climate change risks and adaptation.
		Climate Adaptation Community Engagement Roadmap	Approved in April 2023. Phases 1 and 2 are concurrently being delivered. This includes climate risk assessments, partnerships with mana whenua on adaptation planning, as part of Community Climate Conversations.
		Community Climate Conversations	Webinar held end of July. Conversations started with a variety of community groups in Wellington City, Linden, Vogelmorn, and Ngaio, as well as with universities, the theatre sector, and rangatahi groups.
Advocacy	Encourage the faster development of policy clarity	Influence government policy	Council submitted on the Government’s Community-Led Retreat & Adaptation Funding Issues & Options Paper and the draft National Policy Statement on Natural Hazard Decision-Making in November 2023. All three EDS working papers are complete – the final paper Aotearoa New Zealand’s Climate Change Adaptation Act: Building a Durable Future, Options and Models for Managed Relocation Policy, Working Paper 3 was published December 2023.

Te Atakura – First to Zero

Te Anamata ā-Kai o Tō Tātou Tāone - Our City’s Food Future Action Plan

Overall health and progress status is reported as AMBER

In Q2 FY23-24, progress was achieved, particularly in Focus areas 1, 3, and 4 of Te Anamata a-kai o Tō Tātou Tāone. Several initiatives were delivered to bolster food knowledge and skills within the community. Notably, the Zero Together workshops aimed to inspire and educate individuals on sustainability topics, complemented by the Seeds to Feeds and Garden to Table contracts, which gave funding to supporting community-led initiatives to empower people, including children, to cultivate, cook, and share their own food. Moreover, collaborative efforts were started to co-create enhancements to Wellington’s food system, including supporting food spaces in social housing and ensuring day-to-day coordination for food security among service seekers. These endeavours were aimed at fostering diversity in food harvesting, making, and sharing within neighbourhoods, with impactful campaigns like Local Food Week, Neighbours Aotearoa, and the Seeds to Feeds project serving as catalysts.

Strategy actions	Q2 Status	Comment
1.1 Motivate and resource people with the skills and education to increase their knowledge around food.	On track	<ul style="list-style-type: none"> Two new Zero Together workshop series delivered in Q2 FY23-24 Seeds to Feeds Contract funding for delivery of Local Food Week and facilitating community-led events. Garden to table contract funding for delivery of their programme that empower Tamariki to develop skills and knowledge for growing and cooking their own food.
1.2 Co-create improvements to Wellington’s food system for providing day-to-day support	On track	<ul style="list-style-type: none"> Initiating a social housing funding model in collaboration with Climate Change Response and Te Toi Mahana to support activating food spaces. Continuing day-to-day coordination with agencies to ensure food security for service seekers.
1.4 Increase the diversity of people involved in harvesting, making, and sharing food in neighbourhoods	On track	Seeds to Feeds and local food week encourages more people to get involved in harvesting, making, and sharing food in neighbourhoods.
2.1 Benchmark Wellington’s emergency response	On track	<ul style="list-style-type: none"> Coordination started with WREMO on benchmarking Wellington's emergency food response and scoping this work for Q3-4 FY23-24 Seeds to Feeds Contract funding for delivery of community resilience and preparedness. Much of this work will progress in Q3/Q4
3.1 To uphold the mana of Te Ao Tūroa (the natural world)	On track	Community Composting Hubs Trial established 2 new hubs to begin operation in Q3-4
3.2 Support existing initiatives and continue to grow Māori Mahi Kai capacity and leadership in Te Whanganui-a-Tara Wellington	On track	Coordinating with Climate Change response to align to Mana Whenua Engagement Strategy – Kai Sovereignty Network to be scoped and initiated in Q3/Q4
3.3 Showcase and share information, pūrākau (narratives), and experiences about Māori kai sovereignty practices and current success stories	On track	<ul style="list-style-type: none"> Developing comms campaign for Local Food Week and Seeds to Feeds Garden to Table programme that showcase and share information about Māori kai sovereignty practices a promotes Māori narratives and experiences related to kai.

Te Atakura – First to Zero		
Te Anamata ā-Kai o Tō Tātou Tāone - Our City's Food Future Action Plan		
4.1 Investigate and implement models for citywide composting*	On track	<ul style="list-style-type: none"> Composting Hubs trial made progress on establishing 2 new locations. See Zero Waste Strategy and Waste Minimisation reporting for more detail on Q2 progress Seeds to Feed work includes diverting food waste from landfills to composting, which contributes to a more climate-responsible food system.
4.4 Take what you need, share any extra	On track	<ul style="list-style-type: none"> Neighbours Aotearoa campaign for GROW Pōneke combined with Seeds to Feeds in order to promote sharing and more involvement by local communities in sharing healthy food with each other. Through the Seeds to Feeds contract, we provide community members with the skills they need to grow things to share, preserve and prepare food, and share their surplus.

Strategy for Children & Young People

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

Summary status:

Overall health and progress status is reported as AMBER

The implementation of the Children and Young Persons Action Plan has faced challenges. Covid-19, organisational capacity, resourcing, and staff turnover have been the main issues. Of the 71 actions, 9 actions have been completed, 56 are progressing and 7 have not yet started with a number to be completed by August 2024 with the exception of actions that specifically involve construction or have not yet been assigned. A refresh of the action plan will be completed in 2024. This refresh will re-engage key teams across the organisation and will focus on ensuring that actions captured can be resourced and implemented effectively, and will seek to embed the intentions of the Children and Young Person Strategy through all the work we do at Council.

Background:

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

Connection to other strategies:

The Children and Young People Strategy aligns to the Long-Term Plan (LTP) Community Outcome area, Social Wellbeing – a city of health and thriving whānau and communities, and is connected to two of our LTP approaches, making our city accessible and inclusive for all and engaging our community. While not directly connected to any of the 2024 strategic priorities, the priorities of young people outlined in the Children and Young People Strategy are present in most of the LTP strategic priorities.

There is strong alignment with the Tūpiki Ora Māori Strategy with 83% of updated actions identified as aligning with Tūpiki Ora, including the prioritisation of Māori wellbeing, engagement with Māori youth, promotion of Te Reo and engagement with mana whenua throughout development. The actions that didn’t show alignment either indicated future alignment when the timing is right or stated that the action was never in scope. It is worth noting that the Children & Young People action plan was created before the Tūpiki Ora Māori Strategy was developed. We have also identified overlaps between some of the actions in the Children & Young People Strategy and the Tūpiki Ora Māori Strategy and recommend that actions are reported through only one strategy for consistency. Additionally, there is strong alignment between the Children and Young People Strategy and the Council’s Social Wellbeing Framework and Te Whai Oranga Pōneke, the new Open Spaces and Recreation Strategy.

Delivery and milestones by focus area

Many actions continue to be marked as in progress, however, there have been significant milestones reached for each focus area. The status of the actions for each focus area and significant milestones are indicated below.

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

9 Actions Total – 2 completed, 5 in progress, 2 no update

- Milestone 1 – Island Bay, Cuba Street Playground and Frank Kitts Park have all had 2024 dates set for completion and opening, with Frederick Street Park starting construction in 2025. This investment into new high-quality play spaces create safe and attractive places for young people to reside in their city.
- Milestone 2 – In November the Courtney Place Precinct Plan was adopted by working with key stakeholders to deliver a Wellington at Night Plan. March 2024 will mark the beginning of the delivery of the supporting action plan.

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

22 Actions Total – 2 completed, 8 in progress, 11 not responded

- Milestone 1– In an effort to introduce a Wellington Zoo climate action focus through habitat design and learning sessions, over 5,000 students attended formal learning sessions at Wellington Zoo in November and December 2023.
- Milestone 2 – In response to the 2021 goal to create a space for young people to spend time, a central city youth hub space has been found on Willis Street. The new youth hub space, Te Tai Ohinga, will open in May 2024.

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

10 Actions Total – 1 in progress, 9 no update

Strategy for Children & Young People

- Milestone 1 – Youth accommodation provider challenges discussed at both MDT and Officers group, HUD confirmed the 2 funded providers of youth transitional housing. Team members also attended Maanaki Rangatahi Collective Hui, a nation-wide movement to support youth homelessness. This will be a key forum that the team will attend regularly in 2024 to collectively find solutions for youth housing in Pōneke. It appears that utilising both of these interagency groups to support housing for homeless youth with invested stakeholders is more beneficial and retains less risk than creating our own separate agency.

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

12 Actions Total – 3 completed, 1 in progress, 2 on hold, 6 no update

- Milestone 1 – Stories in Our Wellington Summer Magazine were published in line with promoting Wellington as a family friendly city. Play areas and challenges, as well as family friendly events were promoted.

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

8 Actions Total – 1 complete, 1 in progress, 1 on hold, 2 no update, 1 not yet started

- Milestone 1 – Our Harm Prevention team has spent time collaborating with stakeholders on student safety as part of the Wellington at Night Plan. There are safety plans over the summer season, including on O Week and Homegrown weekends that are in place to keep students safer. Take10 already has a very successful first site, but its second site pilot is expected to be up and running end of February – April.
- Milestone 2 – The Rangatahi Pathways started March 2023 and has successful engagement with high school Gateway coordinators.

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

11 Actions Total – 3 in progress, 1 on hold, 1 not yet started, 6 no update

- Milestone 1 – In October/November the CYS Coordinator ran the second digital literacy training round for staff (within the context of delivering programmes to children and youth). Topics included using VR Technology with Groups, and an Introduction to Robotics with NAO. Unfortunately there were fewer attendees than planned due to unavailability due to wellness cover, and the Introduction to Coding with Scratch and Python had to be cancelled for the same reasons. We aim to offer this again in 2024.
- Milestone 2 – Wellington Zoo has now increased our targets for our United Nations Sustainable Development Goal measures to 7,500 school children to be educated about climate change and action and 1,200 children learning about environmental actions.

Overall health of the strategy:

Completing actions for the Children and Young People Strategy is facing challenges across Council with capacity and budget constraints. There is a lack of clarity on who should be implementing some actions, as well as a lack of base strategy knowledge. The establishment of a baseline has indicated that a number of actions could be integrated into BAU Overall, the strategy has highlighted our focus and opportunities to better meet the needs and priorities of children and young people in the city. We expect many of the actions outlined in the action plan will be completed by August 2024 with the exception of actions that specifically involve construction or have not yet been assigned.

The strategy and associated action plan were deliberately ambitious and aspirational, however not all actions were allocated budgets and resource, and the capacity of the organisation to deliver against the plan alongside a range of new and competing priorities has been a challenge. A refreshed action plan, due to be completed in 2024 will focus on capturing actions that can be resourced and delivered. Appropriate governance, monitoring and oversight will be implemented to ensure that momentum is achieved and maintained.

Aho Tini – 2030 Arts, Culture & Creative Strategy

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

Quarter 2 update:

Overall health and progress status is reported as GREEN

The strategy’s focus is on ensuring that projects of scale are delivered with as much quality as possible for both the creative sector and for Wellingtonians. This has led to increasing engagement with the various projects in the Te Ngākau precinct as the centrepiece and “creative spine” of the city. In addition, twin drivers of engagement with mana whenua, and inclusion and diversity strategies as a whole influence the entire annual programme as well as funding creative sector organisations to enliven and enrich the cityscape and deliver economic and social outcomes. Summary of status for Q2 is shown below:

Programme / Activity	Focus Area	Action	Q2 Status	Comments
Arts and Culture Fund (\$209,322.00 distributed to 31 applicants in Oct)	Aho Tangata	Approach Reflect the increasing diversity of our communities and encourage access to and participation in arts and culture.		October ‘Arts and Culture’ funding round – 12 successful applications aligned to Aho Tangata.
	Aho Hononga	Approach Partnerships with mana whenua or Māori connections with mana whenua.		October ‘Arts and Culture’ funding round – 2 successful applications aligned to Aho Hononga.
	Aho Whenua	Approach Our places, spaces connect venues with its users and wider community.		October ‘Arts and Culture’ funding round – 6 successful applications aligned to Aho Whenua.
	Aho Mahi	Approach Supporting career pathways for artists.		October ‘Arts and Culture’ funding round – 11 successful applications aligned with Aho Mahi.
Multi-year funding: \$398,978.05 was delivered to Multi-year organisations as part of their contracts this quarter.	Aho Tangata	Partnership with mana whenua and Māori 2. Increase Council cultural competency and capacity and ensure framework and structures are in place to enable correct and respectful use of tikanga.		Tikanga and kawa prioritisation and implementation into Te Matapihi operational design has been scoped in parallel with Mātauranga Māori strategy development.
	Aho Hononga	Visible 1. Work with mana whenua to develop a bold programme to highlight the visibility and intensify the experience of mana whenua creative practices, stories, history, te ao Māori and communities in places and spaces. Working together 6. Increase Council cultural competency and capacity and ensure framework and structures are in place to enable correct and respectful use of tikanga.		Co-commissioning with Mana Whenua co-design partners to expand involvement of Mana Whenua artists through the overall design and development of rawa. Tikanga and kawa prioritisation and implementation into Te Matapihi operational design has been scoped in parallel with Mātauranga Māori strategy development.
	Aho Whenua	Venues and audiences 3.2. Explore how the creative sector can enhance the city's venues and facilities for the benefit of Wellingtonians: b) Focus on the Council's building and infrastructure programme including: iv. Te Matapihi ki te Ao Nui		Full engagement with Mana Whenua continues during the design and build phase of Te Matapihi. The venue has been developed in a way that reflects the cultural identity of Wellington and supports its creative sectors.
	Aho Mahi	Our creative economy 4.1. Create as many opportunities as possible for increased involvement by Wellington-based/affiliated creative sector artists and organisations in Council (and CCO) programmes and facilities, including those identified in other focus areas: a) In major builds including Te Matapihi ki te Ao Nui Central Library		Te Matapihi venue, and the services that will be provided within, are being designed to connect a wide range of Council (and CCO) programmes, and Wellington-based creative sectors. Te Matapihi in itself will be an important attractor of visitors to Wellington CBD.
Re-Imagining Toi Pōneke	Aho Tangata	Partnership with mana whenua and Māori 1.1. Increase presence of ngā Toi Māori and te reo Māori in Council facilities and programmes Diversity, access and inclusion 3.b) Explore youth-led ways to listen to young people through the arts, build youth voice, and identity and nurture talents in conjunction with the Strategy for Children and Young People 4.a) increase presence of Pacific people's art and culture b) increase presence of under-represented and marginalised peoples' art and culture		Ngāti Toa, and Te Atiawa representatives are working with project team on the development of the Detailed Business Case. Youth Council, emerging artists, Pacifica creatives, LGBTQi, participation in three wānanga covering current state analysis, long list options, and desired future state.
	Aho Mahi	Our creative economy 4.3. Further develop how Toi Pōneke Arts Centre can continue to support the arts and creative sector, including partnership and co-location opportunities, and support incubation opportunities and emerging artists.		Following Toi Talks with wider Creative Sector, three wānanga were held with representatives from the Creative Sector and in partnership with mana whenua. Business Case development has seen the project team made up of internal and external members progress the Strategic and Economic cases.
		Sustainable careers 5.a) Work collaboratively with the Wellington based tertiary creative sector education, training providers and other stakeholders to identify how to consider Māori and Pasifika development.		Victoria University Te Herenga Waka; Massey University Te Kunenga Ki Pūrehuroa; Ngāti Toa Rūnanga engaged through Business Case development.

Aho Tini – 2030 Arts, Culture & Creative Strategy

Programme / Activity	Focus Area	Action	Q2 Status	Comments
Digital Experience	Aho Whenua	Intense, visible Wellington stories 3.7. Explore options for a network of large-scale projection infrastructure and new technologies.		One site identified; technical options being developed.
	Aho Mahi	Approach Work with partners to build capacity, accessibility, availability and grow the arts and creative sector		Working with local technical experts to discuss infrastructure to enable digital artists to showcase their work.
Te Whakaatūranga o Te Aro Pā (115 Manners Street)	Aho Tangata	Community vibrancy 1.9 Provide opportunities for young people to be creative in empty spaces.		Digital activation of 115 Manners by Victoria University Te Herenga Waka.
	Aho Hononga	Visible 1. Work with mana whenua to develop a bold programme to highlight the visibility and intensify the experience of mana whenua creative practices, stories, history, te ao Māori and communities in places and spaces.		Pūrakau developed by Toa Waaka of mana whenua stories for use by Māori designers of 115 works.
	Aho Whenua	Intense, visible Wellington stories 7.b) mana whenua and Māori stories, history, te ao Māori and communities.		Two works shown at 115 Manners by Victoria University Te Herenga Waka.
Aho Hononga allocation	Aho Hononga	Powerful 5. Provide funding and support for ngā toi Māori and te reo Māori outcomes from the 10-year Māori Strategy.		Provision of \$50,000.00 to mana whenua iwi, Ngāti Toa Rangatira, to support the delivery of their cultural aspirations in the arts space. Significant milestone for Ngāti Toa was the exhibition delivered by Ngāti Toa titled 'Ngāti Toa a Te Whare o Waiōrangī'. This exhibition showcased the collaborative efforts of Ngāti toa tauira (students) tutored by senior Ngāti Toa Ringatoi (arts tutors) organised by the iwi and was the culmination of work created by Ngāti Toa students in three wānanga run by the iwi focusing on exploring and disseminating information on Ngāti Toa art practices. The students are now creating new works for a Matariki public exhibition.
	Aho Hononga	Working together 7. Develop guidelines for engagement and consultation with mana whenua and te ao Māori in arts and culture activities.		As part of the mana whenua ngā Toi framework project, research was conducted, and three case studies produced by an external contractor to inform artist-led wānanga that will discuss mana whenua artists working with Council. The resulting framework will incorporate clear guidelines on how Council can work effectively with mana whenua artists going forward.
	Aho Hononga	Powerful 5. Provide funding and support for ngā toi Māori and te reo Māori outcomes from the 10-year Māori Strategy.		As part of funding and support for ngā toi Māori and mana whenua artists \$50k was paid to Taranaki Whānui as a contribution towards delivery of aspirations for their people in the arts space. An outcome of this is that Taranaki Whānui have completed three wānanga discussing what is needed in the arts for their iwi. This will be important for all artforms of ngā toi Māori. It is the way forward for the future of Māori arts in Pōneke. The new representative for Aho Hononga is Te Whatanui Winiata (new chair of Port Nicholson Trust) He is across various workstreams and is replacing Len Hetet. We are now working with Te Whatanui Winiata in this as well as Reimagining Toi Pōneke.
Venues Review	Aho Whenua	Venues and audiences 1.1 Improve access and enhance infrastructure to enrich audience, community, and creative sector development.		Report from consultants completed. Commencing work on costing out recommendations for final proposals to Council by June 2024.
	Aho Mahi	Approaches Work with partners to build capacity, accessibility, availability, and grow the arts and creative sector.		Report from consultants completed. Commencing work on costing out recommendations for final proposals to Council by June 2024.

Aho Tini – 2030 Arts, Culture & Creative Strategy

Programme / Activity	Focus Area	Action	Q2 Status	Comments
Toi Pōneke	Aho Tangata	<p>KPI: By 2026 Toi Pōneke will deliver:</p> <p>A: >30% of programming across exhibitions and related public programmes from Māori, Pacific peoples and minority groups.</p> <p>b. >30,000 visitors per annum</p> <p>Diversity, access and inclusion</p> <p>3.a) design an approach to increase accessibility and inclusion with sector partners.</p> <p>3.c) build Council cultural competency to interact confidently and competently with the diverse communities we serve.</p> <p>4.b) increase presence of under-represented and marginalised peoples' art and culture</p>		<p>a. 3/5 exhibitions and 5/9 programmes were delivered by or included. 57% YTD.</p> <p>b. 9,589 visitors quarter two.</p> <p>Staff worked with disability advisors to make the application process for the d/Deaf &/or Disabled Artist Residency as broadly accessible as possible. This upskilling has flowed on into other areas of Toi Pōneke's operation.</p> <p>An exhibition held this quarter featured artists from the Korean New Zealand community, and introduced the traditional Korean textile artform, bojagi, to a new audience.</p> <p>Support to Principal Advisor Culture and Inclusion and marketing teams to develop council online platform pilot for LGBTQi stories</p>
	Aho Hononga	<p>Visible</p> <p>2.1 Work with mana whenua to develop a bold programme to highlight the visibility and intensify the experience of mana whenua creative practices, stories, history, te ao Māori and communities in places and spaces.</p>		Staff began work with mana whenua towards an exhibition coinciding with Matariki 2024.
	Aho Whenua	<p>Venues and audiences</p> <p>3.1 Improve access and enhance infrastructure to enrich audience, community and creative sector development.</p>		A total of 9,589 visitors attended Toi Pōneke this quarter. Three exhibitions were held, accompanied by three public opening events, and 6 public programmes offering a combination of artist talks, tours and workshops covering a variety of artforms.
	Aho Mahi	<p>Sustainable careers</p> <p>5.a) work collaboratively with the Wellington-based tertiary creative sector education, training providers and other stakeholders to identify how to:</p> <p>iii. provide opportunities and support for artists to take risks and explore boundaries across the arts spectrum.</p> <p>5.b) consider how to support:</p> <p>i. greater participation and accessibility initiatives</p> <p>ii. targeted disabled artist and sector development</p>		<p>Foundations were laid for 2024 internship series matching student writers with artists, in partnership with Te Herenga Waka VUW.</p> <p>Ben Leonard took up the 2023 Sound Art Residency, offered in partnership with the New Zealand School of Music. Ben is focusing his practice on ambisonics and spectral techniques.</p> <p>Toi Pōneke provided the opportunity for a studio artist to develop and deliver the pilot for a future series of mess painting workshops.</p> <p>The d/Deaf &/or Disabled Artist Residency was advertised and awarded in this quarter, with the selected artist expected to be in residence in early 2024. The annual resident artists exhibition, Toi 500, sought to boost the profile and sales of Toi Pōneke-based artists.</p>
Signature Events: Christmas in the Quarters; New Years Eve	Aho Tangata	<p>Approach</p> <p>Enhance local vibrancy for, and with communities in the central and neighbourhoods.</p>		Final event in Christmas in Quarters was rain and wind affected, severely reducing attendance. 6500 across four weekends.
	Aho Whenua	<p>Approach</p> <p>Our places, spaces and venues – our city is alive.</p>		Over four weekends Christmas in the Quarters activated Midland Park, Glover Park, Queens Wharf Plaza, and Waitangi Park.
		<p>Approach</p> <p>Our places, spaces and venues – our city is alive.</p>		New Years Eve celebration at Whairepo Lagoon, attracted a record crowd of 16,000.
	Aho Mahi	<p>Our creative economy</p> <p>4.1 Create as many opportunities as possible for increased involvement by Wellington based/affiliated creative sector artists and organisations.</p> <p>Our creative economy</p> <p>4.1 Create as many opportunities as possible for increased involvement by Wellington based/affiliated creative sector artists and organisations.</p>		<p>215 performers and crew contracted for Christmas in the Quarters.</p> <p>121 performers and crew contracted for the New Years Eve celebration.</p>
Partnership Events:	Aho Whenua	<p>Venues and audiences</p> <p>3.1 Improve access and enhance infrastructure to enrich audience, community and creative sector development.</p>		280 guests celebrated the 50 th anniversary from around the motu.
Hannah Playhouse 50 th Celebration	Aho Whenua	<p>Approach</p> <p>Reflect the increasing diversity of our communities and encourage access to and participation in arts and culture.</p>		Diwali attracted 20,000 attendees at TSB and Shed 6.
Diwali				

Programme / Activity	Focus Area	Action	Q2 Status	Comments
Community Events:	Aho Tangata	<p>Approach</p> <p>Reflect the increasing diversity of our communities and encourage access to and participation in arts and culture.</p>		10,500 attendees across all events
Namaste day Fest; Brooklyn Twilight Festival; Polish Christmas Market; Kilbirnie Christmas Picnic	Aho Whenua	<p>Approach</p> <p>Our places, spaces and venues – our city is alive.</p>		10,500 attendees across all events

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

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

Summary status:

Overall health and progress status is reported as GREEN

Six of the Economic Wellbeing Strategy outcomes continued to be a priority focus for Q2 with work progressing on the City in Transition plan including the Development Response Plan and the Positively Pōneke Campaign that aim for effective infrastructure coordination and city project promotion.

Alongside this, the Courtenay Place precinct plan, the first city precinct plan, was presented to Council in Q2 outlining a vision for revitalisation of this precinct. The plan includes the development of investment prospectuses for commercial partnerships, and a comprehensive action plan for initial project delivery in Q3 2024, focusing on shopfront beautification, creative lighting, cleaning, and public space upgrades.

Broader economic challenges include a constrained economic environment impacting conference/meeting cancellations due to the national election. Nevertheless, Wellington is rebounding from Covid-19, highlighted by positive CCO reports on visitation and events.

Highlights:

Courtenay Place precinct plan released: developed in collaboration with local businesses and residents, the Courtenay precinct plan was presented to elected members, Council Executive Leadership Team and stakeholders in Q2. This sets out a vision and a clear pathway forward to revitalise the area as Wellington's 'premier place to play'. Over 40 business engagements contributing to the development. As part of this, a second central city community clean-up was held, with over 40 participants picking up 26kg of rubbish and giving the area a scrub ahead of the busy festive period.

Major events deliver for Wellington: World of WearableArt, Wellington On a Plate, Beervana and the Wellington Jazz Festival all occurred in Q2, and a new event On a Good Day festival held across three days at Anderson Park.

CCO 22/23 Annual Reports highlight how Wellington is bouncing back from Covid-19: CCO's 22/23 Annual Reports were positively received by Council in early December. Their performance provided a window into how Wellington is building back from Covid-19. This was highlighted by the ongoing rebound in domestic and international visitation (in particular cruise ships) and a strong events programme.

Challenges:

Conference and Meeting Cancellations: the national election and corresponding change in Government resulted in government departments and some private sector organisations not holding or cancelling conferences and meetings during Q2. This impacted our venues.

Outcome 1: Sustainable business and career pathways

We aim to enable Wellingtonians to have equal opportunities to find meaningful, fairly paid and inclusive work

RAG status: GREEN

Summary:

A fulsome report on activity under this outcome will be covered in upcoming CCO reporting due end of February.

Programme	Q2 progress	Comments
Supporting the Young Enterprise Scheme (YES) programme		Action 1.2.7 Inspiring young people YES Wellington ran a successful programme with 263 young Wellington Rangatahi across 10 participating schools taking part in the programme. The YES programme in Wellington is continuing to grow increasing on 2022 by approx. 15% in student participants. Pasifika enrolments number have increased from 8.2% in 2022 to now 2023, 14.7%. The National finals were held in December with a Wellington student awarded two the National Excellence awards.

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

Outcome 2: Transitioning to a zero-carbon circular economy
We aim to be regenerative by design

RAG status: **GREEN**

Summary:
Te Atakura have engaged consultancy BECA to develop a circular economy model aligned with Council’s objectives. Wellington is planning a hospitality programme following a successful sustainable tourism initiative. Notably, Tākina hosted 70 events, and 27 cruise ships visited Wellington.

Programme	Q2 progress	Comments
Circular Economy		Action 2.1.1 Co-create business sector plans In 2023, EY produced a report mapping emissions against five key priority sectors. Subsequently BECA have been engaged to map the material flows across each sector, as well as provide the framework for decision making on which target sector best aligned to Council’s strategic objectives will be the area for a circular economy model to apply, including internal Council procurement processes. This work is currently underway. A more fulsome update will be provided through Te Atakura reporting in due course. Additionally, Wellington NZ are in the planning stages for a Sustainable Hospitality programme for 2024 targeting food waste and supply chain procurement. This follows from the successful Sustainable Tourism programme ran in partnership with Tourism Industry Association in 2023. This refers also to the Destination Management action 2.2.7 below.
Wellington Business Events		Action 2.2.6 Business event plan Business event attraction plan is operationalised, Tākina hosted 70 events including 38 multi-day conferences with an average attendance of 442 delegates.
Destination management programme		Action 2.2.7 Destination Management Cruise ship visitation began in Q2 with 27 ships and more than 58,000 passengers visiting Wellington to end December. A notable event was the absence of Ovation of the Seas with over 4,000 passengers in late November which was unable to disembark into Wellington due to high winds.

Outcome 3: A Business-Friendly City
We aim to be Aotearoa New Zealand’s city partner of choice for businesses, investors and developers

RAG status: **GREEN**

Summary:
The business engagement programme continues with both the externally facing Central City Manager and the Business Support Service Manager (WellingtonNZ) supporting internal customer-centric programmes of work. Activity relating to this outcome are also reported elsewhere including CCO reporting and International Relations.

Programme	Q2 progress	Comments
Building relationships		Action 3.1.2 Building business relationships The central city business engagement programme is ongoing with regular engagement via the Central City Manager role, project specific engagement (refer to Outcome 6, Action 6.2.9 below) and in the last quarter specific business engagement relating to the Toomath’s fire and demolition response. In October 2023 the Mayor hosted the second central city hospitality hui supported by the Economic Wellbeing team and in December the sixth quarterly business breakfast hui was held. These hui are well attended with good representation and received positively by the business community.
		Action 3.1.3 Nurture small businesses Refer to Outcome 6 City in Transition update details below.
		Action 3.1.4 Become Customer-Centric Ongoing, no specific updates for this report.

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

Outcome 4: Centre of Creativity and Digital Innovation

We aim to be Aotearoa New Zealand’s center for creativity and innovation

RAG status: **GREEN**

Summary:

Work against this outcome is ongoing with no specific evaluations available to report this quarter. Reporting on activity against this outcome will be provided in upcoming CCO reporting and the next Economic Wellbeing Strategy report.

Programme	Q2 progress	Comments
Scale up tech businesses		Action 4.1.1 Nurture small businesses - The New Zealand Game Developers Conference 2023 and Semi Permanent Aotearoa 2023 occurred in Q2. Evaluation reports are pending for both these events and will be reported on at the next update.

Outcome 5: Celebrating our Capital City Status

We aim to raise the profile of our Capital City

RAG status: **AMBER**

Summary:

This outcome is currently de-prioritised due to resource constraints, however work attributed to other outcome areas contribute to raising the profile of Wellington including Business Events Wellington (via Outcome 2) and ongoing partnerships (via economic funds).

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy

Outcome 6: A dynamic city heart and thriving suburban centers
We aim to be a compact city with a dynamic CBD and thriving suburban centers that are economically productive.

RAG status: **GREEN**

Summary:
In Q2 the Development Response Plan has been put into operation with the Network Activity Planning process ensuring effective infrastructure coordination across Council and private sector/commercial partners. The Positively Pōneke Campaign has been developed actively promoting city projects through various media channels including outdoor and digital channels.

Positive responses to the Courtenay Place Precinct Plan have led to the development of investment prospectuses, with initial project delivery scheduled for Q3 2024. Focus areas include shopfront beautification, creative lighting, cleaning, and public space upgrades.

Programme	Q2 progress	Comments
		<p>Action 6.2.14 Development response plan</p> <ul style="list-style-type: none"> The Network Activity Planning process is underway, with monthly meetings chaired by Council’s Transport and Infrastructure team with good representation from across partners with projects both planned and underway occurring in various city precincts This process enables Council to effectively manage, coordinate and prioritise infrastructure works across a range of public and private operators <p>Business Engagement The Business Support Service via WellingtonNZ is operationalised with the following engagement to date:</p> <p><i>Courtenay Place</i></p> <ul style="list-style-type: none"> Between October and December 2023 the Business Support Manager met with 50 businesses Three drop-in sessions were held with attendance growing from 8 to 21 people in attendance The Business Support Manager maintains regular contact with businesses in this area and has one to one sessions where these are requested <p><i>Thorndon Quay Hutt Road</i></p> <ul style="list-style-type: none"> Initial engagement with businesses was put on hold in December 2023 at the instruction of the LGWM team due to uncertainty with the future of the programme Engagement will restart with “one to some” capability building support sessions in addition to 'one to one' support from March this year The Business Support Manager is a key communications channel and works closely with the Central City Manager and other Council teams providing information and insight both internally and back to businesses. <p>Positively Pōneke Campaign</p> <ul style="list-style-type: none"> The Positively Pōneke information campaign is underway across a range of media, including: A refreshed page on wcc.govt.nz has been launched featuring a map of city works – link is here Microsite – work is underway to develop an easy to navigate site which will house information about city infrastructure works to help public and businesses with planning, due for launch May 2024 Digital Media – in the October to December 2023 quarter, 94 social media posts related to Positively Pōneke were published with a reach of ~915k on Facebook alone, while 13 web stories were published with more than 7,200 page views Physical assets – examples of both generic and site-specific assets below are being rolled out across the city through to February.
City precinct plans		<p>Action 6.2.9 Courtenay Place Precinct Plan</p> <ul style="list-style-type: none"> Following the presentation of the Courtenay Place Precinct Plan to Council in November 2023, external engagement on the plan continues with businesses and stakeholders in the precinct. Response has been strongly positive with the private sector engaged and ready to collaborate on delivery. As part of this, a second central city community clean-up was held, with over 40 participants picking up 26kg of rubbish. An article was published online and in print by the Post, and the video produced for social media accrued over 800k views and 237 comments across all channels. Investment prospectuses are in development to capitalize on commercial opportunities in this area and internal working groups have been established to support agile delivery including on shopfront beautification, creative lighting, targeted cleaning and tactical public space upgrades in the short term. Initial project delivery will begin in Q3 2024.

Appendix 2: Wellington Water Limited (WWL) Quarter Two Report



Q2 Performance Report 2023/24

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

Non-financial performance

Performance against Long-term Plan

As at the end of Q2 (1 October – 31 December 2023) our performance against the targets both the mandatory measures set by the Department of Internal Affairs (DIA) (25) and through the Council Long-term Plan (6):

- 19 DIA and 5 LTP measures are on track to be **achieved**.
- 10 DIA measures are **not achieved**.
- 1 DIA measure is not due for reporting.
- 1 LTP measure is not reported by WWL (customer satisfaction with stormwater).

For more information on these measures refer to the table below.

DIA Measure	Target	YTD Result	Commentary
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	Complaint	Complaint for WCC	For the purposes of DIA reporting for Wellington City, we are reporting compliant as there is sufficient contact time for all customers except those nearest the treatment plant in Lower Hutt. For more information see "Compliance with Drinking Water Standards" section on page 4.
The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	Complaint	Complaint for WCC	For the purposes of DIA reporting for Wellington City, we are reporting compliant as there is sufficient contact time for all customers except those nearest the treatment plant in Lower Hutt. For more information see "Compliance with Drinking Water Standards" section on page 4.
<p>Note: Compliance with Drinking Water Standards</p> <p>Taumata Arowai's new compliance rules took effect in November 2022. We now report on the Bacteriological and Protozoal requirements of the Drinking Water Quality Assurance Rules.</p> <p>These new rules introduced by Taumata Arowai require an increase to a value known as a 'Ct' (Contact Time) that is determined from the amount of chlorine added to drinking water and the time that it must spend in contact with the water before reaching consumers. The change means the water supplied from the Waterloo Treatment Plant is not compliant for up to 800 Lower Hutt households.</p> <p>Wellington Water was advised recently that we will not receive an exemption from Taumata Arowai on this. Significant investment is required to return to compliance. Note that for the purposes of DIA reporting for Wellington City, we are reporting compliant as there is sufficient contact time for all customers except those nearest the treatment plant in Lower Hutt.</p> <p>Reporting to Taumata Arowai, and the company's Statement of Intent measure, considers the whole scheme, including all 4 metropolitan councils and the bulk network managed by Greater Wellington Regional Council. As such, the company will be reporting that the metropolitan scheme (including Porirua, Upper Hutt and Wellington City) is non-compliant.</p>			
The percentage of real water loss from the local authority's networked reticulation system*	<17%	N/A Annual target and result	
Median response time for urgent (drinking water) callouts*	≤60 mins	227 mins	Response and resolution times for urgent call-outs have deteriorated due to the volume and complexity of the faults. This is a reversal of the trend seen in other cities, where urgent response and resolution times have continued to improve over the past three years.
Median resolution time for urgent (drinking water) callouts*	≤ 4 hours	19.3 hours	

Measure	Target	YTD Result	Commentary
Median response time for non-urgent (drinking water) callouts*	≤ 36 hours	948.4 hours	Despite a minor improvement to resolution times in Q2, we expect response and resolution times will generally continue to deteriorate until we are through the peak summer period, and until the backlog of work starts to reduce.
Median resolution time for non-urgent (drinking water) callouts*	≤ 5 days	56.1 days	
*Last year, we corrected an error in applying the DIA guidance to the methodology used to measure the attendance and resolution times for water supply and wastewater. Duplicate jobs have been excluded which, due to their treatment, had very low response times.			
The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	≤ 20 complaints per 1000 connections (per annum)	10.4	The network is ageing, and the associated fault volumes are increasing
Average drinking water consumption per resident per day (includes leakage)	≤365L	414L	Per capita consumption across all councils in the metro area has continued to increase primarily due to leakage, but also due to high residential use relative to other cities in New Zealand. We continue to promote increased investment in water loss activities and network renewals to bring down water loss to more sustainable levels, together with investment in water metering and additional source capacity work in the near future to better manage the increasing supply/demand balance risk. We have implemented a strategy to address the risk of critical water shortage this summer and are currently in level two (of four) restrictions.
Dry-weather sewerage overflows	Zero per 1000 connections	1.2 / 1000 connections	Wellington City Council sets a target of zero dry-weather wastewater overflows. The result in Q2 has stayed stable at 0.6 overflows per 1000 connections. This follows a downward trend
Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	1	Moa Point a “to-do” abatement notice in October requiring us to complete the first phase of the improvements to the inlet pumpstation. We have discussed this with GWRC who are comfortable with the next steps.
Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	1	Moa Point received one infringement notice for non-compliant wastewater quality. Two each were received by WWL and Veolia.
Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	
Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	
Median response time for wastewater callouts*	≤60 minutes	95 mins	We continue to exceed targets in attendance and resolution times due to an increase in work volume and funding and resourcing constraints. It also takes time to categorise the issue raised by the customer, often for example logged as a leak, but once on site is deemed a wastewater related issue. We are working through this with individual councils.
Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	≤ 6 hours	5.3 hours	
The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<30	9.8	
The number of flooding events that occurred throughout the year	≤2	0	

Measure	Target	YTD Result	Commentary
For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<=0.13	N/A - No flooding events	
Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	
Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	
Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	
Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	
Median response time to attend a flooding event	<=60 mins	No flooding events	
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<20	5	
Water supply interruptions (measured as customer hours)	Monitor trend	0.3	
Monitored sites (%) that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	90%	93%	
Days (%) during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use	90%	97.5%	
Number of stormwater pipeline blockages per km of pipeline.	≤0.5	0	
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	≤0.8	0.16	
Residents (%) satisfied with the stormwater system	75%	WCC measure	

Performance against Statement of Intent

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

As at the end of Q2 (1 October – 31 December 2023) company performance was:

- 7 are on track to be **achieved**.
- 5 are not achieved.
- 3 are **off track**.

For detailed information on measures that are off-track or not achieved refer to the table below

Measure	Target	YTD Result	Commentary
The yearly average level of fluoride leaving each Water Treatment Plant will be within the Ministry of Health guidelines (0.7-1.0ppm) 95% of the time	Achieved at all WTPs	95% compliance at Te Mārua only	We have not been able to meet the target at three of the four Water Treatment Plants, due to unexpected health and safety concerns and equipment issues. More suitable equipment has been ordered and will be available in the coming months
Compliance with Drinking Water Quality Assurance Rules (Treatment) for Metro Wellington	Compliant monthly (12/12 months compliant)	Non-compliant	See “Compliance with Drinking Water Standards” section above.
Compliance with Drinking Water Quality Assurance Rules (Treatment) for South Wairarapa	Compliant monthly (12/12 months compliant)	Ongoing non-compliance across SWDC	All water treatment plants in South Wairarapa remain non-compliant and significant investment is needed to bring these plants into compliance.

Measure	Target	YTD Result	Commentary
We will receive no abatement notices, infringement notices, enforcement orders or convictions for breaches of consent in the relevant financial year	Achieved (Zero enforcement actions)	30 infringement notices and 1 abatement notice	We continue to receive odour complaints relating to operations at the Seaview Wastewater Treatment Plant. In June we undertook an investigation into the causes. This resulted in a project to replace the biofilter media at the plant. This was completed in January 2024. The odour was particularly problematic while these improvements were underway, resulting in 26 infringement notices for odour. The plant is now operating as designed and the odour is mostly compliant, although we appreciate that it is still not at the standard that is acceptable to the community. Additionally, two infringement notices were received by WWL for non-compliant wastewater quality. A "to-do" abatement notice was issued during Q2 requiring us to complete the first phase of the improvements to the inlet pumpstation. The abatement notice has been complied with and in discussions with comfortable with the situation. An infringement notice was also issued to WCC for non-compliant wastewater quality at Moa Point, along with two each for Veolia and Wellington Water.
The Infrastructure Leakage Index (ILI) of the Wellington Metropolitan Network will improve	<5.2 (+/- 2.5)	5.5 (+/- 2.5)	So far this year, there has been an increase in ILI alongside a rise in total current losses. However, a considerable degree of uncertainty persists until water meters are installed. It is important that we keep a significant focus on reducing water losses in the short, medium, and long-term to avoid acute water shortages.
We will complete all actions for the defined period set out in our Water Loss Reduction Plan	Achieved	Currently progressing 3/10 actions	We have developed and begun to implement a Metropolitan Water Loss Reduction Plan as one of the mechanisms to help reduce the risk of a water shortage this summer. The plan includes replacing pipes that are failing rather than simply fixing them, managing the pressure of the network and renewing service connections where leaks are likely to occur. Out of this work we are seeing savings of approximately 720,000 litres of water per day. This is lower than the savings that we had anticipated at the beginning of the year and not enough to materially reduce the risk this summer. However, any water savings we can achieve is worth pursuing so we are continuing to develop the plan and progress actions on it.
Ratio of planned to reactive maintenance increases	> \$0.36:\$1	\$0.28: \$1	We have seen a reduction in the amount of planned maintenance activities compared to reactive maintenance activities so far this year.
Staff feel as if they understand water reform (staff survey)	> 61%	42%	Staff understanding of water reform has decreased in response to the change in Government and the repeal of Water Reform. Staff do, however, feel more supported by the organisation (73% against a result of 62% last year).

Financial performance

At the end of December, the Council's capital programme is tracking below the capital range (between \$51m and \$75m) with a forecast delivery of \$59m for the year against an agreed budget of \$59m.

Year to date actuals are \$32.4m against a budget of \$24.0m, the majority of this variance (\$2m) is in wastewater, comprised mainly of several smaller variances relating to projects in their early stages. There are two larger variances, and these relate to two of the projects under the CDB Wastewater Pump Station and Rising Main programme of works.

Year to date operational spend is 4% (\$0.9m) under budget, taking into account additional spend approved by the Council in December 2023. Savings from Wellington Water operations, including slower than planned recruitment and a reprioritisation of activities has resulted in a \$832k underspend in management and advisory services, redirected to support frontline works.

The full year forecast is 0.1% (\$0.1m) overspend, however, Wellington Water is committed to delivery of our services within the approved budgets. Work is underway to bring forecasts back to budget and to provide more clarity and assurance for Council.

For more detailed information see the attached Financial Dashboards and Major Projects Report. [Other information](#)

Other Information

Customer Expectations

There are a record number of customer jobs, with budget constraints and a tight labour market meaning that we are unable to address all issues in our network in a timely manner. At the end of December 2023, we had 5,620 open jobs across all councils (all water types), and 3,087 jobs across all three waters in Wellington City.

Jobs, and leaks, are primarily due to the age of the pipes. There is a significant backlog of renewals (replacing old pipes) across the region as investment into replacing pipes has historically not kept pace with the number of pipes nearing and exceeding the end of their operational lives.

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The pipes in the region are aging at a faster rate than they are being replaced, and while that is the case, leaks and bursts will happen more frequently. When coupled with investment that cannot deal with the existing backlog, the number of open jobs will continue to increase at an accelerated pace. Deferring works increases the size of the backlog, while falling behind in renewals accelerates the speed at which that backlog builds up.

Customer satisfaction this quarter was 73%. This returns our customer satisfaction to 70%, within the target we set at the beginning of the year. This is in part due to improved customer service offerings, but also due to “urgent” work, which gets resolved faster, comprising a greater portion of the overall work. Historically, time to resolve customer issues is the biggest single driver of customer satisfaction.

Leakage management

The number of open leaks in Wellington City grew to 1,690 by the end of the year (up 140 from Q1). The number continues to grow as the aging network of pipes deteriorates faster than the rate of pipe renewals, and while levels of proactive maintenance are constrained.

This has a direct impact on the ability of WWL to fix every leak that is reported. While we continue to prioritise jobs based on the volume of water being lost through leaks and the impact on the public, attending to the growing number of leaks will result in lower-priority leaks remaining open indefinitely. Coupled with longer periods of dry weather due to climate change, water loss has long-term implications for future water supply in the region.

Additional funding provided for fixing leaks has helped to slow the rate of increase in the backlog. Data and commentary on this progress will be provided at the end of the quarter.

Business improvements

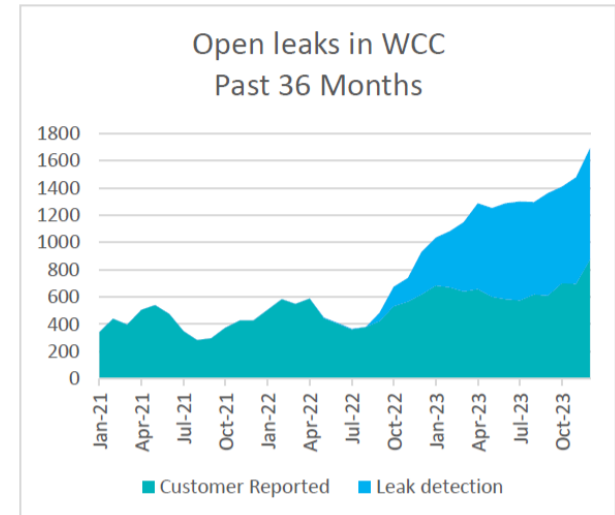
The focus is on delivering core services well and delivering any improvements within the funding available. The delivery of the business plan for the company focuses on priorities for the region and where to apply the most effort. For the first part of the year this has been on ensuring we are adequately prepared for the acute summer risk and preparing investment advice for our councils long-term planning for 2024-34.

Health and Safety

For our work in Wellington City during Q2, a total of 293 reports were received across all categories, 238 of which were proactive. There were 60 critical risk related reports with the highest reported critical risk being Traffic/Pedestrian Movement (21). Vehicles/Mobile Equipment (16) and working near services (14) were the second and third reported critical risk. There were four medical treatment injuries, four first aid injuries and seven no treatment injuries.

Risks Dashboard

Risk dashboards have not been provided to Council for the last two quarters as we have been focusing on management of the acute water shortage risk. These will resume in March.



Appendix 3: Sustainable Development

The following table provides an overview of the alignment of Council's current LTP strategic activity areas with the relevant Sustainable Development goals, a key element of Te Atakura and the circular economy priority in the Economic Wellbeing strategy. The purpose of this alignment is to provide a framework for mapping changes across the city and informing decisions / actions that support sustainable development.

Sustainable Development Goals (SDGs) and Activity line-of-sight

A key focus for sustainable development includes addressing pressing community challenges, which include climate change, environmental degradation and related social and economic factors. Establishing line of sight between the Council's activities and relevant sustainable development goals provides a framework to map local progress. These goals provide a comprehensive framework for promoting sustainable development across economic, social, and environmental aspects in relation to key WCC policies / strategies e.g. Te Atakura. The SDGs serve as both a blueprint and compass, guiding local action.

Council's role - descriptors

- Provider** - Delivering services and managing assets
- Advocate** - Promoting the interests of the community to other decision makers and influencers
- Funder** - Funding other organisations and individuals to deliver services
- Regulator** - Regulating some activities through legislation

Activity area	Sub activity area	Activity area purpose	Council activities contribute to these SDGs	Likely Council's role	Scope
1. Governance	1.1 Governance, Information and Engagement	Facilitate democratic decision making to build trust and confidence	SDG16 Strong institutions 16.7 Ensuring responsive, inclusive, participatory, and representative decision making at Wellington City Council.	Primary role: Provider Secondary role: Advocate	City
	1.1 Governance, Information and Engagement	Provide open access to information to build trust and confidence	SDG16 Strong institutions 16.10 Ensure public access to information and protect freedoms of association at least in accordance with national legislation.	Primary role: Provider Secondary role: Advocate	City
	1.2 Maori and mana whenua partnerships	Develop, maintain and inspire meaningful relationships so that our partnerships with mana whenua, tangata whenua and Māori within our community are mana enhancing	SDG11 Sustainable cities and communities 11.4b Protecting and safeguarding Te ao Māori and te reo Māori.	Primary role: Regulator* Secondary role: Provider** <i>* Regulator - WCC has control of city signs and interpretation</i> <i>** Provider because of WCC's responsibilities under Tākaī Here</i>	City and Region
2. Environment	2.1 Gardens, beaches and green open spaces	Provide access to green open spaces and enhance biodiversity to improve the quality of our natural environment	SDG15 Life on Land 15.9 Integrating ecosystem and biodiversity values into local planning and development processes, and advocate for their integration at regional and national levels	Primary role: Provider Secondary role: Advocate	City and Region
			SD11 Sustainable cities and communities 11.7 Providing access to safe, inclusive and accessible, green and public spaces for all, including women and children, older persons and persons with disabilities.	Primary role: Provider Secondary role: N/A	City and Region
	2.2 Waste reduction and energy conservation	Reduce our impact on the environment by minimising and managing the disposal of waste and by reducing our carbon footprint	SDG12 Responsible consumption and production 12.5 Reducing waste generation through prevention, reduction, recycling and reuse.	Primary role: Provider Secondary role: Funder	City
			SDG13 Climate Action 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters	Primary role: Regulator Secondary role: Provider	City
			13.2 Integrate climate change measures into policies, strategies and planning, including reaching zero greenhouse gas emissions for the city by 2050	Primary role: Regulator Secondary role: Provider	City
	2.3 Water network	Increase the security of potable and stored water	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Primary role: Provider Secondary role: Funder	City
SDG6 Clean water and sanitation 6.1 Achieving universal and equitable access to safe and affordable drinking water for all.			Primary role: Regulator Secondary role: Funder	City and Region	
2.4 Wastewater	Provide safe and sanitary removal of wastewater	SDG6 Clean water and sanitation 6.5 Integrated water resources management at all levels, (including through transboundary e.g. regional) cooperation as appropriate.	Primary role: Regulator Secondary role: Funder	City and Region	
2.5 Stormwater	Protect people, property and the environment from flooding and storm runoff	SDG11 Sustainable cities and communities 11.3a Sustainable urbanisation and a quality built urban environment.	Primary role: Regulator Secondary role: Funder	City and Region	

Activity area	Sub activity area	Activity area purpose	Council activities contribute to these SDGs	Likely Council's role	Scope
	2.6 Conservation attractions	Protect flora and fauna through conservation and biodiversity	SDG15 Life on land 15.1 The conservation, restoration and sustainable use of terrestrial and freshwater ecosystems and their services, in line with obligations under international agreements.	Primary role: Regulator Secondary role: Funder	City and Region
3. Economic development	3.1 City promotions and business support	Grow tourism spend and economic returns from events that bring visitors and extra spending to the city	SDG8 Decent work and economic growth 8.2 Achieve higher levels of economic productivity and growth through a particular focus on innovation in creative, knowledge, and visitor economies that support a low-carbon economy. 8.9 Achieve sustainable tourism that creates local jobs and promotes local culture and products.	Primary role: Funder Primary role: Funder	City and Region City
4. Cultural wellbeing	4.1 Arts and cultural activities	Build and maintain a sense of place and identity	SDG11 Sustainable cities and communities 11.3b Ensuring human settlement planning and management is inclusive, integrated and participatory. 11.4b Protect and safeguard Te ao Māori and te reo Māori.	Primary role: Regulator Secondary role: Provider Primary role: Regulator Secondary role: Provider	City City
5. Social and Recreation	5.1 Recreation promotion and support	Encourage active and healthy lifestyles important for people's health and wellbeing	SDG3 Health and wellbeing 3d Warning, risk reduction and management of health risks e.g pandemics.	Primary role: Provider* Secondary role: Funder * Provider of community leisure facilities e.g. swimming pools and recreation centres, using key health messaging to encourage higher levels of physical activity	City
	5.2 Community support	Foster diverse communities and enable people to connect with information and each other	SDG10 Reduced inequalities 10.2 Social, economic, and political inclusion, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	Primary role: Provider Secondary role: Funder	City
	5.3 Public health and safety	Maintain public health standards and promote individual wellbeing, safe neighbourhoods, and a safe inner city	SDG3 Good health and wellbeing 3e Protecting and safeguarding public health and safety in urban areas	Primary role: Regulator Secondary role: Provider	City
6. Urban development	6.1 Urban planning, heritage and public spaces development	Help protect, restore, and develop the city's heritage and character assets	SDG11 Sustainable cities and communities 11.4a Protect and safeguard cultural and natural heritage.	Primary role: Regulator Secondary role: Funder	City
	6.2 Building and development control	Provide building and development control and facilitation activities to protect public and environmental health and safety, and to protect future users of land and buildings	SDG11 Sustainable cities and communities 11.3a Sustainable urbanisation and a quality built urban environment	Primary role: Regulator Secondary role: Provider	City
7. Transport	7.1 Transport	Deliver an accessible, safe and reliable transport network	SDG11 Sustainable cities and communities 11.2 Access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	Primary role: Provider Secondary role: Funder	City
	7.2 Parking	Manage parking in line with the aims and objectives of the 2020 parking policy	SDG11 Sustainable cities and communities 11.3a Sustainable urbanisation and a quality built urban environment	Primary role: Regulator Secondary role: Provider	City

Appendix 4: How we report

Purpose

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

Oversight includes:

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

The report informs three key questions:

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

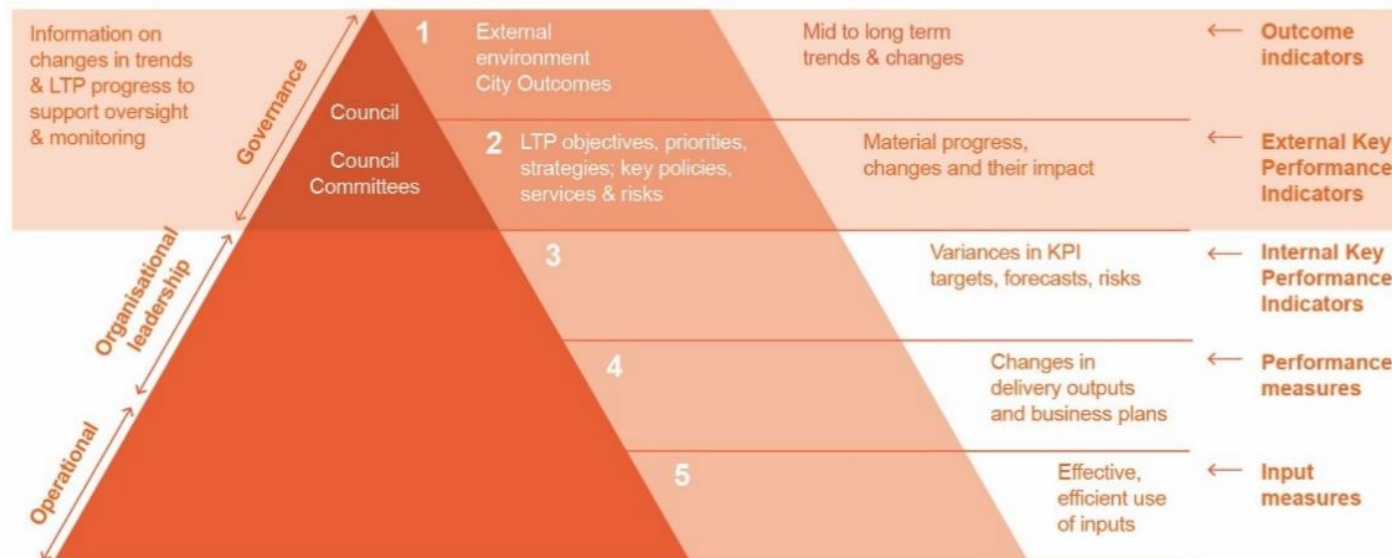
The Quarterly report is provided to the Council’s Kōrau Tōtōpū | Long-Term-Plan, Finance and Performance Committee (the LTPF&P Committee)

What we report

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

The report covers the top two tiers of the monitoring and reporting framework as shown in figure 1 below, and includes LTP amendments and Annual Plan variations.

Figure 1: Monitoring and Reporting framework



How we report

Performance data

Financial and non-financial results are reported quarterly. Results which are reported on an annual basis, for example the annual residents’ monitoring survey, are published in the Council’s Annual Report. Programme information focuses on overall progress, programme health and risks to progress. Where possible actual and forecast information is provided.

Exception reporting

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

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

Where we get our data

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