



If calling, please ask for Democratic Services

Wellington Regional Leadership Committee

Tuesday 5 December 2023, 9.00am

Taumata Kōrero, Council Chamber, Greater Wellington Regional Council, 100 Cuba St, Te Aro, Wellington

Quorum: 10 members, including at least five local authority members

Members

Councils

Mayor Anita Baker
Mayor Campbell Barry
Mayor Greg Caffell
Mayor Martin Connelly
Mayor Wayne Guppy
Mayor Janet Holborow
Mayor Ron Mark
Council Chair Daran Ponter
Mayor Tory Whanau
Mayor Bernie Wanden

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

Iwi organisations

Darrin Apanui, Deputy Chair
Denise Hapeta
Helmut Modlik
Huia Puketapu
Di Rump
Marama Fox

Rangitāne Tū Mai Rā Trust
Raukawa ki te Tonga
Te Rūnanga o Toa Rangatira Inc.
Port Nicholson Block Settlement Trust
Muaūpoko Tribal Authority Inc.
Ngāti Kahungunu ki Wairarapa Tāmaki-a-Rua Settlement Trust

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

Wellington Regional Leadership Committee

Purpose

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

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

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

Specific Responsibilities

The Wellington Regional Leadership Committee specific responsibilities include:

Wellington Regional Growth Framework

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

Regional Economic Development

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

Regional Economic Recovery

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

Membership

The membership of the Joint Committee is comprised of:

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

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

The member of the Joint Committee may also include:

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

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

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

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

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

General

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

Expectations around member voting based on Committee programme and agenda

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

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

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

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

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

Observers

Regional economic development programme

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

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

Regional economic recovery programme

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

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

Wellington Regional Growth Framework programme

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

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

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

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

Voting

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

Meetings

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

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

Quorum

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

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

Delegations

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

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

Remuneration and expenses

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

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

Standing Orders

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

Duration of the Joint Committee

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

Servicing

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

Council decisions on the Committee's recommendations

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

Variation of this Terms of Reference

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

Wellington Regional Leadership Committee

Tuesday 5 December 2023, 9.00am

Taumata Kōrero - Council Chamber, Greater Wellington Regional Council
100 Cuba St, Te Aro, Wellington

Public Business

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2.	Conflict of interest declarations		
3.	Public participation		
4.	Confirmation of the Public minutes of the Wellington Regional Leadership Committee, 19 September 2023	23.492	11
5.	Confirmation of the Public Excluded minutes of the Wellington Regional Leadership Committee, 19 September 2023	23.494	18
6.	Wellington Regional Leadership Committee – dual Chair options	23.619	20
7.	Process for the appointment of the Wellington Regional Leadership Committee Chairperson and Deputy Chairperson	23.645	26
8.	Wellington Regional Leadership Committee programme reporting – December 2023	23.643	31
9.	Health Check	23.590	40
10.	Iwi capacity and capability project update	23.620	81
11.	Draft Regional Emissions Reduction Plan – for review	23.621	90
Resolution to Exclude the Public			
12.	Resolution to Exclude the Public	23.652	134
Public Excluded Business			
13.	Appointment of mana whenua member to the Joint Committee Subcommittee for the Future Development Strategy	PE23.611	135



Please note these minutes remain unconfirmed until the Wellington Regional Leadership Committee meeting on 5 December 2023

Report 23.492

Public minutes of the Wellington Regional Leadership Committee meeting on Tuesday 19 September 2023

Taumata Kōrero – Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington, at 9.06am

Members Present

Councils

Mayor Anita Baker	Porirua City Council
Mayor Campbell Barry	Hutt City Council
Mayor Gary Caffell	Masterton District Council
Mayor Martin Connelly (from 9.16am)	South Wairarapa District Council
Deputy Mayor Laurie Foon	Wellington City Council
Mayor Wayne Guppy	Upper Hutt City Council
Mayor Janet Holborow	Kāpiti Coast District Council
Hon. Mayor Ron Mark (from 9.27am)	Carterton District Council
Deputy Council Chair Adrienne Staples	Greater Wellington Regional Council
Mayor Bernie Wanden	Horowhenua District Council

Iwi organisations

Darrin Apanui (Deputy Chair)	Rangitāne Tū Mai Rā Trust
Marama Fox (from 9.24am)	Ngāti Kahungunu ki Wairarapa Tāmaki-a-Rua Settlement Trust
Denise Hapeta	Te Rūnanga o Raukawa

Mayors Barry and Wanden and Denise Hapeta participated at this meeting remotely via MS Teams in accordance with clause 25B of Schedule 7 to the Local Government Act 2002.

Darrin Apanui, as Deputy Chair, presided at the meeting in the absence of a Chair appointed to the Joint Committee.

Karakia timatanga

The Presiding Member opened the meeting with a karakia timatanga.

Public Business

1 Apologies

Moved: Deputy Council Chair Staples / Mayor Holborow

That the Joint Committee accepts the apologies for absence from Council Chair Ponter, Mayor Whanau, and Helmut Modlik, and the apologies for lateness from Hon. Mayor Mark and Marama Fox.

The motion was **carried**.

2 Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3 Public participation

There was no public participation.

4 Confirmation of the Public minutes of the Wellington Regional Leadership Committee meeting on 13 June 2023 - Report 23.273

Moved: Mayor Baker / Mayor Caffell

That the Joint Committee confirms the Public minutes of the Wellington Regional Leadership Committee meeting on 13 June 2023 - Report 23.273

The motion was **carried**.

5 Programme Director's Report – September 2023 – Report 23.444

Kim Kelly, Programme Director, spoke to the report.

Moved: Mayor Guppy / Mayor Baker

That the Joint Committee:

- 1 Adopts the meeting dates for 2024 as follows:
 - a 19 March
 - b 4 June
 - c 3 September
 - d 26 November
- 2 Authorises the Head of Governance and Democracy, Greater Wellington Regional Council, in consultation with the Joint Committee Chair and Programme Director, to amend the schedule as necessary.

- 3 Notes, that as the Administering Authority, Greater Wellington will circulate the meeting schedule to members and key stakeholders.
- 4 Endorses the direction of work outlined in the Programme Director's Report including the three letters of support provided by the WRLC Programme Director for Regional Economic Development Plan activities.

The motion was **carried**.

6 Wellington Regional Leadership Committee Annual Report – Report 23.407

Allen Yip, Programme Manager, spoke to the report.

Moved: Mayor Baker / Mayor Holborow

That the Joint Committee:

- 1 Agrees to the content of the Wellington Regional Leadership Committee Annual Report as presented in Attachment 1.
- 2 Agrees to the content of the Regional Economic Development Plan Annual Summary as presented in Attachment 2.
- 3 Authorises officers to make any consequential amendments to Attachments 1 and 2 based on direction provided at this meeting and to correct any minor editorial, typographical, arithmetical, or formatting errors that are identified.

The motion was **carried**.

Mayor Martin Connolly arrived at the conclusion of the above item at 9.16am.

7 Draft Future Development Strategy for Consultation – Report 23.468

Kim Kelly, Programme Director and Parvati Rotherham, Project Lead FDS and HBA spoke to the report.

Moved: Mayor Holborow / Deputy Council Chair Staples

That the Joint Committee:

- 1 Approves the Draft Future Development Strategy (Attachment 1) dated September 2023 for Consultation
- 2 Endorses the technical background reports for the Draft Future Development Strategy that will be published as part of the consultation but are not part of the consultation themselves. These reports are:
 - a Constraints Mapping Report (revised) (Attachment 2)
 - b Scenario Evaluation Summary Report (Attachment 3)
 - c Foundation Document (Attachment 4)
 - d Regional Housing and Business Assessment (Attachment 5)
 - e Iwi values and aspirations detail report (Attachment 6)
 - f Engagement Report (Attachment 7)

- 3 Authorises officers to make any consequential amendments to Attachments 1 - 7 based on direction provided at this meeting and to correct any minor editorial, typographical, pictorial, arithmetical, or formatting errors that are identified.

The motion was **carried**.

Marama Fox arrived during the above item at 9.24am.

8 Approval of Draft Future Development Strategy Consultation and Hearings Process – Report 23.469

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

Moved: Mayor Baker / Deputy Council Chair Staples

That the Joint Committee:

- 1 Approves the communications and engagement package for the draft Future Development Strategy consultation. This includes:
 - a The Communications and Engagement Plan (Attachment 1)
 - b Draft Consultation Overview Document (Attachment 2) to act as a Statement of Proposal and Summary Report required by section 83 of the Local Government Act 2002
 - c Frequently Asked Questions (Attachment 3) which will be displayed on the Have Your Say Page.
- 2 Authorises officers to make any consequential amendments to Attachments 1 - 3 based on direction provided at this meeting and to correct any minor editorial, typographical, arithmetical, or formatting errors that are identified.
- 3 Approves consultation on the Draft Future Development Strategy to commence 9 of October 2023 and run for a period of one month.
- 4 Approves a hearing be held in the week commencing 11 December 2023 to hear any submitters that wish to be heard by the Wellington Regional Leadership Committee Subcommittee for the Future Development Strategy and that this hearing provide for all those wishing to be heard including in the Wairarapa, West Coast and Wellington City, and the ability to speak online.
- 5 Requests officers to explore options for engagement with the community including wānanga and drop-in sessions.

The motion was **carried**.

Noted: Mayor Guppy requested his vote against the motion be recorded.

Hon. Mayor Mark arrived during the above item at 9.27am.

9 Joint Committee Subcommittee for the Future Development Strategy – Remuneration for Iwi Members and any Independent Chair – Report 23.453

Kim Kelly, Programme Director spoke to the report.

Moved: Mayor Guppy / Mayor Holborow

That the Joint Committee:

- 1 Notes that, on 13 September 2023, the ten local authority parties established the Wellington Regional Leadership Committee’s Subcommittee for the Future Development Strategy (the Subcommittee) and approved the related Terms of Reference.
- 2 Notes that these Terms of Reference provide that the Wellington Regional Leadership Committee determines the remuneration provisions for iwi members and any independent Chair for Subcommittee activity, including travel, meeting time, and preparation for meetings.
- 3 Approves the remuneration for iwi members of the Subcommittee as:
 - a A taxable daily fee of \$235 for meetings or workshops of a duration of four hours or less per day, including breaks;
 - b A taxable daily fee of \$470 for meetings or workshops of a duration of more than four hours per day, including breaks; and
 - c Standard mileage allowance and reimbursement of relevant public transport costs for attendance at meetings or workshops.
- 4 Approves the remuneration for any independent Chair of the Subcommittee as:
 - a A taxable daily fee of \$352.50 for meetings or workshops of a duration of four hours or less per day, including breaks;
 - b A taxable daily fee of \$705 for meetings or workshops of a duration of more than four hours per day, including breaks; and
 - c Standard mileage allowance and reimbursement of relevant public transport costs for attendance at meetings.

The motion was **carried**.

10 Appointment of Local Authority Members to the Joint Committee Subcommittee for the Future Development Strategy – Report 23.457

Kim Kelly, Programme Director spoke to the report.

Moved: Mayor Baker / Mayor Guppy

That the Joint Committee:

- 1 Appoints as local authority members to the Subcommittee for the Future Development Strategy:
 - a Councillor Tim Brown, on the nomination of Wellington City Council

- b Councillor Robyn Cherry-Campbell, on the nomination of Carterton District Council
- c Councillor Brady Dyer, on the nomination of Hutt City Council
- d Councillor Brent Goodwin, on the nomination of Masterton District Council
- e Councillor Rebecca Gray, on the nomination of South Wairarapa District Council
- f Councillor David Lee, on the nomination of Greater Wellington Regional Council
- g Councillor Ross Leggett, on the nomination of Porirua City Council
- h Deputy Mayor Hellen Swales, on the nomination of Upper Hutt City Council
- i Mayor Bernie Wanden, on the nomination of Horowhenua District Council
- j Councillor Nigel Wilson, on the nomination of Kāpiti Coast District Council

The motion was **carried**.

Resolution to exclude the public

11 Resolution to exclude the public – Report 23.477

Moved: Deputy Council Chair Staples / Mayor Guppy

That the Joint Committee excludes the public from the following parts of the proceedings of this meeting, namely:

Appointment of iwi members to the Joint Committee Subcommittee for the Future Development Strategy – Report PE23.439

The general subject of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 (the Act) for the passing of this resolution are as follows:

Appointment of iwi members to the Joint Committee Subcommittee for the Future Development Strategy – Report PE23.439	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
Information contained in this report includes personal and identifying information about candidates for appointment to the Joint Committee Subcommittee for the Future Development Strategy. Release of this information is likely to prejudice the privacy of natural persons (section 7(2)(a) of the Act) as releasing this information	The public conduct of the meeting is excluded as per section 7(2)(a) of the Act in order to protect the privacy of natural persons, including that of deceased natural persons.

<p>would disclose their consideration for appointment as a Committee member. Greater Wellington has considered whether the public interest outweighs the need to withhold the information and has determined that there is no public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.</p>	
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This resolution is made in reliance on section 48(1)(a) of the Act and the particular interest or interests protected by section 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public.

The motion was **carried**.

The public part of the meeting closed at 9.50am.

D Apanui

Presiding Member

Date:



Please note these minutes remain unconfirmed until the Wellington Regional Leadership Committee meeting on 5 December 2023.

The matters referred to in these minutes were considered by Council in Public Excluded business. These minutes do not require confidentiality and may be considered in the public part of the meeting.

Report 23.494

Public Excluded minutes of the Wellington Regional Leadership Committee meeting on Tuesday 19 September 2023

Taumata Kōrero – Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington, at 9.52am.

Members Present

Councils

Mayor Anita Baker	Porirua City Council
Mayor Campbell Barry	Hutt City Council
Mayor Gary Caffell	Masterton District Council
Mayor Martin Connelly	South Wairarapa District Council
Deputy Mayor Laurie Foon	Wellington City Council
Mayor Wayne Guppy	Upper Hutt City Council
Mayor Janet Holborow	Kāpiti Coast District Council
Deputy Council Chair Adrienne Staples	Greater Wellington Regional Council
Mayor Bernie Wanden	Horowhenua District Council

Iwi organisations

Darrin Apanui (Deputy Chair)	Rangitāne Tū Mai Rā Trust
Marama Fox	Ngāti Kahungunu ki Wairarapa Tāmaki-a-Rua Settlement Trust
Denise Hapeta	Raukawa ki te Tonga

Mayors Barry and Wanden, and Denise Hapeta participated at this meeting remotely via MS Teams in accordance with clause 25B of Schedule 7 to the Local Government Act 2002.

Darrin Apanui, as Deputy Chair presided at the meeting in the absence of a Chair appointed to the Joint Committee.

Public Excluded Business

1 Appointment of iwi members to the Joint Committee Subcommittee for the Future Development Strategy – Report PE23.439

Kim Kelly, Programme Director spoke to the report.

Moved: Mayor Holborow / Marama Fox

That the Joint Committee:

- 1 Appoints to the Joint Committee Subcommittee for the Future Development Strategy (the Subcommittee)
 - a Joanne Hayes, on the nomination of Rangitāne Tū Mai Rā Trust
 - b Miria Pomare, on the nomination of Te Rūnanga o Toa Rangatira
 - c Robin Potangaroa, on the nomination of Ngāti Kahungunu ki Wairarapa Tāmaki-a-Rua Settlement Trust
- 2 Notes that Te Rūnanga o Raukawa has not put forward a nomination, but has verbally advised that it endorses the member nominated by Te Rūnanga o Toa Rangatira Inc.
- 3 Notes that no nomination has been received from Muaūpoko Tribal Authority or Port Nicholson Block Settlement Trust.
- 4 Notes that remuneration of iwi members to the Subcommittee is the subject of a separate report at this meeting (Remuneration for Iwi Members of the Joint committee Subcommittee for the Future Development Strategy – Report 23.453)

The motion was **carried**.

Karakia whakamutunga

The presiding member closed the meeting with a karakia whakamutunga.

The meeting closed at 9.58am.

D Apanui

Presiding Member

Date:

Wellington Regional Leadership Committee
5 December 2023
Report 23.620



For Decision

WELLINGTON REGIONAL LEADERSHIP COMMITTEE – DUAL CHAIR OPTIONS

Te take mō te pūrongo

Purpose

1. To provide options to the Committee for implementing the “dual chair” key shift, as identified in the recent Wellington Regional Leadership Committee (WRLC) health check, along with recommendations on the preferred option.

He tūtohu

Recommendations

That the Committee:

- 1 **Agrees** that the Chair of the WRLC will not be independent but will be drawn from the local government and iwi members of the Committee.
- 2 **Agrees** that if the WRLC Chair position is filled by a local government member then the WRLC Deputy Chair position shall be filled by an iwi member, and vice versa.
- 3 **Agrees** that the iwi member being either the Chair or Deputy Chair will be remunerated for this position in addition to the current member remuneration, with this additional remuneration determined by Greater Wellington as the administering authority.
- 4 **Agrees** that for the purposes of leading the business of the WRLC (including but not limited to business planning, setting vision and purpose, directing the work programme, monitoring programme performance and WRLC Programme Director performance), the Chair and the Deputy Chair will operate as if they are “dual chairs”.
- 5 **Agrees** that the Chair will, from time to time, vacate the Chair at WRLC meetings to provide the opportunity for the Deputy Chair to preside at WRLC meetings.

Te tāhū kōrero

Background

Health Check

2. A Health Check was instigated by the Committee early in 2023, following two years in operation. Greater Wellington, as the Administering Authority, managed the process.

An independent Panel, composed of Glenda Hughes, Glenys Hauti-Parapara and Nehe Milner-Skudder, was appointed to undertake the review process.

3. The Health Check report (Report 23.590) will be received by the Committee at this meeting. It recommends a number of Key Shifts relating to the role of the Committee, the meeting format, chair roles, the work programme, the Secretariat, decision-making processes, partner commitment and mana whenua participation.
4. Implementing the recommended Key Shifts will require specific actions to be agreed by the Committee and actioned by a range of member organisations. The intention is where possible to make immediate progress on implementation, noting that some of the actions will require further processes.
5. A working group was established by the Committee Deputy Chair to provide a steer to the Committee on how to action the Health Check recommendations. This comprised: Council Chair Cr Daran Ponter and Darrin Apanui (Deputy Chair).
6. One of the key shifts provided in the Health Check report was for dual chairs and this report provides the current state and options for this, following discussions on this matter with the working group.

Te tātaritanga Analysis

Current WRLC Agreement and TOR

7. The current WRLC Agreement and TOR does not provide for “dual chairs”. It provides for a Chairperson (who is nominated by the Committee and approved by GWRC as the Administering Authority) and a Deputy Chair who is appointed by the Committee.
8. Relevant sections from the WRLC Agreement and TOR are as follows:
 - a The membership of the Joint Committee is comprised of (amongst others):
 - i a person nominated by the Joint Committee itself and appointed by the Administering Authority to be the Chairperson of the Joint Committee. Before nominating the person, the Joint Committee is required to consider whether the Chairperson should be independent. The nominee may be drawn from the local government and mana whenua membership of the Joint Committee or may be an additional member who is independent.
 - b A Deputy Chairperson is to be appointed by the Joint Committee from the existing membership.

Dual Chair options

9. Three options are presented for how dual chairs (or similar) could be established. These are:
 - a Option 1: Nominate a Chair and appoint a Deputy Chair from the Committee members at this meeting in line with the process below as a “work around” for dual chairs. This option may not be attractive to those expecting a more “dual-leadership” approach but is easier from an timing (quicker) and administrative point of view.

- i Confirm the Chair of the WRLC will not be independent (relevant to the wording “Before nominating the person, the Joint Committee is required to consider whether the Chairperson should be independent” in the Agreement)
 - ii Have the Chair and Deputy Chair of the WRLC being one member from local government members and one member from iwi members.
 - iii Ensure that the iwi member being either the Chair or Deputy Chair is remunerated for this position in addition to the current member remuneration.
 - iv Have it that for the purposes of leading the business of the WRLC (including but not limited to business planning, setting vision and purpose, directing the work programme, monitoring programme performance and WRLC Programme Director performance), the Chair and the Deputy Chair will operate like they are “dual chairs”.
 - v Have it that Chair will, from time to time, vacate the Chair at WRLC meetings to provide the opportunity for the Deputy Chair to preside at WRLC meetings.
- b Option 2: Alter the WRLC Agreement and TOR immediately to allow for “dual chairs”. This would require the Agreement and TOR to be updated and all ten councils to approve an updated version of the Agreement and TOR. This may not be an attractive option if this is the only change to be made. If other changes are required to the Agreement and TOR due to other changes from the healthcheck this would more viable. It is possible that this could be done by the WRLC meeting in March 2024 but not likely.
 - c Option 3: Implement Option 1 above and wait a period of time (ie 6 months from implementation) to see if the way of working expected by the changes outlined in Option 1 is happening and if not then move to Option 2. This time delay may also provide time for any other changes to the WRLC Agreement and TOR to be identified.
10. The recommendations in this report are in line with Option 1 which is the preferred option from the WRLC Secretariat and Deputy Chair.
11. The process for nominating a Chair and electing a Deputy Chair is covered in a separate report to this Committee “Process for the Election of the WRLC Chairperson and Deputy Chairperson” – Report 23.645.

Ngā hua ahumoni

Financial implications

12. The current WRLC Secretariat budget allows for a sum of \$50,000 annually plus other expenses for an Independent Chair. This would not be required under the recommendations in this report.
13. This report recommends that the iwi member, whether they are Chair or Deputy Chair, be remunerated for this role in addition to their current remuneration and meeting fees. Given that they would be operating in a dual chair role we would anticipate that this would be less than the sum above in paragraph 11.
14. The remuneration amount for the iwi member occupying the Chair or Deputy Chair position needs to be determined by Greater Wellington as the Administering Authority of the Committee; this consideration will occur at a Council meeting in February 2024.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

15. The recommendations propose that one of either the Chair or the Deputy Chair of the Committee be an iwi member. This will provide an as equitable position as possible towards dual chairs.

Ngā tikanga whakatau

Decision-making process

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

Te hiranga

Significance

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

Ngā tūāoma e whai ake nei

Next steps

18. Next steps are:
 - a An election will be held to confirm the Chair and Deputy Chair.
 - b The person appointed to the Deputy Chair position at this meeting will be able to immediately perform that role.
 - c Greater Wellington, as the Administering Authority, will consider a report to appoint the Chair of the Committee, and the remuneration level for the iwi

member appointed to the Chair or Deputy Chair position at a meeting in February 2024.

- d The Chair will then preside at the Committee meeting in March 2024. Ngā kaiwaitohu

Signatory

Writer	Kim Kelly – Programme Director, Wellington Regional Leadership Committee Secretariat
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<p style="text-align: center;">He whakarāpopoto i ngā huritaonga Summary of considerations</p>
<p><i>Fit with Council’s roles or with Committee’s terms of reference</i></p> <p>This paper relates to the Chair and Deputy Chair of the Committee and is consistent with the role of the Committee.</p>
<p><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></p> <p>This paper is consistent with the direction of the work programme and governance of the Committee.</p>
<p><i>Internal consultation</i></p> <p>This topic was discussed at the Senior Staff meeting in November 2023 and will be discussed with the WRLC CEO Group on 1 December 2023. It has also been discussed with the small working group focused on the Health Check key shifts.</p>
<p><i>Risks and impacts - legal / health and safety etc.</i></p> <p>Key risks have been assessed as part of the analysis in developing the options.</p>

Wellington Regional Leadership Committee
5 December 2023
Report 23.645



For Decision

PROCESS FOR THE APPOINTMENT OF THE WELLINGTON REGIONAL LEADERSHIP COMMITTEE CHAIRPERSON AND DEPUTY CHAIRPERSON

Te take mō te pūrongo

Purpose

1. To advise the Wellington Regional Leadership Committee (the Committee) on the procedure and options to nominate the Chairperson and appoint the Deputy Chairperson of the Committee.

He tūtohu

Recommendations

That the Committee:

- 1 **Notes** that the person nominated by the Committee to fill the role of Committee Chairperson is subject to appointment by Greater Wellington Regional Council, the administering authority of the Committee.
- 2 **Notes** that the Chairperson and Deputy Chairperson hold office until the next triennial local government elections.
- 3 **Adopts**, pursuant to Schedule 7 of the Local Government Act 2002, *either*:
 - a Appointment by statutory voting system A; *or*
 - b Appointment by statutory voting system B.
- 4 **Agrees** that any voting that requires a resolution by 'lot' to exclude any person/s will use the procedure where candidates' names (with the same number of votes) are placed in a container and the name of the person drawn out by an independent person is deemed the winner (i.e., elected or not excluded from the next round).
- 5 **Adopts** the voting system and procedure outlined in recommendations 3 and 4 for the nomination of the Chairperson and appointment of the Deputy Chairperson.

Te horopaki

Context

2. With regard to the position of Chairperson, the Committee's Terms of Reference provide:

A person nominated by the Joint Committee itself and appointed by the Administering Authority to be the Chairperson of the Joint Committee.

Before nominating the person, the Joint Committee is required to consider whether the Chairperson should be independent. The nominee may be drawn from the local government and mana whenua membership of the Joint Committee or may be an additional member who is independent.

3. With regard to the role of Deputy Chairperson the terms of reference provide:

A Deputy Chairperson is to be appointed by the Joint Committee from the existing membership. In accordance with standing orders, the Deputy Chairperson may preside at meetings in the absence of the Chairperson (including before the Joint Committee nominates a Chairperson and that person is appointed by the Administering Authority).
4. It is usual practice, where the appointees are drawn from the membership of a Committee, for the term of appointment to expire at the date of the next local authority elections.

Te tātaritanga Analysis

Procedure for appointments

5. The Committee is a joint committee appointed under sections 30 and 30A of the Local Government Act 2002 (the LGA). As such, the procedure for appointing the Chairperson and Deputy Chairperson is provided under clause 25 of Schedule 7 to the LGA, unless it is varied by agreement with the local authorities or public bodies that appoint members to the committee¹. The only variation made through the terms of reference is for the Greater Wellington Regional Council, as the administering authority for the Committee, to formally appoint the Chairperson on the nomination of the Committee.
6. Under clause 25, the Committee must choose one of two statutory voting systems:
 - A Appointment by the majority of members present and voting, or
 - B Appointment by receiving a greater number of votes than any other candidate.

Characteristics of appointment by majority (Voting system A)

7. The characteristics of this voting system are:
 - a The person who is appointed receives the votes of a majority of the Committee members present and voting
 - b There is a first round of voting for all candidates
 - c If no candidate is successful in that round, there is a second round of voting from which the candidate with the fewest votes in the first round is excluded
 - d If no candidate is successful in the second round there is a third, and so on. Each time the candidate with the fewest votes in the previous round is excluded

¹ Section 30A(6)(c)(i) of the LGA.

- e If, in any round, two or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot
- f Rounds of voting will only be required where there are more than two candidates.

Characteristics of appointment by greatest number of votes (Voting system B)

- 8. The characteristics of this voting system are:
 - a A person is appointed if they receive more votes than any other candidate
 - b There is only one round of voting
 - c If two or more candidates tie for the most votes, the tie is resolved by lot.

Determining by 'lot' where there is a tie

- 9. Both voting systems A and B require a resolution by 'lot' if two or more candidates receive an equal number of votes and no one else is elected. The most common procedure is for the names of the candidates with the same number of votes to be placed in a container and the name of the person drawn out by an independent person is deemed the winner (i.e., elected or not excluded from the next round). It is recommended that this process be used in the event that there is a tie between candidates.

**Nga kōwhiringa
Options**

- 10. The Committee must choose either of the two voting systems described above to nominate the Chairperson and elect the Deputy Chairperson. The Committee is entitled to adopt different systems for the nomination of the Chairperson and Deputy Chairperson; however, for reasons of ease and practicability, it is recommended that the Committee adopts the same system for both elections.

Option One – Voting system A - Election by the majority of members

Advantages	Disadvantages
The winning candidate is elected by a majority of Committee members.	There may be multiple voting rounds.

- 11. Voting system A is recommended if the Committee wants to guarantee that the winning candidate receives the votes of a majority of Committee members.

Option Two – Voting system B – Election by the greatest number of votes

Advantages	Disadvantages
There is only one round of voting.	The winning candidate may not have the majority support of Committee members.

Ngā hua ahumoni
Financial implications

12. There are no financial implications arising from this report.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

13. There are no implications for Māori arising from this report.

Ngā tikanga whakatau
Decision-making process

14. The matters requiring decision in this report were considered by officers against the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga
Significance

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

Te whakatūtakitaki
Engagement

16. Due to the low significance of the decision, no engagement was considered necessary.

Ngā tūāoma e whai ake nei
Next steps

17. Once the voting system is decided, the Manager Democratic Services will call for nominations for the position of Committee Chairperson. Once the nomination has been made, the process will be repeated for the position of Deputy Chairperson. Once the Deputy Chairperson is elected they will preside for the remainder of this meeting and at any future Committee meeting until the Chairperson is formally appointed, or if the Chairperson is absent.

Ngā kaiwaitohu
Signatories

Writer	Francis Ryan – Kaiwhakahaere Matua Manager, Democratic Services
Approvers	Luke Troy – Kaiwhakahaere Matua Rautaki General Manager Strategy

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> The appointment of the Chairperson and Deputy Chairperson is consistent with the Wellington Regional Leadership Committee's Terms of Reference, and the Local Government Act 2002.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> Not applicable
<i>Internal consultation</i> There was no internal consultation required.
<i>Risks and impacts - legal / health and safety etc.</i> There are no known risks or impacts.

Wellington Regional Leadership Committee
5 December 2023
Report 23.643



For Information

**WELLINGTON REGIONAL LEADERSHIP COMMITTEE PROGRAMME REPORTING
– DECEMBER 2023**

Te take mō te pūrongo

Purpose

1. To update the Wellington Regional Leadership Committee (WRLC) on its projects and programmes.

Te horopaki

Context

2. The Programme Reports are provided to highlight progress, plans and issues and risks to the Committee.
3. The following programme reports are attached:
 - a WRLC Data Indicators and Work Programme
 - b PDA (Priority Development Areas) programme report.
4. WRLC Data Indicators and Work Programme ([Attachment 1](#)) provides:
 - a A look ahead to the six-month work plan
 - b An Indicator Dashboard highlighting some of the measures relating to the programme's objectives
 - c Summaries of the all the projects on one page.
5. The PDA programme report ([Attachment 2](#)) provides:
 - a An overview of the PDA programme objectives
 - b A look ahead to the six-month work plan
 - c Progress summaries of the PDAs.
6. None of the matters in this report required external engagement. All matters have been discussed at WRLC Senior Staff Group meeting and WRLC CEO Group meeting.
7. There were no comments on this report from the WRLC Senior Staff Group meeting on 15 November 2023.

Ngā āpitihanga

Attachments

Number	Title
1	WRLC Data Indicators and Work Programme
2	PDA programme report - Dec 2023

Ngā kaiwaitohu

Signatories

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

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> The WRLC has specific responsibility for the work programme and other matters of regional importance. The reporting is to enhance the WRLC's ability to fulfil its responsibilities.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> The regular reporting to the WRLC will provide it with a mechanism to monitor the implementation of the Wellington Regional Growth Framework.
<i>Internal consultation</i> Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting and WRLC CEO Group meeting. Their views are incorporated into this paper.
<i>Risks and impacts - legal / health and safety etc.</i> There are no known risks.

WRLC Programme Report

Quarterly Report – December 2023

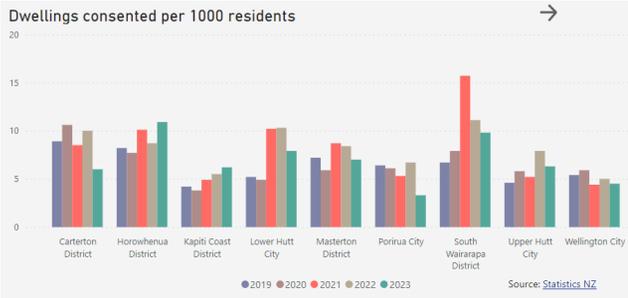
Six-month workplan

	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024
Future Development Strategy		Hearings			Final FDS	Implementation Plan	
Regional Economic Development Plan	SCREEN Accelerator Project 2023 complete	SCREEN Attraction Programme – <i>I, Object</i> begins filming in our region STEM product commercialisation space business case due	STEM – Summer of Engineering internships underway	STEM – Scale up Wellington – GovTech Startup Programme showcase	SCREEN Attraction Programme – hosting a co-production summit with Canadian producers FOOD & FIBRE – Emerging supplier forums in Kapiti and Wellington SKILLS – Pasifika Business Enablement – networking event at Whitireia	STEM – Campaign to position Wellington as an international cleantech hub VISITOR ECONOMY – Wairarapa Five Towns Trail – trust due to be established VISITOR ECONOMY Sustainability Programme – hospitality edition due to begin	STEM – Capital Capital Summit to be held STEM – Scale up Wellington – Climate Response Accelerator complete VISITOR ECONOMY – Porirua Adventure Park resource consent renewal deadline
Climate Change Projects	Regional Food System Strategy Data and mapping completed	Regional Emissions Reduction Plan Actions finalised Climate Change Impacts geospatial tools			Regional Food System Strategy Research report completed Regional Emissions Reduction Plan: Sign-off Climate Change Impacts Final Report -		
Visitor Economy	VISITOR ECONOMY – Civics Experience feasibility study due						
Food & Fibre	FOOD & FIBRE – Wairarapa F&F Innovation Forum	SKILLS – Wairarapa Good 2 Great programme 2023 complete					

WRLC Indicators

HOUSING SUPPLY

The chart below shows on average number of consents have increased over the period of last 5 years, however there is a down tick in most of the TAs in 2023 towards the 5-year average level. Also, at TA levels a sudden spike in consents could be single large event/building project rather than an indicator or general trend.

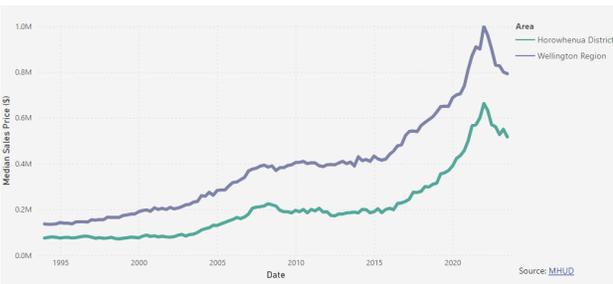


HOUSING AFFORDABILITY AND CHOICE

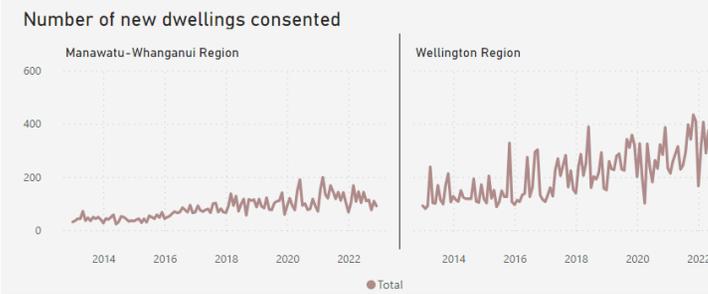
The chart below compares the extent to which construction costs or land contributes to house prices. The cost to build is estimated using StatsNZ consent value and includes the value of "houses" only.



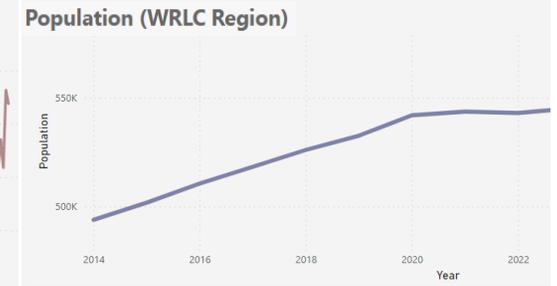
The chart below shows the quarterly median sale prices of dwellings in Wellington region and Horowhenua district in past 30 years.



POPULATION GROWTH COMPARED TO NEW DWELLINGS CONSENTED

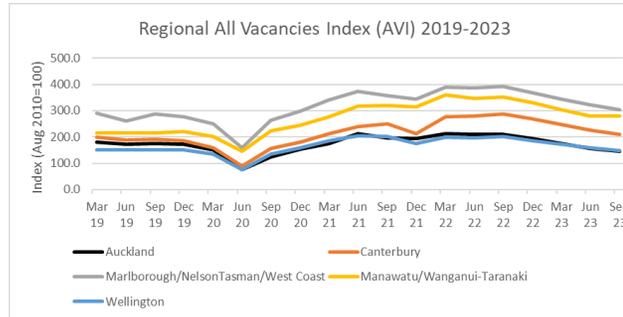


Attachment 1 to Report 23.643

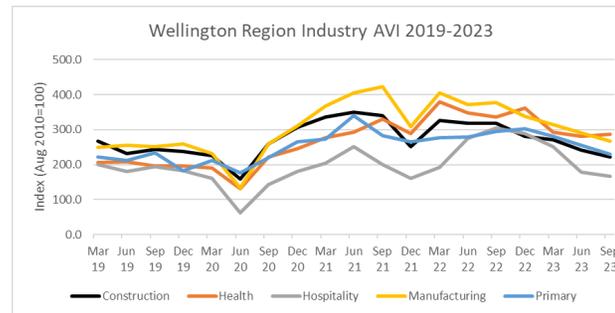


JOB VACANCIES AN INDICATOR OF CHANGES IN THE ECONOMY

The All Vacancy Index (AVI) is an index that shows changes in job vacancies advertised by businesses on three internet job boards – Seek, TradeMe and the Education Gazette.

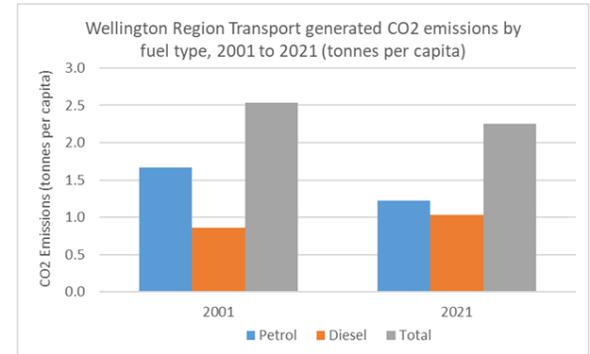


The below chart shows the jobs vacancies advertised online in the Wellington region for various major sectors. It shows that the vacancies advertised online have gone up post Covid for a while, however, however figure is trending downwards towards levels similar to 2019



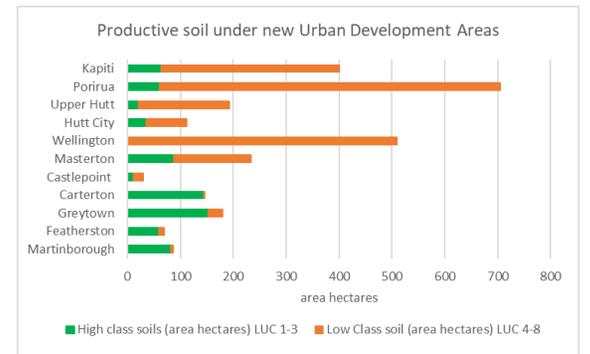
EMISSIONS REDUCTION

10% decrease in CO2 emissions per capita but an overall 10% increase in CO2 emissions



PROTECTION OF PRODUCTIVE LAND

The National Policy Statement for Highly Productive Land provides enhanced protection of this land. LUC Classes 1 to 4 are considered suitable for multiple land uses including arable cropping, while classes 5 to 7 are suitable for pastoral grazing and forestry. Class 8 is not suitable for any productive use.



Programme Dashboard

KEY AREA	Project	lead organisation	leader	start date	project completion	Scope	Programme	Budget	Risk	Confidence
Housing	Future Development Strategy and HBA	WRLC Secretariat	Parvati Rotherham	Aug-22	Jul-23	↔	↑	↔	↑	↔
	Iwi capacity and capability	WRLC Secretariat	Kim Kelly	Nov-21	Jul-22	↔	↔	↔	↔	↔
	Horowhenua-Kapiti Joint Growth Opportunities	HDC & KCDC	Carolyn Dick	Aug-22	Dec-22	↔	↑	↔	↔	↔
	Levin-Taitoko Structure Plan	HDC	Carolyn Dick	Nov-21	Aug-22	↔	↔	↔	↔	↔
	Regional Housing Approach and Action Plan - Implementation	MHUD, WRLC	TBC	Aug-21	TBC	↓	↓	↔	↔	↔
	Upper Hutt Structure Plan	UHCC	Gabriela Jimenez Rojas	Oct-22	TBC	↔	↓	↓	↓	↔
Climate	Regional approach to climate change impacts	WCC	Jamuna Rostein	Oct-21	Dec-24	↔	↔	↑	↔	↓
	Regional Emissions Reduction Strategy	WRLC Secretariat	Arya Franklyn	Feb-22	Mar-23	↔	↔	↔	↔	↔
	Regional Food System Strategy - Phase One	RPH	Tessa Acker	Jul-22	Jun-23	↔	↔	↔	↑	↔
Economic Development	Regional Economic Development Plan - Implementation	Wellington NZ	Juila Stevens and Matt Carrere	Jun-22	Jun-33	↔	↔	↔	↔	↔

Project Summaries

KEY AREA	Project	Status Summary
Housing	Future Development Strategy and HBA	The FDS signing was approved at the last WRLC meeting. A subcommittee, including representatives from 10 councils and 3 of the 6 iwi partners, was established. Public consultation runs from 9 October to 9 November 2023, with hearings scheduled for December 11. Two mid-October webinars offered the public an FDS overview and Q&A session before submission. Implementation planning for the FDS is underway.
	Iwi capacity and capability	We are currently in the process of appointing a part time resource for this project to co-ordinate both iwi partners and possible placement organisations. A project brief for this resource has been prepared and discussions are underway with consulting firm who may be able to assist. It is envisaged that this work will be two to three days a week for a three-month period.
	Horowhenua-Kapiti Joint Growth Opportunities	HDC and KCDC have connected further with Horizons and GWRC discuss a joined-up approach. This allows HDC and KCDC to prioritise advancing public transport, which enables other opportunities. Horizons conducted a public transport consultation primarily for bus routes, and HDC and KCDC engaged in discussions with them and submitted feedback. KCDC is represented at a staff level in the Horizons Public Transport Governance group, which is seeking expansion. Horizons is considering expanded bus services in their Long-Term Plan (LTP), with adoption planned for June 2024.
	Levin-Taitoko Structure Plan	The draft Action Plan is being updated. With the passage of time number of the actions have already been started. Officers are also progressing the Levin Town Centre Transformation (a pre-existing Council strategy) and considering how best to connect the Structure Plan into this conversation. It will provide useful context for both Council and the community.
	Regional Housing Approach and Action Plan	The Regional Housing Data Dashboard has been implemented and further enhancements are currently being worked on.
	Upper Hutt Growing Well Plan	Work continues on the Upper Hutt Structure Plan, with a core project team set up within Council to begin initial phases of project research and planning, including the development of a key vision and objectives.
Climate	Regional approach to climate change impacts	The Detailed Impact Assessment phase, including GIS tool design and draft report delivery, is complete. The draft report underwent independent peer review by Tonkin & Taylor, and the Council Project Team is conducting its review. Project delays are attributed to the absence of regional datasets, extended Peer Review duration, and the need to create a summary report due to the Draft Full Report and GIS Tool not meeting the project team's expectations.
	Regional Emissions Reduction Strategy	A Stakeholder and Partner Forum addressed regional emissions reduction opportunities and barriers, attracting 116 participants from various sectors. Key themes from the forum were summarised and shared with stakeholders to inform project progress. A joint stall with the Future Development Strategy project was set up at the Festival for the Future to engage with Rangatahi. Carbon modeling scenarios have been developed and shared. Meetings with technical specialists were conducted to draft actions and advocacy opportunities for presentation at the WRLC. Work on the Plan is ongoing, with Te Amokura engaged for iwi involvement. Project briefings for elected members were conducted in Porirua, Hutt City, and Greater Wellington Regional Councils, with additional briefings planned.
	Regional Food System Strategy	A combined meeting between iwi/hapū rūpū and the Community Advisory Board (CAB) took place from June to September, exploring shared priorities and collaboration opportunities. Five out of seven iwi regularly participated in strategy discussions. The Technical Advisory Group (TAG) had its inaugural meeting in September with 32 members from various sectors. The strategy aims to promote collaboration among iwi, CAB, and TAG to transform the regional food system. Preliminary data on foodshed analysis, land use mapping, retail surveys, and grower interviews will be shared in a November workshop with partners. Nearly 20 grower interviews were conducted across the region.
Economic Development	Regional Economic Development Plan	This project is in implementation phase.

WRLC Priority Development Areas Quarterly Report – December 2023

Priority Development Areas (PDAs)

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

Projects:

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

Projects should also be:

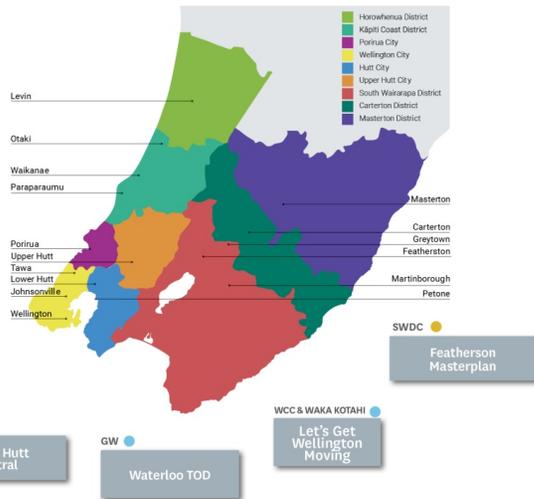
- complex, need joint government efforts
- Mix of site sizes, development timelines.
- Within a well-defined geographical area

	PDA selection Criteria					FDS Priority Areas			
	Transport related	Housing related	Climate related	Economic Development related	Iwi Aspirations related	Important areas for iwi development	Along strategic public transport corridors	In rural towns near transport nodes	greenfield developments connected to urban areas
Featherston									
LGWM - Courtenay Place to Newtown									
Otaki									
Porirua North Growth Area									
Riverlink									
Trentham									
Waterloo Station									

WRLC PRIORITY DEVELOPMENT AREAS

KEY

- Housing
- Climate change and resilience
- Transport
- Economic Development
- Iwi/Māori housing



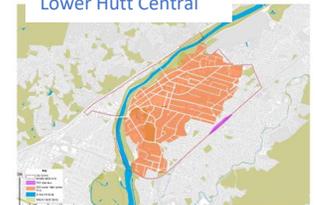
Trentham Mixed Use Development



LGWM



Lower Hutt Central



Waterloo Station Transit Oriented Development



Featherston Masterplan Development



Otaki



Porirua Northern Growth Area



Priority Development Areas Programme Summary

Programme Summary

Most of the PDAs have been making quite progress since the last report. The common themes for most of the PDAs is they have put funding bids in the various LTPs, or that they are working through other funding processes.

Where PDAs are not progressing, it is because of matters external to the project teams, and there has not been an opportunity to provide any interventions

Work has commenced to establish a set of PDA performance measures to enable tracking of PDAs against their objectives. Ideally these would also align with the FDS performance measures.

It is important to note that most of the PDAs have a long timeline, so for many of them onsite activity is not realistic in the short term.

Next major milestones



	PDA Progress summary	Challenges	Actions
Featherston Masterplan Development	The Featherston Masterplan continues with plan refinement to compile a Draft Masterplan with an implementation plan for Council approval in late Nov 2023. Public notification of draft plan is anticipated to be in Dec 2023. Final masterplan adopted by mid 2024.	<ol style="list-style-type: none"> 1. Finalisation of Implementation Plan and Funding 2. 3 waters infrastructure gaps 3. Engagement with developers 	Work with project partners has been initiated and is ongoing
LGWM – MRT Suburbs	The team plans to present the Urban Development Delivery Report and Growth Plan Roadmap at the December 2023 LGWM Partnership Board meeting. This will outline the details of growth in Wellington over the next 30 years, driven primarily by infrastructure investment. Alignment with potential LGWM changes, especially infrastructure phasing, will be necessary.	<ol style="list-style-type: none"> 1. Complexity of programme and partnership arrangements 2. Political announcements re LGWM create uncertainty in transport infrastructure investment 	<ol style="list-style-type: none"> 1. Refresh PDA governance arrangements and sharing scope and schedule with stakeholders 2. Revise PDA governance and distribute LGWM-WCC Urban Development Programme scope and schedule to relevant stakeholders
Lower Hutt Central	This Project is part of a larger work programme to ensure coordination of major projects in Lower Hutt. The last period has focussed on the foundations of the programme. LTP inclusion is ongoing. Work on building working relationships continues. Planning for development has commenced with the Riverlink Alliance.	<ol style="list-style-type: none"> 1. Obtaining sufficient resources 2. Potential for lack of community support / opposition 3. Lack of support from mana whenua 	<ol style="list-style-type: none"> 1. Work towards inclusion of programme in LTP 2. Implementation of communication and engagement plan 3. Establish mana whenua governance
Ōtaki	The focus of activities since the last report revolve around community development and improvement efforts in the Ōtaki area. These efforts include community engagement, safety concerns, public transport, affordable housing, and infrastructure development, all aimed at enhancing the quality of life and services in Ōtaki.	<ol style="list-style-type: none"> 1. Funding for the work is unbudgeted 2. Coordinating the efforts of the diverse project partners 	<ol style="list-style-type: none"> 1. A business case will be developed to support funding through the upcoming LTP process 2. Coordination will be achieved through clear communication and careful planning by the project team
Porirua Northern Growth Corridor	The SDP assessment phase is underway. The three key features (project area, project objectives, and project governance) were developed for public notification by Kāinga Ora. Kāinga Ora led a period of public notification and feedback from 31 Aug to 29 Sep 2023.	<ol style="list-style-type: none"> 1. Understanding 3 waters infrastructure gaps 2. SH59 capacity constraints 	Work with project partners has been initiated and is ongoing
Trentham Mixed Use Development	Project at a very early stage with lots of agreements being negotiated to enable development to proceed and gain funding certainty.	<ol style="list-style-type: none"> 1. Reaching agreement with partners 2. Funding of transport infrastructure 	<ol style="list-style-type: none"> 1. Negotiations underway between parties 2. LTP to include funding proposal
Waterloo Station Transit Oriented Development	Commercial Investigation is nearing completion, with final reporting due in Nov 2023. Despite economic challenges, the investigation forecasts a positive property investment outlook that aligns. It also highlights potential housing benefits with government support. Governance will soon decide on next steps.	<ol style="list-style-type: none"> 1. Developing a funding model that attracts private investment and central government support 2. Ongoing escalation of construction costs makes costs estimates problematic 	<ol style="list-style-type: none"> 1. Awaiting outcomes of the commercial investigation 2. Continue to evaluate project minimum requirements

Wellington Regional Leadership Committee
5 December 2023
Report 23.590



For Decision

HEALTH CHECK

Te take mō te pūrongo

Purpose

1. To receive the Health Check Report and consider actions to implement the key findings.

He tūtohu

Recommendations

That the Committee:

1. **Receives** the Health Check Report ([Attachment 1](#)).
2. **Notes** the actions proposed to implement the Key Shifts in the Health Check.
3. **Notes** that a set of principles to guide the role and purpose of this Committee will be developed through a further workshop and brought back to a future Committee meeting for approval.
4. **Agrees** to the changes proposed to the format of Committee meetings outlined in paragraphs 14 to 18, to allow discussion of key regional issues and opportunities.
5. **Agrees** to the work programme for the remainder of this year and 2024/26 outlined in paragraph 22.
6. **Notes** the work already underway to prepare an FDS Implementation Plan and the potential opportunity to fold this into a Regional/City Deal.
7. **Notes** the opportunity to talk to incoming Ministers about the purpose of the Committee and the importance of ministerial representation.

Te tāhū kōrero

Background

Health Check

2. A Health Check was instigated by the Committee early in 2023, following two years in operation. Greater Wellington as the Administering Authority managed the process. An independent Panel, comprising Glenda Hughes, Glenys Hauiti-Parapara and Nehe Milner-Skudder, was appointed to undertake the review process.
3. The Health Check report is in **Attachment 1**. It recommends a number of Key Shifts relating to: the role of the Committee, the meeting format, chair roles, the work

programme, the Secretariat, decision-making processes, partner commitment and mana whenua participation.

4. Implementing the recommended Key Shifts will require specific actions to be agreed by the Committee and actioned by a range of member organisations. The intention is where possible to make immediate progress on implementation, noting that some of the actions will require further processes.
5. Committee members were asked to volunteer to be part of a working group to provide direction on how to action the Health Check recommendations. This comprised: Council Chair Cr Daran Ponter and Darrin Apanui. The feedback from this working group has been incorporated into the recommendations of this report.

Regional/City Deal

6. The Committee is already working on developing an Implementation Plan for the Future Development Strategy, with a key focus being the infrastructure gap. There is potential for this to be merged into a future regional/city deal. This is an emerging focus for aligning the planning, funding and delivery of economic development and urban growth, that has come up through the Review into the Future of Local Government and the National Party's policy manifesto for infrastructure.
7. The idea of a regional/city deal emerged in the UK in 2011 as a long-term, place-based partnership arrangement between central government and local government regions. It has also been widely used in Australia. The focus of the deals in these two countries has been on creating economic growth and facilitating urban development by devolving resources and powers to a local level and supporting delivery through funding and partnerships. They have been most successful where they take a long-term approach and involve the private sector.
8. The WRLC Health Check recommends that the future work programme include as a priority the development of a regional/city deal.
9. A number of other regional growth partnerships as well as other regions and cities are already advanced in preparing for potential regional/city deals. Government officials are awaiting direction from the incoming Government on how any programme will be structured and applied.

Te tātaritanga

Analysis

10. With the Health Check report now completed, it is important to seek to implement the proposed key shifts as soon as possible. Implementation actions and pathways for each of the Key Shifts are outlined in the sections below.

Role and Purpose of the Committee

11. Whilst in setting up the Committee, objectives were defined, these were never incorporated into the formal Agreement. Over time, as staff, councillors and mayors change, this can cause uncertainty and a lack of clarity. The establishment objectives are outlined below. These are largely still relevant to the purpose of the Committee.

- To unite the regions local government, central government and iwi leaders in a new collaborative way of working together, embedding collective responsibility for cross-boundary issues
 - To look for opportunities to bring alignment, integration and efficiency to areas of duplicated effort, to maximise benefits to communities
 - To leverage and maximise regional connections
 - To create a platform for one regional voice, to bring cohesion to the region and enhance opportunities for Central Government funding
 - Improved ability to engage with central Government at the level they want to engage.
12. In addition to these objectives the following principles were also developed to guide the thinking around the establishment of the Committee:
- Enables leadership on key issues of regional importance
 - Provides for a coherent and unified voice for the region
 - Facilitates a collaborative approach to address key regional issues
 - Enables more effective influencing of central Government direction
 - Facilitates a robust evidence base to support decisions
 - Addresses both governance and organisational support elements, including sufficient resourcing to provide effective support for governance
 - Provides for a more consistent and simple funding process.
13. It is recommended that the Committee agree a single set of principles and that these are incorporated into the formal Agreement as an opportunity arises. As a first step it is proposed that the Committee workshop an appropriate set of principles at its next meeting.

Format of Committee Meetings

14. It is important to define the purpose of Committee meetings. Formal meetings are necessary for making decisions under the provisions of the Local Government Act, however they can inhibit more informal direction-setting discussion of key regional issues and the ability of members to raise new issues and opportunities. Previously these have been accommodated through separate workshops.
15. Appointed Ministers are invited to all meetings; however, due to availability, they have only been able to attend some meetings. Government officials do attend all meetings but are unable to 'sit at the table' under the current arrangements. It is important that when Ministers are able to attend that they are engaged in relevant discussions that maximise value to the Committee and that officials are provided appropriate opportunities to engage with the Committee.
16. It is recommended that all future Committee meetings have two component parts:
- a) Items for decision, for which detailed reports are provided,
 - b) Key regional matters for discussion, which may include relevant background information being included in the meeting Order Paper under cover of a short "For Discussion" report.

17. Ministers would be invited to specifically attend either Part A or Part B of the meeting (depending on the shape of the agenda). Government officials and Chief Executives would also be invited, where required, to participate in Part B of the meeting.
18. Part B of the meeting would not be for making formal decisions but would enable facilitated discussion of key regional issues and opportunities. This could guide further action by the Secretariat or member organisations. Members would be able to raise issues related to the items for discussion, and suggest matters for discussion at future meetings. Theoretical examples of the sort of issues and opportunities that could be usefully discussed in Part B include:
 - a) A regional approach to applications for a new Government fund (eg Shovel Ready projects)
 - b) A regional approach to an emerging issue of concern to multiple organisations (eg a lack of funding for the rail network to support future growth)
 - c) An opportunity for more efficient and effective systems and processes (eg investigating a regional building consent processing service)
 - d) Sharing of information re common approaches (eg the key challenges in the LTP processes likely to impact growth)
 - e) An opportunity to support and accelerate a key regional facility (eg investigate options for a new regional stadium).
19. **Dual Chairs**
20. Report 23.620 at this meeting provides the actions proposed to enable the new chairing arrangements.

Work Programme

21. The work programme for each year is identified and agreed by the Committee and the required budget is advised to each of the funding organisations to enable the agreed work programme.
22. The Health Check has recommended that there is generally a shift in the work programme from planning to enabling implementation. This includes a focus on the implementation of the Future Development Strategy and a potential Regional/City Deal and a common evidence base. It also recommends completing the current projects and commencing the Regional Climate Adaptation Plan, due to its importance to the future of the region and the need for collaboration between all member organisations. The Health Check also recommends that the breadth of projects is reduced to focus on fewer priorities.

23. The proposed work programme for the remainder of this year and 2024/26 is therefore as follows:

WRLC Work Programme 2023 and 2024/26		
Project	Work Required	Timescale
Existing Projects: <ul style="list-style-type: none"> • Future Development Strategy • Regional Emissions Reduction Plan • Regional Food Systems Strategy • Regional Economic Development Plan 	Complete Complete Complete Ongoing implementation Refresh	By Mar 2024 By Mar 2024 By Mar 2024 Ongoing By June 2024
Common Evidence Base	Incremental Development	Ongoing
Regional Climate Adaptation Plan	Commence	Feb 2024 - 2026
FDS Implementation Plan/potential Regional/City Deal	Draft Complete	By Mar 2024 By June 2024
Iwi Spatial Plan (input to next FDS)	Commence	Feb 2024 - Dec 2024
Regional FDS Implementation Reporting (including Priority Development Areas)	Commence	6 monthly

24. The Common Evidence Base programme has already commenced with the development of a Housing Portal that provides a single source of topical data on housing from a variety of existing sources. This is updated on a regular basis and is used widely across the member organisations. It is intended that additional data be brought together in a similar way for other key areas, including economic data currently held by Wellington NZ and further housing data held by a range of organisations. Additional value could be gained by using GIS to overlay different datasets to inform decision-making.
25. The Regional FDS Implementation Reporting would for the first time provide a picture of how (through the actions of various member organisations) the region is progressing towards the intended outcomes of the FDS. This would monitor planning, consenting, funding and delivery on the ground. It is most likely that this will report by topic area to ensure a manageable workload.

Secretariat resourcing and reporting

26. With the proposed changes to the work programme, the meeting formats, the desire for additional support for members (outside of meetings) and the response in this report to the mana whenua participation, consideration needs to be given to the appropriate skill mix and level of resourcing required for the Secretariat. It is proposed that the Administering Authority review this and work with the Committee Chair and Deputy Chair to recommend any changes. This will need to follow appropriate human resource processes.

27. The Health Check also notes that there has been at times a lack of direction for the Secretariat and unclear accountability. It is proposed that a management reporting line is more formally established between the Programme Director and a relevant Group Manager at Greater Wellington (as the Administering Authority). This, along with a strengthened role for the Committee Chair and Deputy Chair, will provide for enhanced oversight and accountability.

Streamlining processes and partner commitment

28. With 19 members as well as wider partners (ie Government agencies), it is more logistically challenging to work toward alignment than other similar Partnerships. A number of management forums have been established to align views, including the Senior Staff Group and the Chief Executives Group, as well as project specific working and steering groups containing representatives from member organisations. As a result there is often a long lead-in time to making decisions, to allow time for dissemination of information and to socialise reports and recommendations. There is also a considerable resource requirement on member organisations to provide staff for these various forums and groups.
29. Once plans and strategies have been agreed by the Committee, it can be unclear to what extent partners have committed to the required implementation actions. This could undermine the effectiveness of the Committee's work.
30. To streamline these processes, it is proposed to create Portfolio Leaders for each component of the work programme, resourced from within member organisations. These staff/governance members would be responsible for overseeing the work, supported by the Secretariat and the relevant project managers. This would enhance accountability and commitment. The Portfolio Leaders would then meet together regularly as a Steering Group with the Secretariat to guide the overall programme and ensure integration across.
31. The other project and programme reporting and management structures would also be reviewed to identify where they can be streamlined.
32. With the formation of a new Government, it will be important to ensure that Ministers are aware of the Committee and its purpose and motivated to participate. There may also be an opportunity to influence who Cabinet may wish to represent the Government on the Committee.
33. ***Mana whenua participation***
34. The ability of mana whenua to participate in the business of the Committee is currently limited. Six of the seven iwi are represented on the Committee itself but don't have the same level of organisational support as the local government and Government organisations.
35. As a first step it is proposed that the Committee Chair and Deputy Chair facilitate a pre-meeting caucus with mana whenua members – this would build on the pre meeting discussions iwi already have. This would be supported by additional briefing material and will assist members in participating in the Committee meetings. Other steps will be identified over time.

36. The Committee Chair and Deputy Chair should also work with iwi organisations to strengthen representation at the Chief Executives Group.
37. The Secretariat has always had a position of “Iwi Liaison” in the establishment, but this role has never been filled as it has proved difficult to recruit a suitable candidate. A renewed push is required to fill this role to support the participation of mana whenua members on the Committee.
38. ***Regional/City Deals***
39. A regional/city deal would be an opportunity for this region to work in partnership with the incoming Government and to leverage the extensive planning work already undertaken by the Committee on the development of the Future Development Strategy, Regional Economic Development Plan and regional climate plans. The work currently being undertaken to identify anticipated funded and unfunded infrastructure would be an essential input. An alternative approach would be to just prepare an FDS Implementation Plan for discussion with Government. Any regional deal developed by the Committee would have the added benefit of being a deal between central government, local government and iwi.
40. Government officials have indicated that the Urban Growth Partnerships (including this Committee) were originally established as a means to develop a shared view of the desired regional future and regional priorities, including identifying partnership opportunities between Government and the region. As such a Regional/City Deal could be seen as a natural evolution of this role.
41. Any deal could be structured in a number of different ways:
 - i Geographic area – for the whole region, sub-regions or cities and districts
 - ii Outcome focus – economic growth or housing and infrastructure
 - iii Partnership areas – funding and revenue options, regulatory change, delivery methods, areas of responsibility
 - iv Timescale – short-term actions and longer-term opportunities
42. Overseas experience has indicated that the most successful regional deals take a longer-term approach, rather than simply identifying a list of short-term projects for funding. A short-term approach focussed on funding may not be attractive to Government in a fiscally constrained environment and past experience has shown that Councils have often struggled to accelerate delivery and increase capacity.
43. A consistent feature of many regional deals has also been a wider focus on devolving responsibilities to a local level, additional revenue sources for local government and new delivery systems. This could therefore provide an opportunity for this region to influence the wider system of government and create structures and systems that are tailored to our needs, without the extended timeframes usually required for structural/legislative change.
44. The development of any regional deal would likely have a number of stages, including:
 - i Develop draft framework/terms of reference and principles for discussion with the incoming Ministers

- ii Agree roadmap (process and timeframe) for development
- iii Develop initial short-term partnership actions
- iv Develop longer-term partnership actions.

A comprehensive and ambitious deal could take some time to develop and agree, however it can be structured as a phased process to allow shorter-term actions to be progressed whilst longer-term actions are further investigated and discussed.

- 45. The development of any regional deal would require clear agreement to responsibilities and leadership and for supporting staff resources. This could be a significant programme for the region.

Ngā hua ahumoni

Financial implications

- 46. The work programme for 2024/25 will be used to inform the budget requirements from member organisations. Initial budget requirement advice has already been given to local government Senior Staff to inform the preparation of Long Term Plans 2024-34 It is unknown at this stage whether any changes to this initial advice will be required.
- 47. No other financial implications have been identified.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

- 48. This report is largely concerned with administrative matters.
- 49. The proposal for the Chair and Deputy Chair to facilitate a pre-meeting caucus with mana whenua members, supported by additional briefing material, will assist mana whenua members in participating in Committee meetings.
- 50. A regional/city deal would provide an opportunity for mana whenua to engage with Government on regional issues of importance to them.

Te huritao ki te huringa o te āhuarangi

Consideration of climate change

- 51. The proposed work programme for the remainder of this year and 2024/25 includes specific climate change projects. These include finalising the Regional Climate Emissions Reduction Plan and the Regional Food Systems Strategy. It also includes commencing the Regional Adaptation Plan. These are critical plans to guide regional policy and action.
- 52. The work programme also includes finalising the Future Development Strategy – the implementation of this will have significant implications for urban form and transport, which are critical levers for reducing carbon emissions and adapting to the impacts of climate change.

Ngā tikanga whakatau
Decision-making process

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

Te hiranga
Significance

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

Te whakatūtakitaki
Engagement

55. The Senior Staff Group and Chief Executives Group were consulted in the preparation of this report.
56. No public engagement is proposed as a result of this report.

Ngā tūāoma e whai ake nei
Next steps

57. Following the Committee's consideration of the matters including in this paper, officers will work with the Secretariat to implement the agreed actions.

Ngā āpitihanga
Attachment

Number	Title
1	Health Check Report

Ngā kaiwaitohu
Signatory

Writer	Luke Troy, Group Manager Strategy, Greater Wellington
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<p style="text-align: center;">He whakarāpopoto i ngā huritaonga Summary of considerations</p>
<p><i>Fit with Council's roles or with Committee's terms of reference</i></p> <p>The proposals fit with the Committee's terms of reference</p>
<p><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></p> <p>The work programme will impact on the funding required from member organisations through the Long Term Plan 2024-34</p>
<p><i>Internal consultation</i></p> <p>Consultation has been undertaken with the WRLC Secretariat and a working group of WRLC members</p>
<p><i>Risks and impacts - legal / health and safety etc.</i></p> <p>There are no particular risks resulting from this report</p>



Attachment 1

WELLINGTON REGIONAL LEADERSHIP COMMITTEE

Health Check

Glenda Hughes, Te Amokura (Glenys Hauti-Parapara, Nehe Milner-Skudder)

Nov 2023

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EXECUTIVE SUMMARY

The Wellington Regional Leadership Committee (WRLC) formed in May 2021 to take responsibility for key matters of regional importance and to improve co-ordination and alignment between central and local government and mana whenua.

At the time of the establishment of WRLC, partnerships (under the Urban Growth Agenda of the previous Government) with similar agendas had already been successfully established in Auckland, the Hamilton to Auckland corridor and Tauranga/Western Bay of Plenty. Greater Christchurch and Queenstown Lakes now have similar partnerships and officials were exploring a possible urban growth partnership for the Northland – Auckland Corridor. These partnerships have been formed to improve outcomes around housing, land use and infrastructure planning.

The Wellington Regional Leadership Committee has successfully worked together for the last 2 ½ years developing some key regional plans, including the Wellington Regional Growth Framework and draft Future Development Strategy. However due to the size of the Committee (9 Mayors, 7 iwi representatives and 2 Ministers) and the large number of organisations represented, it has at times been cumbersome and difficult to manage which has led to some frustration as to the speed of delivery.

The Committee agreed in early 2023, that it had reached a stage where a health check of the activities and processes be initiated. The timing of the health check also incorporated the input of the recently appointed committee members following the local body elections in October 2023 and the recent Central Government elections.

At the time of the setting up of the Committee it was decided to transition the committee into the use of the current meeting structures and processes used in local bodies. These structures and processes have impacted the flow of information leading to current structures and processes limiting progress.

The health check confirms the need to reset program priorities and processes to reflect the changing Central Government and Regional priorities.

The health check has addressed what has been achieved, what works well, what isn't working well, and what key shifts are needed to be ready for future challenges.

The recommended key shifts (as detailed in Section 3 of this report) are:

- Review and confirmation of principles
- Review, rationalise and refresh of current projects
- Recognition that regional plans and sub-regional plans have distinct but complementary roles
- Efficient use of resources, aligned planning, funding and delivery
- Allocation of resources for successful implementation and/or delivery
- Committee appointed Chairs (2)
- Restructure of meeting schedules, participants and agendas
- Identify and appoint leadership of Secretariat.

BACKGROUND

The WRLC was established by the combined local governments of the Region in May 2021, with its first Meeting in July 2021. Members of the WRLC are local government, Central Government, Iwi and an independent Chair. Recently the Independent Chair has stepped down and the committee is being led by the Deputy Chair (a member of the committee and representative of an iwi group) in the interim.

Local government representatives on the committee come from - Carterton District Council, Greater Wellington Regional Council, Horowhenua District Council, Hutt City Council, Kāpiti Coast District Council, Masterton District Council, Porirua City Council, South Wairarapa District Council, Upper Hutt City Council, Wellington City Council. Iwi representatives from - Rangitāne Tū Mai Rā Trust, Te Rūnanga O Toa Rangatira Inc, Port Nicholson Block Settlement Trust, Te Rūnanga o Raukawa, Muaūpoko Tribal Authority Inc, Ngāti Kahungunu Ki Wairarapa Tāmaki Nui-A-Rua Settlement Trust. Te Ātiawa ki Whakarongotai Charitable Trust was a member of the WRLC and participated until April 2023, when they withdrew. Central Government representatives - Associate Minister of Housing, Minister of Transport.

The Committee is supported by a WRLC Secretariat, which includes a Programme Director and a number of other roles. The Secretariat is responsible for managing the process and work programme of the WRLC including meetings and agendas, project management, reporting, stakeholder relations, communications, and engagement.

Similar Urban Growth Partnerships had been progressed as part of the Government's Urban Growth agenda to improve co-ordination and alignment between central and local government and mana whenua in New Zealand's high growth urban areas.

At the time of the establishment of WRLC, partnerships (under the Urban Growth Agenda of the previous Government) with similar agendas had already been successfully established in Auckland, the Hamilton to Auckland corridor and Tauranga/Western Bay of Plenty. Greater Christchurch and Queenstown Lakes now have similar partnerships and officials were exploring a possible urban growth partnership for the Northland – Auckland Corridor.

CABINET PAPER ESTABLISHING URBAN GROWTH PARTNERSHIPS

A Cabinet paper from 2019 identified the Urban Growth Partnerships as part of the Government's Urban Growth Agenda to improve co-ordination and alignment between central and local government and mana whenua in New Zealand's high growth urban areas. The partnerships aim to improve outcomes around housing, land use and infrastructure planning. An important output of the partnerships are joint spatial plans, which set up a long-term framework for the development of an area and guide a joint work programme.

The urban growth partnerships programme includes three core components: an enduring urban growth partnership/governance structure; joint spatial plans outlining how and where areas will grow over 30+ years; and joint work programmes comprising key transformational initiatives. An

important output of the partnerships are joint spatial plans, which set up a long-term framework for the development of an area and guide a joint work programme.

The Cabinet Paper identified that until recently, there had been a lack of co-ordination between central and local government regarding the future growth of New Zealand's high growth urban centres, and the infrastructure investment required to support this. This has resulted in a range of complex issues that affect housing and urban development in New Zealand, including severe housing affordability and low levels of mobility.

The Crown is represented in each partnership by two to three Ministers and relevant officials. The cost of Crown membership is limited to a small annual administrative contribution and membership does not commit the Crown to any specific initiatives or commitments; these must be agreed explicitly and through standard processes.

In June 2021, Cabinet agreed to join the Wellington Regional Leadership Committee, to work together on matters that are of regional importance, cross boundary and inter-regional in nature, with particular focus on: Regional economic development; Regional economic recovery; and the Wellington Regional Growth Framework (the joint spatial plan).

PURPOSE AND OBJECTIVES OF THE WELLINGTON REGIONAL LEADERSHIP COMMITTEE

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

The formal Agreement does not have a clear statement of objectives for the Committee against which to evaluate its progress, however informal objectives were developed for its establishment as follows:

- To unite the regions local government, Central Government, and iwi leaders in a new collaborative way of working together, embedding collective responsibility for cross-boundary issues.
- To look for opportunities to bring alignment, integration, and efficiency to areas of duplicated effort, to maximise benefits to communities.
- To support and implement a shift to a collective decision-making approach and a leadership voice for the region.
- To leverage and maximise regional connections.
- To create a platform for one regional voice, to bring cohesion to the region and enhance opportunities for Central Government funding.
- Improved ability to engage with central Government at the level they want to engage.

PURPOSE OF HEALTH CHECK

Almost two years after its establishment and with the resignation of the Independent Chair, the Committee agreed it was a suitable time to review progress and check the arrangements are still fit for purpose and whether any improvements should be made based on learnings to date.

The Health Check was designed to:

- Review the progress of the Committee against its purpose and objectives to see if these are still fit for purpose.
- Consider whether the structural and administrative arrangements and funding are still fit for purpose.
- Consider the views of each organisation represented on the Committee and the extent to which the work of the Committee meets their needs.
- Consider if the role of Independent Chair is still required, and if not how the Chair of the Committee should be appointed.
- Consider the key focus areas for the Committee for this triennium (e.g., population forecasts agreed, housing growth agreed, public transport priorities, Future Development Strategy, etc).
- Consider the impacts of local authority amalgamations (where appropriate) and any learnings from other urban partnership committees elsewhere in NZ.
- Make clear recommendations for any changes and improvements to enhance the success of the Committee.

METHODOLOGY

The methodology for the review included: structured interviews with all members of the Committee and research on other Urban Growth Partnerships, including similar reviews undertaken and interviews with selected partnership Chairs.

Structured interviews were conducted by the panel (list of interviewees) **Appendix 1**.

- members of the Committee, (Mayors/Chair and Mana Whenua representatives)
- Central Government representatives
- members of the Secretariat
- former Independent Chair
- Deputy Chair
- Chief Executives
- Administering Authority lead officer
- Selected project leads.

A guideline of the questions that would be covered in the interviews was forwarded to the interviewees prior to the interview **Appendix 2**.

Research and interviews were also conducted in relation to the composition and actions of other similar urban growth partnership committees. This included interviews with some partnership Chairs.

A desktop review of WRLC minutes, meeting agendas, papers and online communications and workshops was also conducted, as well as observation of WRLC meetings in practice.

An assessment of the new Governments Coalition agreements and the impact of the changes on the work of the committee.

FINDINGS

FEEDBACK

A summary of the feedback received from the Interviews has been summarised in **Appendix 3**.

There was consistent feedback that the Committee had a purpose and there was a continuing need for it. Central Government representatives found the work of the Committee assisted their decision making and emphasised the preference of the Government to deal with the wider Region on key programmes and initiatives.

Feedback noted the achievements of the Committee's work programme, and that there was overall a lack of recognition of the success so far achieved, particularly the spatial planning workstream.

Some of the key areas where participants thought improvements could be made included:

- Cumbersome processes that are not always the best use of time for the participants
- Clarity on the key principles underpinning the Committee's work and its objectives
- A review and refresh of the current work programme led by the Committee members to reduce the breadth of work and focus more on enabling implementation
- Changing meeting protocols and structure to encourage more informal debate and direction
- Improved reporting lines and accountability for the Secretariat

Any refreshed work programme would need to recognise and respond to the new Government priorities and the direction outlined in the 100-day plan and legislative programme. The extensive planning that has already been undertaken will provide a strong base to support the Committee in their future engagement and partnership with Government.

2.1 MANA WHENUA FEEDBACK

Observations

Across all of the councils represented on the WRLC, a clear and genuine commitment to working as partners with mana whenua is evident. All of the councils have established strong and positive relationships with mana whenua at their local level. Some have identified specific roles within their organisations, where mana whenua provide support and advice on matters that are of particular importance to them.

Mana whenua representatives who were interviewed during the review were positive about the benefits of being part of the Committee, to them and their iwi. Many referred to the advantage of working alongside or having access to staff from the Central Government agencies who represented their iwi priorities. Housing and transport were identified as two of the priorities that mana whenua have progressed because of the relationships that have been formed.

Mana whenua representatives were appreciative of the support that is provided to them as a group by the Secretariat. They appreciate the opportunity to meet together prior to Committee meetings to work through the papers that are being presented. These meetings also provide an informal forum for mana whenua to discuss amongst themselves the issues and priorities that are important to them.

Mana whenua demonstrate a deep commitment to the WRLC as they understand the value of their input into decision making that impacts their iwi across the wider Wellington Region. However, their capacity to engage in all WRLC activities is a constant tension for mana whenua. The drain on their time and resource is immense. Mana whenua are often called upon to contribute to a wide range of Wellington Regional projects putting a further drain on their resource.

Recommendations

In order to further support and enhance opportunities for mana whenua to lead, it was suggested that WRLC should:

- 2.11 Explore ways to support capability and capacity building of mana whenua, recognising that mana whenua commitment is embedded in their deep whakapapa and connection to the land. They have an intergenerational interest in the Region that reaches from the past, the present and long into the future. *“We are in it for the long game”* (mana whenua rep).
- 2.12 Recognise that mana whenua are diverse. Each hapū, iwi region have their own unique identity and aspirations. Iwi vary in size and area that they represent. Some have multiple hapū, each with their own priorities. While it is not the role of the WRLC to delve deep into the make-up of iwi, there is a need for greater recognition of their context. In addition, iwi are at different places in their development, depending on where they are in the settlement process. Equitable allocation of resources may be something to consider.
- 2.13 Raise expectations that local knowledge and mātauranga ā-iwi is sought and used at the beginning of projects that are presented to the Committee. This knowledge should be valued equally to scientific and consultant expertise.
- 2.14 Create a formal space for mana whenua to caucus together on matters that are a priority for them. Mana whenua need to be able to meet together regularly and drive their own work programme that can then be fed into the Committee. This requires access to supporting resource such as to the Secretariat working with the mana whenua forum. If this is set up well, there is also an opportunity for the mana whenua forum to be a central place that projects can bring their work to be tested in relation to the aspirations and relevance to Māori, to receive critique and feedback sooner rather than later. A forum of this nature could also be a space where mana whenua bring more iwi members,

to increase the experience and capacity of their whānau to be involved in the work of the Greater Wellington Region.

KEY SHIFTS

These shifts have been devised to identify the key areas that should be addressed by the Committee and include feedback from a workshop with Committee members and CE's.

3.1 Committee membership and purpose

Observations

The Committee is divided into two groups. The team who has been involved since its first meeting in July 2021 and the members who joined following the October 2022 elections. Recent members are less informed of the purpose of the Committee.

Both groups have indicated a degree of disengagement from the process. Some in relation to the cumbersome nature of the processes and others due to there being a lack of induction at the time of joining.

Mana whenua representatives were invited into the WRLC after it had been established. While most had been on the Committee from the early establishment, none were there at the beginning, and had little input into how the Committee was established and the development of policy, process, and procedures.

A majority agreed the Committee is needed and the alternative regional body – the Mayoral Forum - would not be an appropriate replacement for the Committee.

There is inconsistency between the understanding of the participants as to the key principles underpinning the Committee's work. The original establishment objectives are still relevant and reflect the importance of joined up communications and the reason for bringing the Committee together but are difficult to assess progress against.

Recommendations

3.1.1 Confirm the principles of the Committee, using the original establishment objectives and the principles outlined below as a base. Consider how to measure progress.

- Working in partnership across councils, mana whenua, government agencies and community
- Boundaryless approach
- Success through working with others in a joined-up manner
- Recognition that the sub-regions have their own distinct characteristics and range of challenges and opportunities, and that regional spatial strategies and sub-regional spatial plans have distinct but complementary roles
- Recognition that iwi representatives are resourced differently and need additional support including pre-meeting caucusing.

3.2 The role of the Committee and how it works

Observations

All groups agreed that the priority for this Committee is to develop a package that outlines the priorities for the Region and is supported by the collective and which can be used for prioritising and funding partnerships. This needs to be tailored to reflect the priorities of the new Government. There is less agreement as to the methodology, resources required to achieve this and the prioritisation of individual projects. There is a continuing concern that the size and scope of the work programme needs to be more focussed.

There should be a shift in the work programme from planning to enabling implementation. This includes a focus on the implementation of the Future Development Strategy and a potential Regional/City Deal. Current projects should be completed and a Regional Climate Adaptation Plan commenced, due to its criticality to the future development of the Region and the need for all parties to work together.

There is concern about how the work programme is developed and how members drive the agenda. There is a perception of tail wagging the dog, with a lack of joined up communication between the Committee and the Secretariat, Senior Staff Group and CE's Group. Committee members need to be more engaged in identifying the priorities and focus of the work programme and priorities. Part of the problem has been that meetings are held under Standing Orders, which inhibits discussion. There needs to be more opportunity for free and frank discussions at workshops that are facilitated.

Recommendations

3.2.1 Agree the work programme priorities for the Committee, in the light of the new Government priorities and programme, including a focus on enabling implementation.

3.2.2 Re-structure the meeting format to provide more opportunities for discussion on key regional issues.

3.3 The position of Chair

Observations

Most Committee members agreed the Independent Chair was the best option at the start of the process, however it is now agreed by most participants that it is time to appoint from within the current Committee members.

Consideration needs to be given to the commitments and breadth of activity of the Chair. Due to the nature of the work required to reach regional alignment, it was also suggested that two Chairs would be needed to cover the full workload and would improve communications between the members as well as recognise the different characteristics and needs of their constituents. The current Acting Chair, from within the membership, has been a positive experience.

Recommendations

3.3.1 Appoint dual-chairs from within the membership, including confirming the skills sets and workload required.

3.4 Key Successes***Observations***

Some of the successes mentioned include the considerable funding sourced from various Government funds to support regional development and infrastructure (eg IAF for infrastructure in central Hutt, Ōtaki and Trentham and the Lower North Island Regional Trains). Government officials underscored the importance of having an agreed regional spatial plan to support these applications. The Regional Economic Development Plan has also resulted in regionally coordinated work and has unlocked additional funding.

The work of the Committee has also enabled deeper partnerships with Government and improved connections across Central Government departments and agencies. Kainga Ora has utilized the plans developed to inform investment planning including area development strategies and regional plans.

There has also been improved coordination across local government, with sharing of information and approaches through working together on spatial plans, Priority Development Areas and other plans.

Across all organisations in the Region there is now enhanced sharing of information and use of common data and evidence bases. The Housing and Business Capacity Assessments, consistent population forecasts and the Housing Portal are all examples of this. The Secretariat have produced an extensive amount of research and planning building an informed platform for future planning and implementation.

Recommendations

3.4.1 Review successes to ascertain what worked, what didn't and to understand why.

3.4.2 Build on the common evidence base and regional datasets.

3.4.3 Identify the sub regions distinct characteristics and their individual range of challenges and opportunities how they will be managed.

3.5 The administering authority for the Committee***Observations***

Greater Wellington Regional Council (Greater Wellington) is the appropriate administering authority as their mandate is across the members involved.

Some issues have arisen as Greater Wellington has not felt it has a mandate to actively manage the Secretariat and this has sometimes led to a lack of overall accountability and oversight. The grey line between being the administering authority and being a member of the Committee can

be problematic. There is sometimes uncertainty about whether and which corporate Greater Wellington resources can be used to support the work programme.

The resources in the Secretariat will need to be reviewed once the work programme has been agreed and it is clear what skill sets are required. Management and reporting processes between the various governance and steering groups needs to be streamlined to improve communication and increase efficiency.

Recommendations

3.5.1 Assess the current resources and structure of the Secretariat and align with the new work programme.

3.5.2 Strengthen reporting lines for the Secretariat to the Administering Authority and the dual Chairs.

3.5.3 Review and streamline management and reporting processes.

3.6 What will success look like

Implementing these recommendations described above should result in the following outcomes for the Committee:

- A cooperative approach to addressing regional issues across Central Government, local government and mana whenua
- A solutions-based approach in relation to issues and projects
- Agreement on a common evidence base and dataset for regional planning
- Agreed implementation priorities and funding plans in line with Government priorities
- A focus on key regional issues and opportunities.

APPENDIX 1 – List of Interviewees

Interviewee	Position	Organisation
Daran Ponter	Chair	Greater Wellington Regional Council
Nigel Corry	Chief Executive	Greater Wellington Regional Council
Kim Kelly	Programme Director	Wellington Regional Leadership Committee Secretariat
Allen Yip	Programme Manager	Wellington Regional Leadership Committee Secretariat
Tory Whanau	Mayor	Wellington City Council
Barbara McKerrow	Chief Executive	Wellington City Council
Campbell Barry	Mayor	Hutt City Council
Wayne Guppy	Mayor	Upper Hutt City Council
Anita Baker	Mayor	Porirua City Council
Wendy Walker	Chief Executive	Porirua City Council
Janet Holborow	Mayor	Kāpiti Coast District Council
Darren Edwards	Chief Executive	Kāpiti Coast District Council
Gary Caffell	Mayor	Masterton District Council
Karen Yates	Manager Strategy and Governance	Masterton District Council
Martin Connelly	Mayor	South Wairarapa District Council
Harry Wilson	Chief Executive	South Wairarapa District Council
Ron Mark	Mayor	Carterton District Council
Geoff Hamilton	Chief Executive	Carterton District Council
Bernie Wanden	Mayor	Horowhenua District Council
Denise Hapeta	Leader	Raukawa Ki Te Tonga
Darrin Apanui	General Manager	Rangitāne Tū Mai Rā Trust
Helmut Modlik	Chief Executive	Te Rūnanga o Toa Rangatira
Huia Puketapu	WRLC member	Port Nicolson Block Settlement Trust
Di Rump	Chief Executive	Muaūpoko Tribal Authority
Marama Fox	WRLC member	Ngati Kahungunu ki Wairarapa Tāmaki-a-Rua Settlement Trust
Erin Palmer	Strategic Development Manager	Kainga ora
Ernst Zollner	Deputy Executive Director	Kainga ora
Emma Speight	Director	Waka Kotahi
Brad Ward	Head of Chief Executives office	MHUD
Tracey Martin	Independent Chair WRLC	
Anne Tolley	Independent Chair	Smart Growth
John Allen	Chief Executive	WellingtonNZ

APPENDIX 2 – Structured Interview Questions

Introductory

1. How long have you been a member on the Wellington Regional Leadership Committee?
2. What do you think the key purpose of the WRLC is?
3. What things do you consider to be the key successes of the Wellington Regional Leadership Committee so far?
4. What in your view is the one thing most important to change with the Wellington Regional Leadership Committee?

Purpose of the Committee

5. (a) Over the past 2 years how well do you think the Committee has achieved its original objectives and made a difference?
(b) Do you consider these original objectives to be still fit for purpose?
6. (a) Do you think the work programme (see Attachment 2 for details) is focussed on the right areas?
(b) What do you think the future work programme priorities for the Committee should be?
7. Considering the wider context of Government reform, how do you think this might affect the purpose and work of the Committee over the next few years?

Mana whenua Partnership

8. How well does the Committee deliver on Te Titiri obligations and what do you think these are?
9. How are mana whenua values and perspectives incorporated into the Committee's decision making?

Additional questions for mana whenua members only (Q10 – 13)

10. What do you understand the role of mana whenua to be on the Committee.
11. What resources and support is needed to strengthen the participation of mana whenua on the Committee?
12. What are the successes, challenges, opportunities for mana whenua participation in the Committee?
13. What are they key issues or topics that mana whenua have differing views on? How are these differences navigated?

Committee Partnership

14. How satisfied are you that your organisation's views are heard through the Committee's process?
15. How well do you think the partners support the implementation of the work of the Committee through their own decisions and areas of responsibility and could this be improved?

Additional questions for Central Government members only (Q16 - 17)

16. Do you think the WRLC has improved the credibility of the Wellington Region with Government?
17. What steps has your agency taken as a result of the work of the WRLC?

Committee process

18. Thinking about the Committee meetings themselves, how satisfied are you with meetings and how the Committee process works?
19. Over the past 2 years the WRLC has had an Independent Chair. Their role includes chairing the meetings, working with the Programme Director to shape agendas, and building consensus amongst the partners. How well do you think this has worked?
20. Before papers come to the Committee they are reviewed by the Senior Officers Group and CEs Group – how well do you think this process works?
21. Alongside formal meetings, a number of workshops have been held to brief on upcoming decisions and consider emerging issues. Do you think there should be more or less workshops?

Administration

22. Thinking about how the work of the Committee is funded – currently Greater Wellington funds the Secretariat (approx. \$600k + \$80k from others) and the work programme (approx. \$1.7M/year) is funded by contributions from local government partners plus a small contribution from Central Government. Do you think these funding arrangements are fit for purpose?
23. The administering authority for the Committee is Greater Wellington – their responsibilities include: administration, appointments, acting as the banker etc. How well do you think this arrangement has worked?
24. Do you have any other comments to make?

APPENDIX 3 – Summary of Feedback

Q 1) How long have you been a member on the Wellington Regional Leadership Committee?

Department	Responses
Mana whenua Partnership responses	<p>Most of the mana whenua representatives were invited into the WRLC after it had already been established.</p> <p>While most had been on the Committee from the early establishment, none were there at the beginning, and had little to no input into how the Committee was established and the development of policy, process, and procedures.</p>
Summary	<p>The Committee is divided into two groups. The team who has been involved since its first meeting in July 2021 and the members who joined following the October 2022 elections.</p> <p>Both categories have indicated a degree of disengagement. Some in relation to the cumbersome nature of the processes and others due to there being a lack of induction at the time of joining.</p>

Q2) What do you think the key purpose of the WRLC is?

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

Department	Responses
Committee Members responses	<p>Recent members less informed of the purpose.</p> <p>Majority agreed needs to continue and Mayoral forum would not be able to replace the committee.</p> <p>Most of the responses identified that the key purpose of the committee should be to work collectively to identify the future needs of the region. Enabling a package to be developed which focuses on the priorities and funding required.</p>
Secretariat responses	<p>To represent local government iwi and Central Government</p> <p>To take a collective view to ensure good outcomes when dealing with funding agencies and Central Government.</p> <p>To work together and take a collective view on how to achieve better outcomes by jointly planning for growth.</p>

	To look at growth in a holistic manner – make sure there is sufficient good housing for growth, plan for economic opportunities to support the growth, ensure that all of this does not harm the environment.
Central Government responses	<p>To enable Central Government to understand the needs and priorities of the whole region and feed them into the governance group at their organisations.</p> <p>A vehicle to enable the key Central Government organisations to keep the regional leaders up to date on their projects, activities, and issues.</p> <p>Assist work with Central Government governors. This assists central regional and local government to be cognisant of each other’s limitations.</p>
Mana whenua Partnership responses	<p>To realise Crown Iwi partnership.</p> <p>Mana whenua appreciated the opportunity to connect with both local and central government, and Crown agencies, as building these relationships were often the catalyst for advancing those Kaupapa that were a priority for their individual iwi e.g., Housing, transport, environment.</p>
Summary	<p>Recent members less informed of the purpose.</p> <p>Majority agreed needs to continue and Mayoral forum would not be able to replace the Committee.</p> <p>All groups agreed that the priority for this Committee is to develop a package that contains the priorities for the region and is supported by the collective. One that can be used in prioritising actions and funding.</p> <p>There is less agreement as to the methodology, resources required and the prioritisation of projects.</p> <p>Concern exists size and scope of the work needs to be more focussed and reprioritised.</p>

Q3) What things do you consider to be the key successes of the Wellington Regional Leadership Committee so far?

Department	Responses
Committee members responses	<p>The funding for regional trains approved by Government.</p> <p>Giving iwi a voice.</p> <p>The structural plan we all agreed for our growth and the aggregation of the districts.</p> <p>Pulled together the different councils particular re spatial planning.</p>

	<p>Growing partnerships with Central Government (note needs to be more work in this area).</p> <p>Progress with the Priority Development Area housing development projects.</p> <p>Planning for big regional projects progressed.</p>
Secretariat responses	<p>Pulled together the different councils particular re spatial planning.</p> <p>Eased the process Future Development Strategy, Regional Emissions Reduction Plan with partners working together.</p> <p>At officer level – agreement that most things are more effective and efficient when done together.</p>
Central government responses	<p>Have not asked Central Government.</p>
Mana Whenua Partnership	<p>Relationship building.</p> <p>Support provided by the secretariate to look at papers prior to the hui.</p>
Summary	<p>Members are concerned that extensive paperwork has been produced, but to date little implementation has taken place.</p> <p>It has been acknowledged that the Secretariat have produced an extensive amount of research and planning which creates an informed platform for future planning and implementation.</p> <p>Increased collaboration in the development of the greater sized projects.</p>

Q4) What in your view is the one thing most important to change with the Wellington Regional Leadership Committee?

Department	Responses
Committee members responses	<p>The WRLC members acknowledge the Committee has produced research and planning documents and it now needs a refresh which will reflect the current and future operating environments.</p> <p>There is concern that the current work programme is too broad and needs to be rationalised and refocused.</p> <p>Ensure there is efficient use of resources.</p> <p>Identify allocation of resources for successful implementation.</p> <p>A process implemented which will identify the expectations of members of the Committee and its partners.</p>

Secretariat responses	Councils to be better organised to resource work. Binding decision making by the Committee.
Mana whenua Partnership responses	Recognise and value mātauranga ā-iwi from the beginning of projects. Establishment of a mana whenua forum - Māori need to be able to caucus together regularly and drive their own work programme and priorities that can then be fed into the Committee. This requires system support to achieve this. Will also support iwi to bring more iwi members to the discussion earlier.
Summary	The Leadership Committee members support a rationalisation of the programme. Identify plans ready to progress for implementation. Prioritise projects in line with Government strategy and funding priorities.

Purpose of the Committee

Q5 (A) Over the past 2 years how well do you think the Committee has achieved its original objectives?

The original objectives

- *Enables leadership on key issues of regional importance.*
- *Provides for a coherent and unified voice for the region.*
- *Facilitates a collaborative approach to address key regional issues.*
- *Enables more effective influencing of central Government direction.*
- *Facilitates a robust evidence base to support decisions.*
- *Addresses both governance and organisational support elements, including sufficient resourcing to provide effective support for governance.*
- *Provides for a more consistent and simple funding process for regional projects.*

Department	Responses
Committee members responses	It has enabled robust evidence to support future decisions. The other objectives are less measurable some feel the voice of the committee has been captured by individuals and this has led to a lack of collaboration and a less coherent unified voice for the region. The relationship with Government organisations has been achieved but still needs work. The relationship with Central Government ministers is not as strong as other similar regional committees.

	There needs to be a reset of the organisational support both at local council and Secretariat level.
Mana whenua Partnership responses	Most mana whenua were comfortable that the Committee reflected the original objectives.

Q5 (B) Do you consider these original objectives to be still fit for purpose?

Department	Responses
Committee members responses	<p>These objectives need reviewing to reflect the current and future operating environments.</p> <p>Need of a stronger unifying voice.</p> <p>Some members feel there should be a de-centralisation others believe that a de-centralised approach would lead to a disunification and competition which will slow down progress.</p> <p>Agree that in the absence of a single local government entity that give iwi the opportunity or platform for an equal voice on local / regional issues is necessary.</p>
Mana whenua Partnership responses	<p>However, many thought that it was time to spend some time in collective reflection and resetting of the Committee. There needs to be some work done on the collective values and operating principles of the Committee, and some mana whenua reps were willing to host this on marae and to use Māori tikanga and practices to develop this work. <i>“Invest at the front end (committee setup up) it will pay off later”.</i></p> <p>There should be a greater focus on a foundation for the Committee that is relational rather than transactional.</p>

Q6 (A) Do you think the work programme is focussed on the right areas?

Department	Responses
Committee members responses	<p>The current work programme is too broad.</p> <p>It is acknowledged that the work on the Future Development Strategy has been helpful to those members who have had to deliver Future Development Strategy.</p> <p>Some representatives feel that the Committee is too Wellington-centric and there is not enough focus on the smaller councils in the regions.</p> <p>A bespoke model was suggested to ensure smaller council concerns are heard. And they can focus on situations applicable to their areas.</p>

	<p>It is acknowledged that there is a need to investigate, research and plan prior to delivery. And this has been the key focus of the work plan to date but it is now time for an implementation plan.</p> <p>Include resource capability.</p> <p>Needs to be reset and refocus with more input from the Committee members.</p> <p>Workshops have been helpful but need to be more input from attendees.</p>
Mana whenua Partnership responses	<p>Mana whenua priorities were diverse, however all of those spoken to were confident that their participation in the committee gave them confidence that their particular priorities were being attended to. This, however, is not an indicator that as a region the work programme is focussed on the right areas.</p> <p>Mana whenua do not seem to have the ability to determine the work programme but are recipients of a work programme that seeks their input.</p>

Q6 (B) What do you think the future programme priorities for the Committee should be?

Department	Responses
Committee members responses	<p>It is believed it is time for the Committee to focus on the prioritisation for delivery.</p> <p>The high-level thinking is fulsome an active/delivery strategy should be developed.</p> <p>This strategy needs to focus on prioritisation capacity and resource available.</p> <p>The work programme needs a complete reset starting with the input of the governance committee setting the content and priorities.</p>
Mana whenua Partnership responses	<p>The future priorities should be determined by the committee – for mana whenua, there is an opportunity for mana whenua to meet together to discuss the priorities for mana whenua across the region. Noting that all are at different stages as iwi, however they have collective intel to inform mana whenua priorities.</p> <p>Supporting the capacity building of mana whenua is a priority and needs to be planned for.</p> <p>There needs to be a greater bias towards social outcomes as opposed to financial outcomes – focus more on people, environment and our (collective) role as kaitiaki of these.</p>

Q7 Considering the wider context of Government reform, how do you think this might affect the purpose and work of the Committee over the next few years?

Department	Responses
Committee members responses	<p>It will depend on what the reform results in, and when.</p> <p>At officer level – agreement that most things are more effective and efficient when done together.</p> <p>One certainty is that following the election no matter what the result changes will occur.</p> <p>A change of the focus and of Government priorities.</p> <p>A change in funding priorities.</p> <p>The reset should take these into consideration.</p>
Secretariat responses	<p>At officer level – agreement that most things are more effective and efficient when done together.</p>

Mana whenua Partnership

Q8 How well does the committee deliver on Te Titiri obligations and what do you think these are?

Department	Responses
Committee members responses	<p>Leaders are in the committee room.</p> <p>Leaders' agreements / decisions do not seem to trickle down to the people delivering the work.</p> <p>Lack of support for the Committee representatives in delivery of work.</p> <p>Committee members value Contribution of mana whenua.</p>
Secretariat responses	<p>Leader's agreements / decisions do not seem to trickle down to the people delivering the work.</p>
Mana whenua Partnership responses	<p>This is a work in progress. Mana whenua are engaged in the Committee.</p> <p>There is no deliberate plan for the implementation of Te Tiriti o Waitangi at the Committee level, however most councils have developed strong and positive working relationships with mana whenua. They demonstrate high levels of commitment to working in partnership, but need some support to understand what this looks like.</p>

Q9 How are mana whenua values and perspectives incorporated into the Committee's decision making?

Department	Responses
Committee members responses	<p>For actual Committee decisions, reliance is placed on the iwi reps to speak out.</p> <p>For projects – they take individual approaches. Depends on the project leads relationships, contacts, cultural competence.</p> <p>Due to the focus on iwi being the Committee members around the table, there is a lack of coordination across the iwi structures.</p> <p>The Committee representatives lack support from advisors.</p> <p>Recent caucusing of the iwi leaders with the leader of the Secretariat has improved this position. But still a gap in this area.</p>
Mana whenua Partnership responses	<p>Mana whenua values and perspectives are not incorporated in a meaningful way. Karakia is a common practice; however, the running of the Committee is based on an old Westminster model that does little that reflects Te ao Māori. Decision making is based on common Committee procedures.</p> <p>The Committee has created a forum for iwi to talk to each other.</p> <p>Mana whenua need to be at the decision-making table.</p>

Additional questions for mana whenua members only**Q10 What do you understand the role of mana whenua to be on the Committee?**

Department	Responses
Committee members responses	<p>While all acknowledge the importance of the mana whenua inclusion in the Committee, few were able to articulate what their role was.</p> <p>Most referred to the challenge for mana whenua to be present, as they understood and appreciate the multiple strain on the time and resource available among mana whenua.</p>
Mana whenua Partnership responses	<p>Some acknowledge that capacity of mana whenua will always be an issue.</p> <p>Mātauranga Māori, Tino Rangatiratanga - how we act, don't rely on others to bring this to the table, it is our responsibility to lead on these.</p>

Q11 What resources and support is needed to strengthen the participation of the mana whenua on the Committee?

Department	Responses
Mana whenua Partnership responses	<p>Equitable resourcing of mana whenua – recognition that all mana whenua are diverse (not the same) – more than one rep at the table.</p> <p>Resourced for time to travel and read papers – not just attendance at meetings.</p> <p>Resources for mana whenua forum such as a dedicated Secretariat – who has the cultural capability to work for and with the mana whenua group.</p>

Q12 What are the successes, challenges, opportunities for mana whenua participation in the Committee?

Department	Responses
Mana Whenua Partnership responses	<p>Mana Whenua talking with each other and thinking about the greater region has been a success.</p> <p>Challenge is that mana whenua are diverse and at different stages of settlement with the Crown – therefore resources and priorities vary.</p> <p>Opportunity to increase Mana Whenua participation in the committee – e.g., at least 2 from each region or the number based on iwi/hapū structure.</p>

Q13 What are the key issues or topics that mana whenua have different views on and how are these differences navigated?

Department	Responses
Mana whenua Partnership responses	<p>We acknowledge the Ātiawa ki Whakarongotai Charitable Trust Notice of Withdrawal from WRLC and the Wellington Regional Climate Change Impact Assessment Project (WRCCIA). “The Trust has had issues with WRLC (including WRCCIA) processes, communication, and overall engagement.”</p> <p>These concerns are ongoing – the Trust have raised these concerns on numerous occasions with both WRLC and WRCCIA, with no material improvement in engagement. It appears that there are limited options to resolve these issues, and no accountability mechanism as governance and leadership is so dispersed across the respective Mayors and Chairs.</p>

Committee Partnership

Q14 How satisfied are you that the organisations views are heard through the Committee’s process and how well do you think the partners support the implementation of the work of the Committee through their own decisions and areas of responsibility and could this be improved?

Note: Definition of partners in this question includes the partners around the Committee table and the external Government agencies who also sit around the table

Department	Responses
Committee members responses	<p>There was general dissatisfaction and concern that the views of the Committee were not being fully heard and taken into consideration.</p> <p>Confusion occurs as to who is running the process the Committee members perceive, they have been sidelined and at times are only spectators.</p> <p>There appears to be a disconnect between operational impacts and decision making at the Committee level.</p> <p>The views of each layer within agencies are not necessarily shared within the agencies.</p> <p>At times there is a disconnect between the agency staff and their leaders that sit around the Committee.</p> <p>Currently the Secretariat who does the bulk of the work lacks a leader to work with the agencies and the Committee members to ensure that they have key input into the final decision making.</p> <p>A reset needs to occur to ensure there is a clear strategic focus and tangible outcomes are identified.</p> <p>CEs should be seeking advice from their Senior Staff Group, and advising the Committee, steering the Secretariat. Then advising their managers of the direction.</p> <p>Workshops were supported. Currently too directive and not enough voices enabled to contribute recommended they should be informative and focus on seeking input rather than a fait accompli in delivery.</p> <p>There seems to be a disconnect between operational impacts and decision making at the Committee level.</p> <p>The cumbersome nature of the Wellington Region leads to greater inconsistency in approach and is not conducive to collaborative decision making.</p>

Additional questions for Central Government members only

Q15 Do you think the WRLC has improved the credibility of the Wellington Region with Government?

Department	Responses
<p>Central Government responses</p>	<p>All Government partners see the Committee as important to their work.</p> <p>It has brought people together which has been important.</p> <p>Acknowledge Wellington has the most cumbersome committee process due to the regional make up.</p> <p>Consider the current work programme and policy papers are too broad.</p> <p>See one of the keys to success is a strong signal of collaborative decision making.</p> <p>Wellington needs a demonstrated collective decision-making process.</p> <p>Government agencies need a good regional outcome.</p> <p>Officers working together is critical.</p> <p>The Committee enables Central Government representatives to evaluate concepts with their governance and feedback responses.</p> <p>Committee needs to be clear about what it can deliver and what it needs to deliver.</p> <p>Material needs to be clear.</p> <p>CE's need to be more involved.</p> <p>Not focussed enough on the short term.</p> <p>Moves too slowly.</p> <p>Need to identify priorities.</p> <p>Need to address long winded papers.</p> <p>Committee would be less effective without iwi input.</p> <p>Committee agenda should be restructured so Central Government representatives can programme their attendance.</p>

Q16 What steps have your agency taken because of the work of the WRLC?

Department	Responses
Central Government responses	Needs further follow up

Q17 Thinking about the Committee meetings themselves, how satisfied are you with meetings and how the Committee process works?

Department	Responses
Committee members responses	<p>The current structure of the Committee meetings has led to a formulaic discussion where there is little exchange of oral information and questioning.</p> <p>Lots of reading and little opportunity for input from the Committee members.</p> <p>The Agenda and the Board papers need restructuring.</p> <p>The briefing of the Committee meetings prior to coming to meetings needs to be more robust.</p> <p>Needs to be an induction process for new members, it was problematic for new members after the election because they do not seem to have been briefed on the Committee's purpose.</p> <p>Ministers do not attend often enough, and when they attend, they often leave prior to the discussions that are relevant to them.</p> <p>Ministers present not utilised effectively. The agenda could be restructured to ensure that the Ministers time is properly utilised when attending.</p> <p>Papers should be restructured more focussed and user friendly.</p> <p>Local members should not be coming in on zoom.</p>
Mana whenua Partnership responses	<p>Some mana whenua reps see an opportunity to reset the Committee and its operating procedures. Some went as far as suggesting that the process is underpinned by Māori values and tikanga – but recognise that this requires substantial work by the Committee to develop. This could also be used as a tool for keeping the Committee accountable to their own values and practices.</p>

Q18 Over the past two years the WRLC has had an Independent Chair. Their role includes chairing the meetings, working with the Programme Director to shape agendas, and building consensus amongst the partners. How well do you think this has worked?

Department	Responses
Committee members responses	<p>The Independent Chair was the best option at the start of the process. Now the Committee has developed it is believed by most participants that it is now time to appoint from the current Committee members.</p> <p>There needs to be decision as to the commitments and activity of the Chair.</p> <p>Due to the nature of the group, it was also suggested that 2 Chairs would be better to cover the full workload and enable full representation.</p>
Mana whenua Partnership responses	<p>Most were comfortable with the Chair arrangements.</p> <p>Some see an opportunity for dual-chair that reflect Crown-Māori partnership.</p>

Q19 Before papers come to the Committee, they are reviewed by the senior officer's group and CE groups – How well do you think this process works?

Department	Responses
Committee members responses	<p>CE's group are working well together, and this process is of significant help to the Secretariat enabling them to identify issues and remediate prior to meeting.</p> <p>At times due to workloads there is a communication gap between Senior Staff Group and CE, or CE and Committee member.</p> <p>Government managers are incredibly well briefed and find this process helpful.</p>
Mana whenua Partnership responses	<p>Mana whenua appreciate hui with the Secretariat prior to hui, to work through the content of papers.</p>

Q20 Alongside formal meetings, several workshops have been held to brief on upcoming decisions and consider emerging issues. Do you think there should be more or less workshops?

Department	Responses
Committee members responses	<p>There needs to be more opportunity for free and frank discussion.</p> <p>The quality of these workshops would improve if they were independently facilitated, enabling equality of input from all involved.</p>

Q21 Thinking about how the work of the Committee is funded – currently Greater Wellington funds the Secretariat (approx. \$600k + \$80k from others) and the work programme (approx. \$1.7M/year) is funded by contributions from local government partners plus a small contribution from Central Government. Do you think these funding arrangements are fit for purpose?

Department	Responses
Committee members responses	<p>Greater Wellington pays for admin functions via general rates. In terms of equity, it means everyone in the region contributes.</p> <p>The \$600k+80k is not enough. It is acknowledged that it was established before actual positions and costs were known.</p> <p>Budget needs to be reassessed as part of reset.</p>

Q22 The administering authority for the Committee is Greater Wellington – their responsibilities include administration, appointments, acting as the banker etc. How well do you think this arrangement has worked?

Department	Responses
Committee members responses	<p>Greater Wellington Regional Council is appropriate for administering the authority as their mandate is across the members involved.</p> <p>Issues do arise as Greater Wellington does not feel comfortable managing the Secretariat and as a result the planners become leaderless, and this impacts the need for communication between the leads of the other partners.</p> <p>The grey line between being the administering authority and being part of the organisation can be problematic.</p> <p>There is sometimes uncertainty about whether and which Greater Wellington resources can be used for the work and who directs the Secretariat.</p>

Wellington Regional Leadership Committee
5 December 2023
Report 23.620



For Decision

IWI CAPACITY AND CAPABILITY PROJECT UPDATE

Te take mō te pūrongo

Purpose

1. To provide the findings from this project and seek a recommendation from the Committee about next steps.

He tūtohu

Recommendations

That the Committee:

- 1 **Notes** the work undertaken to date on the iwi capacity and capability project
- 2 **Determines** its preference for one of the following options as outlined in this paper:
 - a Option 1: Cease work on this pilot/project
 - b Option 2: Put the project on hold for 12 months
 - c Option 3: Resource up the project.

Te tāhū kōrero

Background

2. This report outlines the work undertaken on the Iwi capacity and capability project and the current status to enable the Committee to make a decision on next steps.
3. From the beginning of the work of the Wellington Regional Leadership Committee (WRLC) it has been obvious that iwi partners are not able to participate in the full work programme of the WRLC.
4. As an example we have various project teams for specific projects, a Senior Staff Group, a WRLC CEO Group and the WRLC itself, but iwi organisations are really only represented at the WRLC level, on some project teams, and there has been some representation at the WRLC CEO meetings as resources allow.
5. This does not provide for an equitable partnership. This project was discussed at the 1 July 2021 Committee meeting and is listed as an initiative in the current WRLC work programme. It looks to improve the capacity and capability of iwi partner organisations in a sustainable manner over time to assist in building a true partnership between local

government, central government, and iwi, where all partners have the same capability to participate.

Te tātaritanga Analysis

What research and analysis was undertaken

6. The first piece of analysis undertaken was with WRLC iwi members and central and local government staff who worked with iwi throughout the region.
7. A summary of issues noted at that time (September 2021) are noted below. The full Issues and Opportunities report can be found at [Iwi-capacity-and-capability-issues-and-opportunities-September-2021.pdf \(wrlc.org.nz\)](https://www.wrlc.org.nz/files/2021/09/Iwi-capacity-and-capability-issues-and-opportunities-September-2021.pdf)
 - a Current funding models (annual) do not provide surety about funding iwi/manua organisations over a multi-year period so they can build capability and capacity.
 - b Resourcing levels for iwi working with local governments are an issue for both parties.
 - c Pre-settlement iwi (in some cases) are not yet set up to operate in a typical business way, and therefore lack the right structure and organisation to ably fulfil the statutory roles and functions enshrined in legislation.
 - d Iwi and Council are both competing for the technical resources, such as planners, who are in short supply.
 - e Councils are having to operate in a very challenging space, juggling work between two different systems/world views - pakeha and Māori and timeframes, and also needing to manage the expectations of the iwi (around practice and implementation outcomes).
 - f In the local government context Crown agencies and the partnership arrangements they have with iwi, make it very difficult for local government to be able to match, so council programmes and consenting often become lower priority to these projects.
 - g Iwi find it hard to put people on projects as they don't had people qualified or available due to meetings being during the day and iwi members having their own jobs.
 - h Multiple parties in the region are wanting to engage with iwi on multiple different projects, which results in a lack of capacity on other projects (which may ultimately be more necessary).
 - i Current proposed central and local government reforms will have iwi and Māori increasingly involved in decision- making mechanisms. This will be more pressure on already constrained capacity and capability.
 - j The two biggest hurdles to iwi capacity currently having resources and budgets for genuine and authentic partnerships and having the iwi capability in-house to engage with iwi in the way they would like to be engaged.

8. It was agreed at the September 2021 Committee meeting that officers would report back to the Committee on opportunities to build iwi capacity.
9. The second piece of analysis was presented to the Committee at its meeting in May 2022 and provided some analysis and recommendations regarding the opportunities going forward. The Committee agreed to the initiatives outlined below. To date the WRLC Secretariat has been focusing on initiatives (a) and (b) only given the level of resources available. The rest of this report to the Committee focuses on these two initiatives only.
 - a Establish reciprocal work placements/employment (of iwi members in local and/or central government organisations) of no less than six months with an agreed funding split.
 - b Establish fixed-term (three to six months) secondments of central government or local government technical or system experts into iwi organisations.
 - c Work with local tertiary providers to promote career pathways in local government and iwi organisations, through Careers Evenings and/or promoting Internship Programmes.
 - d The Wellington Regional Leadership Committee (the Committee), through the Chair, provides letters of support (where appropriate) for specific or general iwi proposals/applications for capacity and capability funding through other avenues (e.g. philanthropic trusts).
 - e Local government and central government partners supporting iwi members to build governance capability/experience through sitting on council-controlled organisations and other relevant boards.
10. The full report on the opportunities can be found here [Iwi Capacity and Capability Project Deliverable 2: Scoping Report of Shortlisted Opportunities Report for the Wellington Regional Leadership Committee \(wrlc.org.nz\)](#).

What we did with regard to secondments and work placements

11. It was decided to develop the secondments and work placements under a “pilot” to enable us to test how this might work and make changes. It was also hoped that the pilot nature of this project might enable more people to participate – this did not eventuate.
12. The pilot aimed to build Iwi/Hapū capacity and capability to support more equitable participation in engagement and project opportunities for Iwi Partners.
13. Arranged and supported by the WRLC, Secondments and Work Placements have been encouraged as a practical option to provide free resourcing for our Iwi Partners, and for organisations to improve their engagement practice and gain a real Te Ao Māori experience. Knowledge exchange being another key outcome of the pilot.
14. Secondments were proposed as short-term arrangements where existing employees (government or private sector) work in-house alongside an Iwi Partner to provide capacity in their organisations, and if need be, provide a new technical skill to build capability in that area. Secondment scenarios could be opportunities such as:

- a 3 months on a specific deliverable in a specialised field e.g., working on an iwi partner's submission on a proposed environmental regulation (capability)
 - b 12 months RMA planning expertise to help clear the backlog of the iwi partner's consents advisory work (capacity).
15. Work placements were proposed as a longer-term arrangement (fixed term or permanent) where a government or private sector organisation has a vacancy that could be filled by a someone with those skills who is also affiliated with an Iwi Partner. The government or private sector organisation employs the Iwi/Hapū affiliated person full-time and pays their full salary. The employee shares their time between their employer and Iwi/Hapū.
16. More information about the process and benefits can be viewed online in the Fact Sheets.
17. As this approach was new, it was important that participants felt well supported and that learnings and insights are captured to inform future approaches and experiences. A support process (pastoral care) was developed, including a dedicated WRLC liaison person available for support and to receive feedback, quarterly hui with all participants (individuals, iwi partners and organisations), and an optional offer of a mentor for individuals.
18. Starting in June 2023, we -confirmed with Iwi Partners their resourcing requirements for secondment; Ngā Hapū o Ōtaki and Muaūpoko responded and updated their resourcing needs. Responses from other Iwi Partners were not received but it was a pivotal time for many, and they had advised their resourcing needs in late 2022. Across all Iwi Partners, there was a trend in the skillsets required – RMA planners, project managers, business coordination, communications professionals, and procurement professionals.
19. From June to August 2023, we reached out to local and central government agencies with overall limited response to engage in the pilot for either secondments or work placements. Local government were either non-responsive or advised limited resources to participate. There was some interest from central government agencies, although most either did not respond or declined.
20. The WRLC Annual Partners Forum on 26 June 2023 was a great opportunity for the pilot, which had its own booth. There was small but genuine interest, and one lead connected to Waka Kotahi senior staff who were very interested in the programme and progressed with a proposal to their managers. The outcome of this is pending. For additional promotion, a photo of the booth and pilot pitch was used in the covering article about the Forum in the WRLC June Pānui email.
21. In July 2023, the pilot turned to private sector connections who have the skillsets needed by iwi partners with a particular focus on RMA planners. This was met with mixed interest, but overall limited by the practicalities of needing to retain these skills to deliver projects and a suggestion of 'sitting tight' until post-election.
22. To promote the shared benefits of the Work Placement arrangement, we reconnected with Iwi Partners to encourage conversations with any affiliated members within their organisations with the skillset needed but not currently working for them.

23. In late August 2023, the pilot was launched publicly via LinkedIn and the WRLC website to broaden the reach and promote directly to individuals for secondment and work placement resources. Pre-launch mahi included confirming the secondment and work placement resourcing needs with iwi partners to go live on the website. Ngā Hapū o Ōtaki and Muaūpoko confirmed their secondment needs.
24. Te Whatu Ora submitted a job description for a work placement opportunity. In addition, they actively welcomed opportunities for any Wellington/Horowhenua/Wairarapa Iwi or Hapū members interested in experience or training in Health Protection (funding of their training an option). They also welcomed conversations with medical students interested in public health, offered to visit iwi or hapū to answer any specific questions, or anything else that would be useful to WRLC Iwi Partners. These opportunities were shared with all Iwi Partners.
25. The WRLC provided two job descriptions for work placement opportunities – totalling three work placement roles for the launch.
26. The launch included LinkedIn post (and reminders) with a link to the Iwi Capacity and Capability webpage on the WRLC website listing the confirmed secondment and work placement opportunities, and the fact sheets for more information. The launch was also promoted in the WRLC's August Pānui email.

Results of the pilot

27. This pilot has been a challenge. Whilst all partners agree that there is an issue with limited capacity and capability for Iwi Partners to engage at the same resource level as central and local government and many think the idea of work placements and secondments are a great idea, at an operational level we have not been able to make this pilot work.
28. In terms of secondments, there was one response from a potential candidate from the launch. However, after an initial meeting with WRLC representatives to share more information and answer any questions, the candidate decided to withdraw their keen interest due to new career plans.
29. In terms of work placements, no CVs or expressions of interest were received.
30. An overview of feedback/results is provided below to outline the challenges with this pilot:
 - a Whilst several central government agency representative expressed interest, including WorkSafe, Te Whatu Ora, MBIE, and Waka Kotahi, most government agencies could not provide resources for secondments or submitted job descriptions for roles they are recruiting for which could be filled part time by a work placement. There are several reasons for this including:
 - b Cross over with a central government agency's iwi innovation framework or iwi team which also needs resourcing.
 - c This pilot would create challenges for a central government organisation, including fairness to iwi and hapū nationally, and that a new policy or policy review may need to be created to participate.

- d Receiving a smaller than expected budget for FY23/24 so, although this agency had been actively interested in the pilot for some time, they were now unable to participate.
31. Local government were either non-responsive or advised limited resources to participate. There are several reasons for this including:
- a One local council advised they are assisting in this space as much as they can at present due to limited resourcing and difficulty recruiting for the same.
 - b Councils are short of staff in areas that Iwi Partners were looking for secondments e.g. RMA expertise and therefore could not provide staff.
 - c Perhaps a lack of understanding of the opportunity for work placements where Iwi Partners could fill roles that are vacant in a council.
32. Iwi Partners during the timing of this project are not able to engage through:
- a A number of Iwi Partner organisations either restructuring or being new and setting themselves up as an organisation.
 - b Lack of capacity to find time to engage in this pilot.
 - c Lack of members in the Iwi Partner organisations that could fill the work placement roles – many being fully employed in other jobs throughout the region.

**Nga kōwhiringa
Options**

33. Three options for going forward are outlined in the table below.

Option	Pros	Cons
1. Cease work on this pilot/project	Makes it clear that we are not continuing this project vs “people having ideas from time to time” and the project limping along. Limited resourcing that has been focused on this project can be focused elsewhere.	The problem still exists of lack of capacity and capability for Iwi Partners to engage in the WRLC work at the same level as local government and central government
2. Put the project on hold for 12 months	Iwi Partners have identified that timing is not good at present with other areas of focus – this pilot could be reviewed in 12 months to see if timing is better and recommendations made at that time for next steps.	Provides uncertainty for Iwi Partners in the meantime particularly those with secondment needs.
3. Resource up the project	This would request enhanced funding into the project which could for instance put this into	Funding is currently a challenge from local government (who have been providing the funding) and

Option	Pros	Cons
	<p>say “mainstream” recruitment circles.</p> <p>This would improve the ability to raise the profile of this – more marketing etc.</p> <p>Could be included in any regional deal discussions.</p>	<p>funding for this project would need to be put alongside other priority projects as part of the current LTP development, and is not guaranteed.</p> <p>Note that at this stage we have not costed up what this option would require in terms of funding levels.</p>

Ngā hua ahumoni

Financial implications

34. Work to date on the research and pilot establishment for the iwi capacity and capability project has been undertaken within budget.
35. Options 1 and 2 in the table in paragraph 33 of this report would result in no further expenditure on this project.
36. Option 3 would incur additional costs. If the Committee indicates this is the preferred option, full costings will be brought back to the Committee for consideration. Any increase in funding would be dependent on available funding from local government.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

37. The implications for Māori and iwi partners on the WRLC will depend on which option is selected.
38. It has been outlined elsewhere in this paper the implications for iwi partners of not having the same level of resource to participate fully in the WRLC work programme.

Te huritao ki te huringa o te āhuarangi

Consideration of climate change

39. The Committee currently has three key climate change projects underway and to date the ability for iwi to participate in these projects at a level equitable with central government and local government partners, has been limited with iwi partners having to prioritise which projects they support.

Ngā tikanga whakatau

Decision-making process

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

**Te hiranga
Significance**

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

Te whakatūtakitaki

**Ngā tūāoma e whai ake nei
Next steps**

42. The next steps for each option would be:
- a Option 1: Cease work on this project. Complete project close report.
 - b Option 2: Bring this matter back to the Committee in late 2024 for consideration of what action it wants to undertake.
 - c Option 3: Develop a business case for how option 3 might work including costings and bring this back to the Committee for approval.

**Ngā kaiwaitohu
Signatories**

Writer	Kim Kelly – Programme Director, Wellington Regional Leadership Committee Secretariat
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He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> This project is one of the current projects on the 2021-2024 work programme of the Committee
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> The contribution that this project provides to the work of the Committee and development of strategies and policies is in enabling iwi partners to more fully participate in the development of these.
<i>Internal consultation</i> Internal consultation undertaken during this project is included in the body of the report. This paper has been discussed with the WRLC Senior Staff and the WRLC CEO Group.
<i>Risks and impacts - legal / health and safety etc.</i> The impact from not taking this project further is in limiting iwi partners input into the work programme. It is noted that whilst some iwi have provided opportunities for secondments, others have stated they are not ready at this point in time. This also applies to being able to provide people to fill work placements.

Wellington Regional Leadership Committee
5 December 2023
Report 23.621



For Decision

DRAFT REGIONAL EMISSIONS REDUCTION PLAN – FOR REVIEW

Te take mō te pūrongo

Purpose

1. To present the first draft of the Regional Emissions Reduction Plan to the Committee and to seek approval on the focus areas.

He tūtohu

Recommendations

That the Committee:

- 1 **Endorses** the draft Regional Emissions Reduction Plan’s four focus areas, being:
 - a transport and urban form
 - b energy
 - c circular economy
 - d productive land use and primary industries.
- 2 **Provides feedback** on anything that the Committee feels should be added or removed from the proposed list of actions or elsewhere in the Plan.
- 3 **Endorses** the general direction of the Plan, noting that a final draft with a more detailed action plan will come to the Committee in March 2024.

Te tāhū kōrero

Background

2. The Regional Emissions Reduction Plan (the Plan) project is part of the Committee’s work programme. It is tasked with developing a regionally focussed plan to reduce greenhouse gas (or carbon) emissions.
3. The Plan is a first for our region. It underpins the Future Development Strategy, which includes an objective to “plan development for a zero-carbon future, creating change to rapidly reduce emissions (including emissions from transport) and meet our regional climate change objectives.”
4. The Plan focuses on cross-region opportunities and removing roadblocks. A small number of regionally focused actions that require collective ownership/advocacy have been identified.

5. The Plan acknowledges the climate work underway by central and local government, iwi, sectors, and the community. It aims not to duplicate this but instead address any gaps that would benefit from a regional focus.
6. The Plan has been developed by a range of WRLC partners and stakeholders including iwi, sector leaders and central government.
7. The Plan's focus is on reaching 2030 national targets (halving emissions) while also considering what is required to meet 2050 targets.

Te tātaritanga Analysis

8. The draft Plan has been developed by a Core Project team made up of officers from councils, Kāinga Ora and Waka Kotahi; Electra and Wellington Electricity representatives; the Future Development Strategy Project Lead, and youth representatives.
9. A Steering Group is providing direction to the project and includes specific sector and central government perspectives. The Steering Group is made up of representatives from Transpower, EECA, Waka Kotahi, Ministry of Primary Industries, Ministry for the Environment, councils, and Ngāti Kahungunu ki Wairarapa.
10. Māori consultancy firm Te Amokura is helping to facilitate iwi input into the Plan, including how the Future Development Strategy's Te Tirohanga Whakamua iwi aspirations framework could guide the Plan.
11. A key data source for the Plan is the regional greenhouse gas inventory, which is carried out every three years. For the 2021/22 period, the three biggest emissions sources were agriculture, transport and stationary energy.
12. The inventory was used to inform carbon modelling, which enabled an understanding of the impacts current national and regional projects, policies, pledges and targets will have on reducing GHG emissions, and how close this might get us to meeting national targets and draft regional targets (draft RPS).
13. Significant stakeholder and partner engagement as outlined in the Engagement section of this report contributed to the direction of the Plan.
14. Following this work, four focus areas for the Plan were identified: *Transport and urban form, energy, circular economy, and productive land use and primary industries.*
15. Three of the four focus areas relate to the biggest greenhouse gas (GHG) emissions sources for the region: transport, energy, and agriculture. The fourth focus area is circular economy, the principles of which can be applied to all areas of emissions. Circular approaches reduce greenhouse gas emissions by increasing the efficiency of resources used within the economy. Community and iwi engagement showed that this is important to both groups.
16. The Plan outlines opportunities where a regional focus can make a big difference to emissions reduction. An example of this is the region's second highest source of emissions - transport. Planning for sustainable transport and urban form on a regional

level is necessary and local government have significant levers available to make the key shifts we need to reduce emissions.

17. In some areas, such as the primary sector, there are limited gaps for a regional approach due to existing activity at a central government, local government, or industry level. Agricultural emissions are the region’s highest source of emissions, yet there is already significant activity underway ranging from Farm Plans to industry-led encouragement and advice for reducing on farm emissions.
18. The Plan summarises work already underway in the four focus areas and suggests actions that can be undertaken straight away to either directly reduce emissions or to enable sectors to reduce their emissions. For instance:
 - a An example of an action that will directly reduce emissions is the Wellington Transport Emissions Reduction Pathway. The Pathway will set out a series of interventions to enable the region to reduce the region’s highest source of transport-related emissions – land transport.
 - b An example of an action that will enable sectors to reduce emissions is an Energy Roadmap for the region. This addresses one of the key roadblocks for councils and other organisations (ie CentrePort, Wellington Airport) – the ability to access electricity at specific locations for decarbonisation initiatives. The roadmap will provide a means for coordination between users and suppliers to assist in forward planning transmission network investments. This will help prepare the region for the rollout of electrification initiatives (EV chargers, electric buses and trains, electric ferries and on-shore ship power and electric planes).
19. The Committee workshopped a regional emissions vision statement in May 2023, and then workshopped high-level ideas at the Annual Partners Forum in June 2023. The WRLC also workshopped the draft actions and focus areas recently.
20. The Plan and draft actions provide an opportunity for the Committee to show leadership in reducing GHG emissions at a regional level, through coordination, advocacy and direct action. Draft actions are focussed on amplifying opportunities at a regional scale to deliver meaningful outcomes, and to make connections between community aspiration and national direction.

Ngā hua ahumoni

Financial implications

21. There are no financial implications relating to approving this paper.
22. There will be financial implications for implementing some of the actions, and these will be outlined at a high level in the next version of the Plan.
23. The Project is being delivered within the agreed budget.

Ngā Take e hāngai ana te iwi Māori

Implications for Māori

24. Iwi have signalled the importance of Te Tirohanga Whakamua, developed during the Future Development Strategy process as a strategic framework for the Regional

Emissions Reduction Plan, and in particular, the principle of genuine mana whenua partnership through Tino Rangatiratanga.

25. In the context of emissions reduction, Tino Rangatiratanga means recognising and respecting the right for Mana Whenua to exercise control over their traditional lands, resources, and cultural practices. Mātauranga Māori, and all the knowledge, wisdom and understanding passed on through generations, is recognised and valued as a taonga. The visibility and free expression of Māori identity is foundational to the way our region reduces its emissions, including through tikanga (cultural principles) and kawa (cultural practices).
26. Iwi have also signalled the importance of the circular economy focus area in the Plan.

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

27. The Plan helps to deliver on the Future Development Strategy and national and regional emissions reduction targets. It lays out a direction, focus areas and actions that can undertaken straight away to play a part in meeting national and (draft) regional emissions reduction targets.

Ngā tikanga whakatau Decision-making process

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

Te hiranga Significance

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

Te whakatūtakitaki Engagement

30. Stakeholder and partner engagement has been carried out in a number of ways. This input helped to shape the focus areas and draft actions.
 - a 1:1 and small group meetings with stakeholders, partners and subject-matter experts.
 - b Participation at Wellington’s Festival for the Future (a youth focused leadership conference).
 - c A one-day Forum attended by 116 people from local and central government, elected members, iwi, sectors, community groups and industry. Participants workshopped the benefits of a regional approach and discussed the opportunities and barriers to reducing emissions in particular sectors.

d Iwi participated in a hui and a number of 1:1 interviews.

Ngā tūāoma e whai ake nei

Next steps

31. Incorporate any feedback from the Committee into the final Plan.
32. Develop high-level action plan.
33. Document design undertaken.
34. Final draft to March 2024 Committee meeting for sign-off.

Ngā āpitihanga

Attachment

Number	Title
1	Draft Regional Emissions Reduction Plan

Ngā kaiwaitohu

Signatories

Writer	Arya Franklyn – Project Lead
Approver	Kim Kelly – Programme Director

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council’s roles or with Committee’s terms of reference</i> The Committee’s work programme includes three climate change projects including this one.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> The Regional Emissions Reduction Plan is one of the Committee’s key climate change strategies.
<i>Internal consultation</i> Draft Plan viewed by WRLC Senior Staff Group and CEO’s group. Focus areas and draft actions workshopped with WRLC on 30 October.
<i>Risks and impacts - legal / health and safety etc.</i> No risks from this report.

Regional Emissions Reduction Plan 2024 - 2030



[placeholder image]

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Foreword from the WRLC Chair

[to come]

Statement from iwi leader(s)

[to come]

About the Wellington Regional Leadership Committee

The Wellington Regional Leadership Committee (WRLC) is a joint regional partnership that brings mana whenua, local government and central government together to work collaboratively to shape future growth in the Wairarapa-Wellington-Horowhenua region.

WRLC looks for better ways of working together to cultivate a region where people want to live, work and thrive.

The WRLC projects cover five broad key areas: iwi capacity, housing, climate, transport and economic development and recovery. The Regional Emissions Reduction Plan is one of three climate change-related projects alongside the Regional Adaptation Plan (with the first stage being a Regional Climate Change Impacts Assessment) and the Regional Food Systems Strategy.

[mihi to people involved]



Executive summary

The climate crisis is here and is already affecting our region. Every fraction of a degree of warming matters to how climate change will continue to affect our people and places across our landscapes and communities. We need to act decisively now to pick up the pace of change while we are within the brief window of opportunity to make a difference.

The Wellington Regional Leadership Committee is taking bold steps as laid out in this Regional Emissions Reduction Plan to drive emissions reduction. We want to use our collective voices to:

- Galvanise leadership to make tough decisions at a pace that sets us up for the future
- Enable system change to make real progress
- Prioritise actions that provide co-benefits for tangata whenua and for all of our communities
- Support evidence-based actions that bridge the gap between national and local climate action
- Provide stories of success and solutions from our region to inspire Aotearoa

This Regional Emissions Reduction Plan sets out how we plan to work collectively across multiple areas to reduce emissions and make the most of the opportunities to shape a future in which we all thrive and no one is left behind.

We focus on sectors and areas that provide significant opportunities for regional approaches. These are:

Transport and Urban Form – Transport is a key focus as planning for sustainable transport and urban form on a regional level is necessary. Local government has significant levers available to make the key shifts we need to reduce emissions. Transport is the second largest source of emissions in our region and has the highest potential for co-benefits to our health and well-being through cleaner air, more liveable cities and healthier communities. Transport opportunities exist at a regional level in taking a systems-wide approach to reducing vehicle kilometres travelled, advocating for localised work including co-working spaces, enabling neighbourhood spatial planning for walkable neighbourhoods and advocating for inter-regional rail services.

Energy – Energy underpins everything we do. We need to reduce energy use as well as electrify many activities currently powered by fossil fuels if we are to collectively reduce emissions. Energy’s role in decarbonising other sectors means that regional energy emissions are tipped to grow faster than other sources of regional emissions unless action is taken. The regional opportunities exist in collaborating across our region to understand our energy needs, committing to phasing out gas, building on existing programmes to improve energy efficiency in homes and encouraging community micro-grids.

Circular economy – Waste makes up a small portion of our region's emissions, but overconsumption sits at the root of our climate change and ecological crises. Each product that is made requires energy and materials to produce then makes waste – this system can be changed so that we minimise energy use, materials as well as waste. This focus area is a high priority for iwi and community groups. The key regional opportunities in this focus area are in advocating for circular principles in waste to energy, supporting further waste diversion programmes and infrastructure, procurement by WRLC partners, as well as enabling more collaboration between groups working in waste reduction.

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Productive land use and primary industries – While agricultural emissions are the largest source of our emissions as a region this space is already being worked on heavily at the central government level, and more recently the industry level. This means there is a level of uncertainty about where the opportunities exist at a regional level. We plan to encourage land use diversification, advocate for the expansion of on-farm advice, support farmer-to-farmer learning, explore a papa kāinga pilot around food systems and emissions as well as advocate for central government incentives and funding for more sustainable practices.

These actions are a combination of quick actions that can be started right away to reduce emissions out to 2030, as well as enabling actions to set us up to reach a net zero emissions future by 2050. The actions in the Plan will be reviewed every three years.

This work will help to fill any gaps in emissions reduction that are not filled by local and national scale actions and will be delivered collectively through the WRLC partnership which includes WRLC iwi members, local government, and central government.

Partnering with iwi on emissions reduction in our region

Partnering with iwi is a crucial part of making progress in emissions reduction in our region. Māori take a holistic view across te taiao, taking into consideration the holistic wellbeing between people and all the elements of nature through care and stewardship. Our WRLC iwi partners have interests and aspirations across transport and urban form, energy, circular economy, and productive use and primary industries. These interests and aspirations are referenced in Te Tirohanga Whakamua, a statement of iwi and hapū values and aspirations for the Wairarapa-Wellington-Horowhenua region. Te Tirohanga Whakamua therefore serves as the basis of our partnership with iwi in this regional emissions reduction plan. Working towards a flourishing low-emissions region for our communities and for their mokopuna (grandchildren) also requires an ongoing, trusting relationship founded on Te Tiriti and realised through the tino rangatiratanga of the tangata whenua of our region.

Figure 1. The strategic framework for the Regional Emissions Reduction Plan at a glance [this needs further engagement with iwi, which is currently being done through consultants Te Amokura]

Our vision	We live in a flourishing low-emissions region that meets current and future generations’ needs and aspirations, and is founded on Te Tiriti					
Objectives	Protection of te Taiao through kaitiakitanga and the realisation of tino rangatiratanga.	Galvanising leadership to make tough decisions at a pace that sets us up for the future	Systems change that makes climate-positive behaviour the easy choice	Prioritising actions that provide co-benefits for our communities	Evidence-based actions that bridge the gap between national and local action	Providing stories of success and solutions for the rest of Aotearoa

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Principles	<p>Genuine partnership with Mana Whenua , including through the implementation of Te Tirohanga Whakamua (statement of iwi and hapū values and aspirations for the Wairarapa-Wellington-Horowhenua region).</p>	<p>Recognising we are part of nature</p>	<p>Enabling an equitable transition</p>	<p>Collaborating as a region to drive the big shifts to reduce emissions</p>
Focus areas	<p>Urban form and transport</p>	<p>Energy</p>	<p>Circular economy</p>	<p>Productive land use and primary industry</p>

[this will be nicely designed into a one-page infographic summarising the plan]

Introduction

Our region is home to our nation’s capital, as well as vibrant cities, beautiful towns and rural communities. We are known and loved for our diverse landscapes from mountain ranges, rivers and lakes to sandy beaches and rugged coastlines.

Climate change is here

The climate crisis happening now affects our people and places. Severe weather events threaten our coastal roads, low-lying urban areas and our rural activities like the way we farm and grow food. To protect the people and places we love, we need to take action now to achieve rapid, and sustained reductions in greenhouse gas emissions. This requires bold leadership and action.

Together we can enable an equitable transition towards a low-emissions future where everyone in our region can thrive. Taking action to reduce emissions can improve our health, enhance our connections to te taiao (environment), boost the local economy and provide greater levels of resilience.

The Wellington Regional Leadership Committee is taking bold steps as laid out in this Regional Emissions Reduction Plan to contribute to the global effort to prevent the worse impacts of the climate crisis. For context about what we need to achieve and why reducing emissions is important for this region:

- Globally we need to halve emissions by 2030 if we are to have a 50% chance of staying within 1.5°C above pre-industrial levels.
- According to the Intergovernmental Panel on Climate Change (IPCC), all pathways to limit warming to 1.5°C involve rapid and deep, and in most cases, immediate greenhouse gas emissions reductions in all sectors this decade.
- In one year, the Wairarapa-Wellington region emits 3,852,625 tCO₂e and the Horowhenua district emits 819,053 t CO₂e¹. Our main emissions sources are from primary industries, transport and energy.
- Delay in taking action will lock in high-emissions infrastructure, raise risks of stranded assets and cost-escalation, reduce feasibility, and increase losses and damage.

Work is currently being done at both the national and local levels to reduce emissions. This plan outlines the strategic actions and shifts that will make the most difference in the Wairarapa-Wellington-Horowhenua region.

¹ Gross greenhouse gas emissions measured in carbon dioxide, and carbon dioxide equivalents. The Wairarapa-Wellington figure is from the 2021-2022 reporting year and the Horowhenua reporting year is from 2018-2019 as this was the latest year with comparable data.

About the Regional Emissions Reduction Plan project

Plan overview

The Regional Emissions Reduction Plan is a first for our region. It underpins the region’s Future Development Strategy which includes an objective to “plan development for a zero-carbon future, creating change to rapidly reduce emissions (including emissions from transport) and meet our regional climate change objectives.”

The Regional Emissions Reduction Plan will help the Future Development Strategy achieve its objectives by accelerating emissions reduction through developing cross-boundary consensus on the most impactful strategic actions the WLRC can take together. The plan has been worked on by a collation of council representatives, industry experts, central government representatives and WRLC iwi members.

Action is already being taken by citizens, iwi, sectors, and local and central government to reduce emissions in Aotearoa. The actions in the Regional Emissions Reduction Plan will play a part in filling the gap between what is already committed to at a local and national level with regional scale actions.

Engagement process

To develop this plan we:

- Looked at the regional greenhouse gas emissions stocktakes for 2018/19 and 2022/23,
- Developed modelling of current and future emissions scenarios,
- Workshopped regional opportunities and sector-specific barriers and opportunities at a stakeholder and partner forum in July 2023 attended by over 100 people including iwi partner representatives, council officers, elected members, central government, community, sector, and NGO representatives,
- Heard from young people via a stall at Wellington’s Festival for the Future in June 2023,
- Further developed the initiatives raised at the forum into key actions by workshopping with project and steering group members, the WRLC, and seeking advice from sector experts.

At the public forum in July 2023, hosted by the Wellington Regional Leadership Committee, there was strong support among the attendees for working together as a region to tackle climate change. Opportunities identified included the power of galvanised leadership to advocate for national direction and support, unlocking funding opportunities and taking a regionally planned approach to action. It was also seen as a way to lift contributions from all councils, engaging with sector stakeholders and local iwi and community initiatives. There was an appetite for providing opportunities to demonstrate effective innovation to the rest of New Zealand.

The following areas that require particular focus to overcome challenges and unlock opportunities were identified at the forum:

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- Urban form and transport: the way we live and build communities affects much of our lifestyle, including the way we travel. Forum participants raised points about link between housing densification and public transport.
- Energy: The need to decarbonise and electrify was raised as well as reducing energy consumption through increased efficiency, like insulation of homes. The resilience of the network, both the national grid and community-level energy generation was discussed.
- Circular economy: Emissions from waste can be meaningfully reduced if we design what we make differently and support industries that can reuse and recycle waste products. This includes making better use of woody biomass from forestry slash.
- Land use and primary industry: Agricultural emissions are significant. The challenge of moving to more diverse, low-emissions land uses was discussed, as well as the need to support farmers to embrace technology that helps decarbonise operations and adopt farming practices that lower emissions.

These focus areas have different levels of priority across the region. Reducing agricultural emissions is particularly important for Kapiti, Horowhenua and Wairarapa. Conversely, the larger urban centres can have more of an impact by reducing transport emissions. This plan is informed by the aspirations and interests Māori have across all of these focus areas.

Partnering with iwi

WRLC iwi partners mana whenua representatives for the Wairarapa-Wellington – Horowhenua region

- Rangitāne Tū Mai Rā Trust representing Rangitāne o Wairarapa Inc and Rangitāne o Tamaki nui a rua
- Te Rūnanga o Toa Rangatira Inc representing Ngāti Toa Rangatira
- Port Nicholson Block Settlement Trust representing Taranaki Whānui ki Te Upoko o Te Ika
- Muaūpoko Tribal Authority representing the seven Muaūpoko hapū
- Ngā Hapū o Ōtaki representing Te Rūnanga O Raukawa Inc
- Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua Settlement Trust

Iwi and hapū in this region each have their own unique sets of values and aspirations and have built relationships with central and local government authorities that share interests within their rohe. The cultural diversity of each iwi and hapū is shaped by whakapapa and the unique environment of the rohe of each iwi, such as coastal locations, an abundance of freshwater bodies, or the presence of specific maunga and landscape features. These elements strengthen the connection of the hauora or physical, spiritual, social and mental well-being of the people and the environment.

In their kōrero with Te Amokura and the project team, WRLC iwi partners recommended that their perspectives and involvement in the Regional Emissions Reduction Plan be based on Te Tirohanga Whakamua: statement of iwi and hapū values and aspirations for the Wairarapa-Wellington-Horowhenua region. Te Tirohanga Whakamua was originally created for the regional Future Development Strategy (set for early 2024 finalisation) and is a dynamic, living document, to be altered and added to over time. While it was originally developed in a context focused on urban development, Te Tirohanga Whakamua provides a holistic lens across all aspects of the wellbeing of people and the environment. For that reason, WRLC iwi partners were of the view that it could equally be applied to this Regional Emissions Reduction Plan.

See Appendix 1 for more detail on the partnering with iwi.

Application of the Regional Emissions Reduction Plan

This plan draws attention to the issues and opportunities for our region and has been written to set out what actions the WRLC in collaboration with others have committed to.

The plan will be useful for policymakers, people in sectors for which climate change is having or will have an impact, climate activists and the wider community. This plan is for the period 2024 – 2030 to kick start work on projects that will reduce emissions in the short term, as well as start enabling actions that drive emissions reduction in the medium and long term. It is expected that the plan will be reviewed in three years.

Why we want to work collaboratively on reducing emissions

To actively reduce our emissions, we need to reshape many of the systems that drive how we do things to reduce our impact on Papatūānuku, Mother Earth. Working together means we can build the systems we need to thrive in a low emissions future and set the course for an equitable transition, rather than reacting to increasing adverse weather events that are costly and reduce our quality of life.

The WRLC, as a collaboration of iwi partners, central government, and local government from the Wairarapa-Wellington-Horowhenua region, can support the creation of a shared vision and action plan as well as collaboration on implementation of the Regional Emissions Reduction Plan. The WRLC also recognises the imperative role of working collaboratively with the community, industry, advocates and businesses to realise emissions reductions. Effective action means working together across the region for a better future.

The role of mana whenua

Māori have an important role to play in supporting the reduction of emissions. This is part of their role as kaitiaki through whakapapa, with a responsibility to protect, replenish, and sustain te taiao me te whenua. The role of Mana Whenua as kaitiaki extends beyond the environmental domain into guardianship and protection of all elements of the natural world, including decision-making over activities that could impact the natural world. These activities include those stemming from the Regional Emissions Reduction Plan's four focus areas of urban form and transport, energy, circular economy and productive land and primary industry.

Understanding the structure and meaning of Te Tirohanga Whakamua and how it links to the regional emissions reduction plan. {Could be developed into a table/graphic}

Te Tirohanga Whakamua (see the full statement on the next page) shows how perspectives shared by iwi in our region can be organised from a te ao Māori worldview. From that starting point it is possible to see the links or connecting threads between the Māori perspectives set out in the statement and the focus areas in this Plan that are seen as important by other representatives and groups.

- Whare element: **Te tuāpapa** or the foundation of the whare emphasises the role of Mana Whenua as Kaitiaki for our region and the responsibility everyone has to protect, replenish and sustain te taiao me te whenua, the environment and the land.

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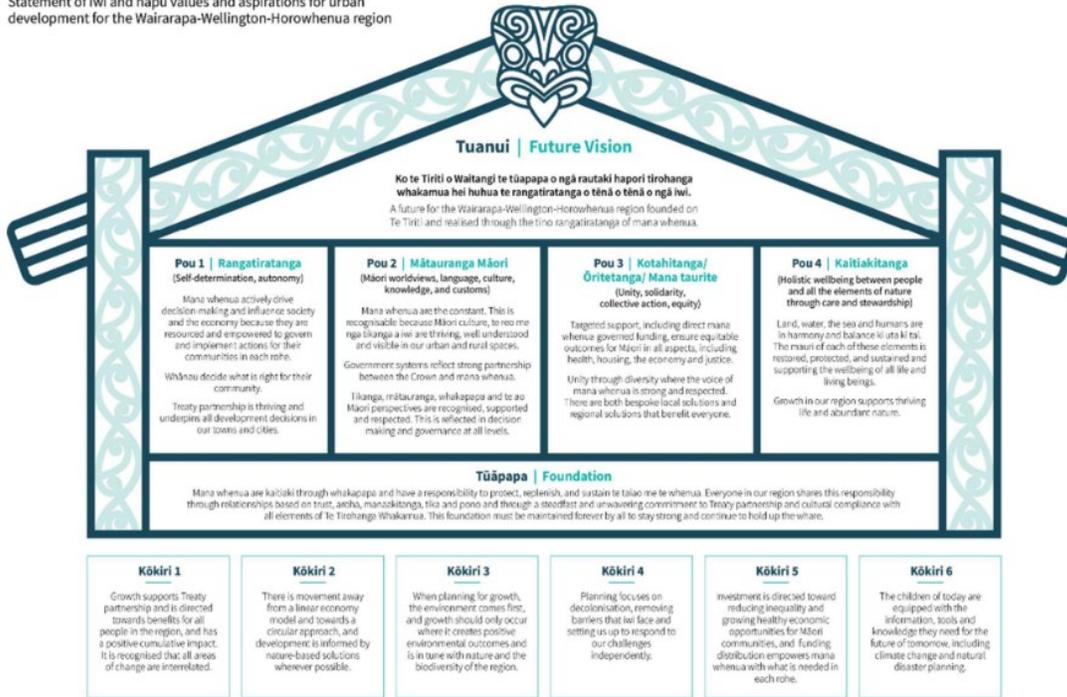
Connecting thread: This foundation can be used a basis for envisaging the way we partner with iwi and collaborate with all communities across our region on emissions reduction for the wellbeing of the people and the environment.

- Whare element: Upon the foundation rest four **pou** or pillars of the whare: Pou tahi: Rangatiratanga, Pou rua: Mātauranga Māori, Pou toru: Kotahitanga/ Ōritetanga/Mana taurite, and Pou Wha: Kaitiakitanga. These pou are important parts of Te o Māori, speaking to elements such as self-determination, Māori worldviews and knowledge, equity and unity, and holistic wellbeing. They are the central pillars of what sustains and holds up Mana Whenua and our communities into the future.
Connecting thread: Reducing emissions is a vital part of ensuring the wellbeing of Mana Whenua, our communities and te taiao into the future.
- Whare element: Atop the four pou is **te tuanui** (roof), the future vision. ‘Ko te Tiriti o Waitangi te tūapapa o ngā rautaki hapori tirohanga whakamua hei huhua te rangatiratanga o tēnā o tēnā o ngā iwi.’ This statement emphasises aspirations of Mana Whenua for the future of our region as one founded on Te Tiriti o Waitangi and realised through the tino rangatiratanga of tangata whenua
- **Connecting thread:** These pou stem from the mātauranga Māori and intergenerational wisdom passed on to WRLC iwi partners through whakapapa and shared as a taonga. The pou provide a te ao Māori framing to deepen the knowledge, tools and expertise we as a community have available to draw on to help reduce emissions in our region.
- Whare element: The whare is supported by six **kōkiri** or design principles. These are value statements to guide and provide consistency in the way we plan for and make decisions on the future of our region.
- **Connecting thread:** The kōkiri include elements that contribute to emissions reductions initiatives, including supporting Treaty partnership, circular economy models, sustainable growth, removing barriers that iwi face, investment that reduces inequality and promotes economic growth and equipping future generations to face challenges, such as climate change.

Figure 2. Statement of iwi and hapu values and aspirations developed by Iwi Leaders and the Wellington Regional Leadership Committee [insert high-resolution version once layout is developed]

Te Tirohanga Whakamua

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



High-level ideas for how we can translate and apply these elements of Te Tirohanga Whakamua into action can be found in section entitled ‘Our focus for action: Making things happen together’. They will be further refined in consultation with iwi when the implementation plan for the Regional Emissions Reduction Plan is developed. Initial plans for monitoring implementation from a Māori point of view is included in the section called ‘Tracking our progress’.

Local government

The overarching purpose of local government, including regional councils, in Aotearoa is to enable democratic local decision-making and action by, and on behalf of, communities and promote the social, economic, environmental, and cultural well-being of communities. Taking action to reduce emissions is key to achieving this purpose for if we want to be well, we need to look after Papatūānuku who sustains us. While the climate crisis is impacting us now, it is also an intergenerational issue as climate impacts will accelerate in the future the more greenhouse gas emissions we emit now.

Local government can enable the transition to a low emissions future for communities both by directly providing services and infrastructure, as well as advocating to the central government for nationwide change.

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Many system-level changes need to be made as a collaboration of local and central government, for example, amending planning rules to enable improved access to public transport.

Central government

Central government is responsible for meeting our climate change targets under the 2015 Paris Agreement, an international agreement that aims to limit global warming². Our latest Nationally Determined Contribution to the Paris Agreement is to halve our emissions by 2030 compared to 2005.

Central government passed the Climate Change Response (Zero Carbon) Amendment Act 2019 which established a target to reduce net carbon emissions (except biogenic methane) to zero and biogenic methane emissions by 24-47% (from a 2017 baseline) by 2050. It also established a Climate Change Commission and requirements to set 5-yearly emissions budgets alongside Emissions Reduction Plans.

Central government can provide direction and has levers that can drive emissions reduction at a local and regional level including funding, legislation, regulation and national policy. We need a collaboration between the central government, local government and Mana Whenua to enable us to transition to a low-carbon region.

Our climate is changing

The climate crisis

Our climate is changing as a result of human-caused global warming. Most of the human-caused climate change has been generated in the last century and global emissions are continuing to rise.

Climate change worsens climate extremes, making our heatwaves hotter, flooding more severe, droughts longer and cyclones more intense. The climate crisis is and will continue to have wide-ranging impacts including on our food supply, availability of safe drinking water, infrastructure, livelihoods, finance and geopolitics. A stable climate and thriving natural environment are the basis for every aspect of our lives including the economy. Everyone in our region will be affected by climate change in the coming years and decades. It is already having a significant impact on many lives. Reports indicate that Māori will be disproportionately impacted by climate change, which can contribute to social, economic and health inequality outcomes.

In our region, we are anticipating a higher frequency and severity of weather events such as floods and droughts. Generally, it is expected that the Wairarapa will become drier, while the west coast including Kapiti will become wetter. Communities at the shore, like Petone and Seaview, will face increasing pressure from sea level rise. As these impacts are already beginning to happen, we need to work on emissions reduction in a committed way while also starting the process of adapting to the impacts that we're experiencing and are likely to see accelerate into the future.

² <https://unfccc.int/process-and-meetings/the-paris-agreement>

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A Wellington Regional Climate Change Impact Assessment is underway to bring together a consistent regional evidence base of the climate change risks and impacts over the next century. The assessment will provide findings regarding impacts to our communities, infrastructure, natural ecosystems, economy, and governance systems. A Regional Climate Adaptation Plan will be developed in response to the Assessment findings.

Why we need to act now

What we do now matters a great deal to the kind of future our tamariki (children) will have.

The Intergovernmental Panel on Climate Change has concluded that we are in a brief and rapidly closing window to secure a liveable future for humanity. Every year of delay requires deeper cuts to emissions in future years if we are to meet Paris Agreement targets of staying below 1.5°C of warming above pre-industrial levels. We are already witnessing climate impacts at 1.1°C of global warming - every fraction of a degree matters. At a sustained 1.5°C of warming, we risk reaching 'tipping points' in the climate system that may cause significant warming that human actions cannot control. These feedback loops do not bode well for our future. Taking bold, sustained action now is necessary if we are to secure a liveable future for the coming generations.

While New Zealand is small in terms of population and landmass, our per-person emissions are significant, three times our share of global emissions based on population (we emit 0.17% of global emissions for a population size of 0.06% of the global community). Furthermore, we are one of 100 small countries, which make up 1/3rd of global emissions. A combination of overseas supplier demands and NZ consumer expectations means that many NZ industries and sectors are ramping up their emissions reduction activities to remain competitive.

As the Intergovernmental Panel on Climate Change reports states:

Every bit of warming matters... Every year matters and every choice matters.

What could our future hold?

Our future is up to us. The more mahi (work) we do now to enable and live low emissions lifestyles the better off we are likely to be in the future.

Fortunately, many of the activities we do that fuel climate change and are reliant on fossil fuels have cleaner, greener alternatives or are not required for us to live good lives. That is, we can provide what we need to live well and meet our needs without causing climate breakdown, among other catastrophic risks like biodiversity collapse.

Taking the opportunity to enable low emissions lives can improve our health and wellbeing as many climate actions have significant co-benefits such as cleaner air to breathe, thriving wildlife and more resilient communities. If planned well, we can improve our energy security, create meaningful green jobs and reduce

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poverty. Not only is taking action the right thing to do but it is in our interest as increasingly international trade agreements require New Zealand to reduce emissions to remain a viable trading partner, and access to fossil fuels becomes more challenging.

If we act now, we can set our region up for the future while improving our communities' lives.

Climate change is one of nine 'planetary boundaries'

The planetary boundaries are thresholds beyond which we risk destabilising the Earth's systems so severely that humans will be unable to thrive, or even survive. Human overconsumption of energy and earths materials, as well as overproduction of wastes and pollution including greenhouse gas emissions has caused us to overshoot 6 of the 9 planetary boundaries, including novel entities (such as microplastics pollution), biodiversity loss and freshwater change. Our impact on the planet is not only unsustainable, it is risking the stability of the earth systems we rely on to survive.



Source: This is a placeholder image from MBIE's Equitable Transitions Strategy to provide an example of suitable illustration

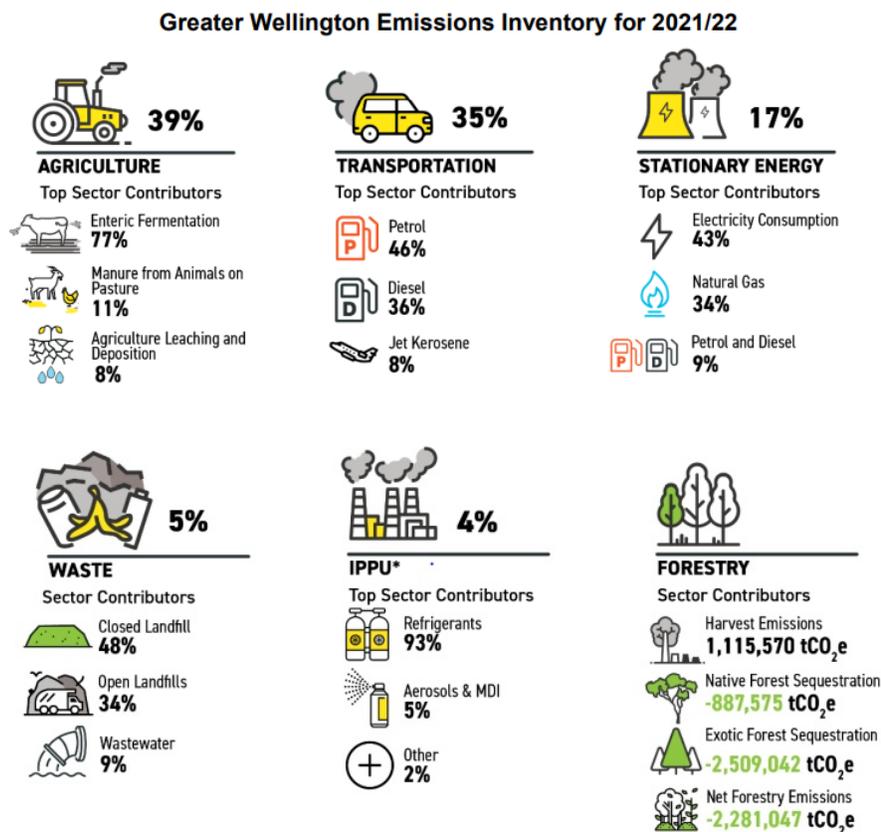
Our emissions, targets and modelling

As a region, our two major sources of emissions are from burning petrol and diesel as energy to power cars and trucks, as well as from animals we farm (through their digestive processes). Electricity and gas to power our economy and homes are the next largest sources of emissions. Waste, in particular landfill emissions, is a

sizeable source of emissions though this is decreasing following actions such as the installation of methane capture systems by several Councils in the region. Industrial processes, aviation, and marine shipping all contribute in a meaningful way to our overall emissions profile. Our emissions profile is outlined in Figure 3 and explained in Appendix 2.

This Regional Emissions Reduction Plan does not contain any new targets as we acknowledge that the WRLC does not hold all the levers required to drive emissions reductions. For the purposes of modelling, we have used both national and regional targets to show us where the gaps are between committed actions and targets. The modelling was then used alongside stakeholder and partner input to guide our focus areas and prioritise actions for this Regional Emissions Reduction Plan. Both the modelling and targets are outlined in Appendix 2.

Figure 3. Wellington region gross greenhouse gas emissions 2021-2022 by source



Source: This is an example – the final document will have a stylised improved version that’s easier to read

How our emissions are changing

Scientific analysis and technological improvements over several decades have given us information and tools to reduce emissions. As a region, we have been taking action to reduce emissions and have seen some success.

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Our emissions reduced from the 2018-2019 year to the 2021-2022 year by 9%. However, a significant amount of this reduction was from transport emissions including aviation which were affected by COVID lockdowns.

For example, aviation emissions reduced from 16.4% of transport emissions for 2018/19 to 8% of transport emissions in 2021/22. Without continued focus on reducing transport emissions we can expect reductions like these to rebound.

Emissions from waste decreased by 15% between 2018/19 and 2021/22. This is because councils including Wellington, and Lower Hutt [add any others] have installed methane gas capture systems in landfills.

We are making progress, but we need to move further and faster to reach our targets.

Our Strategic Approach

This Plan is a contribution to wider efforts to take climate action. We work in a strategic and principled way to contribute to the region as a whole, where we drive for change through leadership and taking a collaborative, regional approach.

In the sections below, we set out our vision and objectives.

Our vision

***WE LIVE IN A FLOURISHING LOW-EMISSIONS REGION
THAT MEETS CURRENT AND FUTURE GENERATIONS' NEEDS AND ASPIRATIONS, AND IS FOUNDED
ON TE TIRITI O WAITANGI***

We have clear objectives for this plan

With this plan, we want to

- **Protection of te Taiao through kaitiakitanga and the realisation of tino rangatiratanga.**

- **Galvanise leadership to make tough decisions at a pace that sets us up for the future**

Bold action is required to get us on the right track to emissions reduction in our region. Choices need to be made by leaders that balance trade-offs and create new opportunities. Some of these are better tackled together and the WRLC can provide the support, focus and consistency that embolden leadership to make important calls.

- **Enable systems change that makes climate-positive behaviour the easy choice**

Some of the ways our systems and plans work make it harder for our community to “do the right thing” and make choices that reduce emissions. We must acknowledge the interconnections of different systems that all together play a part in how we live. While we all need to contribute, our leaders can help drive the system change that creates the environment for behaviour change. This should inspire and empower community action and initiatives by others, not replace them.

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- **Prioritising actions that provide co-benefits for our communities**

Acting on climate change can have significant co-benefits for health, resilience, household costs, biodiversity and more. We can choose to take actions that have the most benefit, particularly for those who are in the greatest need.

- **Support evidence-based regional actions that bridge the gap between national and local action**

Work to reduce emissions is already underway at a national and local level, as well as through community-based initiatives. This plan complements these actions at a regional level.

- **Provide stories of success and solutions for the rest of Aotearoa**

Together, our actions can amplify impact by providing case studies for the rest of Aotearoa. We can lead and demonstrate the value of innovative, courageous projects to learn from and scale up.

Principles guide our decisions

We will apply guiding principles to all decisions we make across this plan and any resulting projects.

Genuine Partnership with mana whenua, including through the implementation of Te Tirohanga

Whakamua. Empowering mana whenua through genuine partnership serves as a guiding beacon through this transition. Tino Rangatiratanga, as a guiding principle, encompasses more than decision-making authority; it embodies the broader concept of self-determination and autonomy for mana whenua.

In the context of emissions reduction, it means recognising and respecting the right for mana whenua to exercise control over their traditional lands, resources, and cultural practices. Mātauranga Māori, and all the knowledge, wisdom and understanding passed on through generations, is recognised and valued as a taonga. The visibility and free expression of Māori identity is foundational to the way our region reduces its emissions, including through tikanga (cultural principles) and kawa (cultural practices).

This is the foundation for an ongoing collaborative and equitable relationship between mana whenua and local government and central government, and is expressed through the wording of Te Tirohanga Whakamua.

Recognising we are part of nature

We recognise the Kaitiaki of our region and the responsibility everyone has to protect, replenish and sustain te taiao me te whenua, the environment and the land.

If we are to live sustainably, we must acknowledge that we are part of the natural world, sustained, and also limited by our planet's resources. Climate change is one of many interconnected issues we face including biodiversity loss, plastic pollution and environmental degradation. Only if nature is well, can we thrive.

Enabling an equitable transition

We are in a period of great transformation and disruption – we can use this transition to address past and ongoing injustices and work towards our shared goal of wellbeing for all.

Collaborating as a region to drive the big shifts

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Making impactful change requires collaboration at a regional scale between councils, central government, iwi, community and the private sector. Together we can create system shifts that are above and beyond what we could do alone.

All voices in the region are important when planning how we reduce carbon emissions in a targeted way – including government organisations, Mana Whenua, sector specialists, rangatahi and community groups.

Our focus for action: Making things happen together

To close the gap and lower emissions, we must tackle the key areas in our emissions profile. The WRLC can collectively shape and have a positive influence over these areas and unlock opportunities that the region will benefit from.

We have identified key shifts and priority actions that need to happen at a regional level to reduce carbon emissions across key sectors or focus areas.

The key shifts include:

- System-wide change in transport to provide more sustainable transport options for more people and support the building of communities where people can get around without relying on fossil-fuel-based transport.
- Collaborating as a region to understand our current and future energy infrastructure needs and reducing demand.
- Embedding circular economy approaches into our region to make more out of our resources and reduce waste.
- Supporting central government and industry emissions reduction efforts in primary industries, and at a regional level helping farmers learn more about on-farm de-carbonisation options and increasing resilience of the landscapes used for food production.

How we consider information and make decisions is an important aspect of making these shifts. Across these areas we seek to take into account opportunities for emissions reduction, wider impacts on other planetary boundaries, co-benefits for action and specifically the cost of inaction. We also understand that evolving the way we make decisions around climate change mitigation can empower communities and enable tino rangatiratanga (self-determination for Māori).

In the following sections, we outline our plans for making the shifts across focus areas and set out priority actions for each.

The core project team rated each action either high, medium or low in terms of the potential to directly reduce emissions, and to enable future emissions reduction activities to be carried out. This is noted next to each action.

Transport and urban form

The region is currently home to over half a million people with an estimated 200,000 more people expected to call this place home over the next 30 years.

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The way we live in communities, the location and how we move about is deeply linked. The more concentrated our urban areas are, the easier it is to provide connecting infrastructure, the further away, the longer we have to travel. This makes urban form – what our towns and cities look and feel like – a key driver for reducing emissions. The Future Development Strategy and Wellington Transport Emissions Reduction Pathway under development are key documents that augment this Plan. These documents build on each other and together support action to reduce emissions by shaping how and where we live, our work and travel.

A sustainable transport system can reduce our transport emissions while improving wellbeing through enabling better health outcomes, cleaner air and more connected communities. Making urgent system changes in transport is key to meeting our overall emissions reduction targets as it can deliver quick wins while we work on sectors that take longer to deliver reductions.

The Wairarapa-Wellington-Horowhenua region has many urban towns and cities served to varying degrees by public transport which can be enhanced to create dense clusters of walkable communities within existing railway and bus routes with improved services. Well-connected networks of bike lanes, enjoyable walking routes, and fast and frequent public transport are important to provide people with choices for how to get around that continue to protect our planet.

In the last few years changes to central government policy have encouraged more dense housing near public transport nodes including the National Policy Statement on Urban Development 2020. This legislation required local governments to produce a Future Development Strategy (FDS) to plan for accommodating future population growth. If we give people options to live in areas where they don't later need to change their travel options this will help reduce emissions.

The Wairarapa-Wellington-Horowhenua Future Development Strategy (FDS) also notes that we will need to provide more services, amenities and spaces for our communities including green spaces, parks and educational, health and community facilities. The FDS prioritises development in areas along strategic public transport network corridors (to reduce reliance on cars) over greenfield development (which is more emissions-intensive). The FDS will have an implementation plan that will focus on the infrastructure needed to support our population growth whilst moving towards a zero-emissions region. The FDS is required to be reviewed every three years. In order to further reduce emissions, the next iteration of the FDS should incorporate:

- even more integrated public transport and urban form, and
- a continued focus on development and density along public transport networks.

The government's first Emissions Reduction Plan has a target of a 20% reduction in Vehicle Kilometers Travelled (VKT) by 2035 compared to the predicted levels in 2035. In response to this target, the Greater Wellington Regional Council is developing a Wellington Transport Emissions Reduction Plan (WTERP). This is a significant piece of work that will create the conditions for a more liveable, low-emissions region in the coming years and decades. The WTERP aims to make it easier to get around without a car, help people make the shift to electric vehicles and encourage low emissions freight.

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Local and central governments are already investing in mode shift with large-scale transformative projects such as investment in new trains, bike networks and pedestrian improvements. We need to accelerate these shifts from individual projects to an integrated programme of work we can get behind as a region.

Beyond land transport, aviation and coastal shipping also contribute to our emissions. Aviation is an area where the technology to enable the sector to reduce emissions is still being developed, including developing biofuel infrastructure and the technology for electric planes. Alternatives to flying in our region could include the provision of long-distance train travel. Better integration of coastal shipping with rail could play a role in reducing our emissions. Organisations like CentrePort Wellington are working on reducing emissions from transport through micro-grids, using electric container transfer vehicles and providing an on-shore power source for ferries.

To take action and reduce emissions in transport and urban form the Wellington Regional Leadership Committee will:

<p>1. Endorse and implement (through member organisations) the Wellington Transport Emissions Reduction Pathway (WTERP) <i>(Directly reduce emissions: High. Enable future emissions reduction: High)</i></p> <p>Land Transport is our highest source of transport emissions. The WTERP provides a comprehensive pathway for reducing emissions in this area. The Regional Land Transport Plan already has an ambitious target of a 35% reduction in transport emissions from 2018 levels by 2035.</p> <p>The WTERP interventions will fall into three broad areas:</p> <ul style="list-style-type: none"> - Less car-centric cities and towns (covering public transport investment, urban form and travel demand management) - Cleaner vehicle fleet - Smarter freight
<p>2. Endorse and actively utilise (through member organisations) a best practice urban design guide for more resilient, low-carbon towns and cities. <i>(Directly reduce emissions: Medium. Enable future emissions reduction: High)</i></p> <p>Urban form is key to reducing car dependency and land transport emissions. The toolkit will take best practice and apply it to our local context, from cities to rural towns. It will be able to address multiple challenges, and wide-ranging co-benefits from thriving economies to nature-based solutions.</p> <p>This accessible, visual toolkit will help policy makers, designers and planners to actively engage in conversations on good urban design with elected members, community members, iwi/hapu, and stakeholders and inform decisions.</p>
<p>3. Promote and support localised co-working hubs. <i>(Directly reduce emissions: Low. Enable future emissions reduction: Low-Medium)</i></p> <p>This action aims to reduce commuter demand on transport infrastructure by making better use of underutilised places in local centres.</p>
<p>4. Facilitate local economic development and job creation in regional centres through the provision of suitable industrial/business land. <i>(Directly reduce emissions: Low-Medium. Enable future emissions reduction: Medium)</i></p> <p>Encourage diversification of employment leading to reduced travel time and distance to and from work.</p>

5. Support councils, community, and other key stakeholders to work together on spatial planning at a neighbourhood level.

(Directly reduce emissions: Medium. Enable future emissions reduction: Medium)

People can access important amenities (e.g. library, supermarket, GP) close to where they live including active modes and PT. This reduces transport emissions.

6. Advocate for re-instating intra-regional long-distance rail services.

(Directly reduce emissions: High. Enable future emissions reduction: High)

Providing lower emissions alternatives to flying can reduce transport emissions from due to lower demand for flights and reliance on cars. Several intra-regional routes could replace or provide alternatives to flying or driving that could be advocated for by the WRLC.

7. Push for upgrades to the electricity network so that Wellington Airport and Centreport can continue to enable their decarbonisation plans.

(Directly reduce emissions: Medium. Enable future emissions reduction: High)

Advocate to the electricity sector to provide these organisations with adequate infrastructure. These organisations are also investigating other fuel sources such as hydrogen.

Centreport: creating a micro-grid that will enable shore power to large ships to reduce fuel consumption by these ships while they are in port. This will require investment in electricity network assets.

Wellington Airport: Requires certainty of supply for EV chargers, helping hire car companies electrify, getting rid of gas boilers etc. In the future, electricity may be needed for trial electric planes.

Energy

Energy underpins everything we do in our lives. Energy is required to move our bodies, heat and cool buildings, power appliances, manufacture goods, transport people and freight.

In New Zealand, approximately 60% of our primary energy (meaning energy created directly from the actual resource) is non-renewable. The largest overall source of energy emissions is fossil fuel (petrol and diesel) which is used in vehicles and machines.

87% of electricity (energy converted into electrical energy to be distributed through power lines) was generated from renewable sources; hydroelectric, geothermal, and wind in 2022. There was record generation from both wind and geothermal along with above average hydro lakes inflows.

To reduce impacts from climate change and air pollution we need to reduce energy use as well as shift from fossil fuels to renewable energy, also called decarbonisation. Moving away from fossil fuels to renewable sources will build resilience by reducing exposure to the global supply and price shock of fossil fuels and addressing our declining domestic gas reserves.

It is important that the national grid supplying our region can service demand. The level of future demand is somewhat uncertain as we can create efficiencies in activities where energy is wasted (i.e. heat escaping from uninsulated buildings), while some activities which traditionally use fossil fuels (i.e. powering buses and cars) may require more electricity which will increase demand.

Electrification and planning for other energy sources are key to decarbonising the region at pace. Defining infrastructure requirements and location (some infrastructure will require sizeable real estate and

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investment) at a regional scale will make it quicker and easier to electrify. There is an important coordination opportunity here to identify where to plan and invest in order for the region to grow, rapidly decarbonise, and avoid energy hardship. Iwi participation and inclusion of NGOs to represent the community and ensure a socially equitable approach is taken are key to this regionally coordinated approach.

Per capita energy consumption in NZ has tripled since 1960. This is despite all the energy-efficient technologies we have adopted. This also points to over-consumption being the root cause of climate change and other environmental harm.

Our region could play a role in the energy transition by contributing to the increased wind and solar capacity as well as solid biofuels to provide process heat. The region also has a potential role to play in demonstrating small-scale distributed renewable energy generation like micro-grids alongside government ministries and agencies like the Ministry of Business Innovation and Employment and ECCA (Energy Efficiency & Conservation Authority).

We also need to be efficient in our energy use and try to reduce demand. One way to reduce energy is to improve our buildings. Residential buildings in particular need to be well-insulated to reduce reliance on coal during winter peaks. Retrofitting homes and ensuring high energy efficiency in new buildings can provide dry healthy housing improving our community's health.

To take action to reduce our emissions and make the big shifts needed for energy the Wellington Regional Leadership Committee will:

8. Develop an Energy Roadmap for the region.

(Directly reduce emissions: Low-Medium. Enable future emissions reduction: Medium)

This work should remove roadblocks to Council electrification by creating a council/sector Energy Coordination group to document needs and requirements. Connection with EECA and Transpower will help unblock roadblocks for local councils to decarbonise through electrification, including the roll-out of EV chargers, EV bus depots, and gas boiler replacement. Planning together with Electricity Distribution Businesses will create efficiencies.

This will lead to ensuring we remove roadblocks for key energy users in the region via the development of a Multi-Sector Regional Energy Roadmap. This would outline energy users' needs, aspirations and roadblocks so that the Central Government and EDBs know where to plan and invest for the region to grow and rapidly decarbonise, and to coordinate energy demand reduction efforts.

Additionally, the group can help fast-track local implementation of central government programmes e.g. National EV charging network, and Regional Energy Transition Accelerator.

9. Make a move to reduce reliance on gas by avoiding demand growth and phasing out existing use.

(Directly reduce emissions: Medium. Enable future emissions reduction: Medium)

This action aligns with Climate Commission advice as fossil gas make up 34% of emissions from Stationary Energy emissions. There is estimated to be less than ten years' worth of gas reserves left in NZ, and renewable gas alternatives are in their infancy. The transition away from fossil gas use needs to be timed so that the energy sector has the capacity to manage the increased demand.

We aim to investigate opportunities to avoid additional/new demand for fossil gas from new residential and commercial users while support the phase-out of existing fossil gas use through education and support packages.

Gas should be used as a transition fuel where an alternative energy source is not cost-efficient, to protect network resiliency and customers from sudden changes as the region decarbonises. This would need to be

paired with encouraging and incentivising network-controlled devices to shift unnecessary peak demand load.

10. Support more energy-efficient homes.

(Directly reduce emissions: Medium. Enable future emissions reduction: Medium)

We need to make sure our houses are warm and dry while using as little energy as possible. We plan to advocate to Central Government to fund larger-scale residential retrofit programmes, and Eco Design Advisors at Councils, while also expanding current work (e.g Warmer Kiwi Homes programme) to reduce energy demand from household heating in winter peak, along with incentivizing new smart devices that can be controllable for flexibility will:

- create energy efficiencies
- help with capacity constraints, and provide the ability to shift flexible energy usage to times of day when there is less demand on non-renewable energy sources.
- reduce our energy emissions.

11. Encourage local generation and community micro-grids.

(Directly reduce emissions: Medium. Enable future emissions reduction: Medium)

Encourage investment into local generation such as community-level micro-grids via funds like MBIE's Community Renewable Energy Fund. Investigate supporting developers to implement microgrids in developments, especially in a denser-housing context.

Kāinga Ora and Wellington Electricity to share learnings from their Wellington Energy Sharing Pilot. Local energy sharing can increase resilience and alleviate pressure on the national grid while large-scale renewable energy is being developed.

Circular economy

Adopting approaches to support a more circular economy and efficient resource use sets us up for a low-emissions future, is a high priority for iwi, and has multiple co-benefits. In a circular economy, waste and pollution are designed out to keep resources in use for as long as possible. Materials are then recovered or regenerated to be used again or for other products.

The way we use our resources can have a big impact on our emissions. Emissions are generated throughout our supply chain and waste significantly contributes to our emissions profile. Taking a more circular approach to our economy means that we need to re-design many of our production, manufacturing and processing systems.

Circular approaches reduce greenhouse gas emissions by increasing the efficiency of resources used within the economy. In general, circular approaches favour activities that preserve value in the form of energy, labour, and materials, which means products are designed for durability, reuse, remanufacturing, and recycling to keep products, components, and materials circulating in the economy.

Transitioning to a circular economy is seen as a crucial strategy for addressing the environmental challenges associated with climate change and resource depletion. It can also drive innovation and investment in more climate-friendly industries and encourage economic development that does not increase our emissions overall. This way, circular approaches can provide new business and job opportunities while introducing stronger environmental credentials across value chains.

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Individuals can send a message about their sustainability preferences by voting with their dollar. However it is large organisations, such as government, who can set ethical and environmental standards for procurement, and drive competition and innovation with their spending power. Procurement practices that favour low carbon and sustainable products contribute to the responsible management of natural resources, ensuring their availability for future generations, reducing greenhouse gas emissions associated with the production and use of goods and services.

The National Emissions Reduction Plan sets out key actions led by the central government, which starts by developing a circular economy and bioeconomy strategy and investing in data collection and research. It will then seek to integrate circular practices across government, communities and businesses. Key actions include supporting households and businesses to reduce organic waste and diverting organic and construction waste from landfills.

Much of our waste emissions come from biogenic methane – largely generated by the decomposition of organic waste (such as food, garden, wood and paper waste). While waste contributes a small percentage of our total emissions, biogenic methane has a warming effect 28 times greater than carbon dioxide. Under the Waste Minimisation Act 2008, territorial authorities hold the responsibility to promote effective and efficient waste management within each district.

Taking steps to reduce, recycle and recover greater volumes of organic waste – and improve services and infrastructure – will also create opportunities. These steps will support the shift to a circular economy, create new employment and business opportunities, improve the ability to dispose of waste responsibly and generate cost savings for households and businesses.

In our region, we are working hard to reduce waste and manage it better. But there is more we can do. At the regional level, the Wellington and Wairarapa Councils of the region have collaborated to produce a proposed Waste Management and Minimisation Plan (WMMP) 2024-29. This plan agrees objectives and policies for effective and efficient forms of minimising waste. One of the key objectives of the Wellington Regions WMMP is to increase circularity through waste and resource recovery infrastructure and services. Horowhenua District Council will also be renewing their WMMP shortly with the current version identifying avoiding the creation of waste as a top priority.

There are opportunities to significantly increase and upgrade infrastructure, facilities and services to enable solid progress towards minimising waste and improving our drive towards a circular economy in the Wellington Region. Two new facilities and services are in development – one for food and green waste and one for construction and demolition waste. These two waste sources make up two-thirds of waste going to landfill. Key to the success of these facilities will be a change in behaviour so that the construction and demolition industry in particular put in place processes to sort and transport their waste to the appropriate facility.

A number of recycling, repairing, local production and waste reduction initiatives are happening at a local level. This includes local community composting facilities, upcycling shops and repair workshops.

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There is a regional opportunity to get more value out of biological waste and products. For example, organic waste from farms and horticulture as well as woody biomass, or slash from forestry can be turned into energy. Wood pellets can help replace heating with fossil fuels.

To ensure we benefit from more efficient resource use and innovation of a circular economy while reducing waste the Wellington Regional Leadership Committee will:

12. Change procurement policies or practices to include a requirement for vendor emissions reduction plan as part of major projects (e.g a roading project, new stop banks).

(Directly reduce emissions: Medium. Enable future emissions reduction: Medium)

Across WRLC partners there are many big operational and capital spend projects that involve contracts with key industry players. Asking for emissions reduction plans provides a signal that will be more wide-reaching in terms of wider industry practices than just WRLC partner projects.

13. Advocate for circular principles in waste-to-energy.

(Directly reduce emissions: Low. Enable future emissions reduction: Medium)

Making better use of waste by using it for innovative products or turning it into renewable energy reduces energy emissions and uses circular economy principles that support economic development. We will support EECA's Regional Energy Transition Accelerator work, which includes using biomass to support the phasing out of fossil-fuel-based energy sources. By linking a waste source to an industry need we can reduce emissions in waste as well as energy and support local job creation.

14. Support further development of and investment in infrastructure and facilities to encourage waste diversion.*(Directly reduce emissions: Low-Medium. Enable future emissions reduction: Medium)*

Waste is a significant emissions source. Diverting waste to be reused helps stimulate the bioeconomy and is more resource efficient especially for materials that can provide valuable feedstock such as woody biomass for bioenergy or other products that reduce reliance on fossil fuels. This is of particular importance for:

- plastic waste
- organic waste which is particularly high in methane emissions and can be turned into compost
- woody biomass from forestry which can be turned into energy, and also
- timber from construction and demolition waste which often can be re-used

15. Advocate for waste management initiatives which encourage behaviour change and product stewardship.*(Directly reduce emissions: Low. Enable future emissions reduction: Medium)*

Many initiatives relating to how products are produced or imported and how waste is managed go beyond regional boundaries. We can advocate on behalf of the Regional Waste Management and Minimisation Committee to support initiatives which encourage behaviour change in how we manage waste, and provide leadership in encouraging product stewardship to support the development and strengthening of a more circular economy.

16. Support regional pilot projects that promote collaboration and skills sharing between different community groups working in the waste reduction space.*(Directly reduce emissions: Low. Enable future emissions reduction: Low-Medium)*

There is an opportunity to help coordinate funding and accelerate innovation from our community to help reduce waste and create higher-value products.

This plays an important role in reducing waste emissions and promoting circular economy principles. Good community engagement and education opportunities align with this.

Productive land use and primary industries

Our region is rich in diverse soils providing opportunities for primary industries to thrive, support our growing urban population, and provide goods for the export market. From the vegetables grown in Horowhenua to agriculture and wine in the Wairarapa, our region encompasses diverse primary industries. Also, the native and exotic forests across the region help close the gap between our regional emissions and our targets.

Emissions from food production are significant. In our region, agricultural emissions make up 39% of the Wellington and Wairarapa region's emissions. This mirrors the proportion at the national level, with agricultural emissions making up 50% of Aotearoa New Zealand's gross greenhouse gas emissions, including most of our nitrous oxide and biogenic methane emissions.

Agricultural operations impact climate change directly through emissions, including biogenic methane, nitrous oxide and carbon dioxide, and indirectly through its value chain when produce is processed and transported. Operations are also impacted by climate change directly through the changing physical climate and indirectly through changing markets, society and policy responses. The impacts of climate change on our

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farms, people and animals are not evenly distributed. The breadth and diversity of land use and farm types mean some are more exposed while others can harness opportunities.

A changing climate already impacts what we can grow, where and how. Severe weather events are set to increase, fluctuating between flooding and drought. We need to encourage practices that lower emissions and ensure our productive land use is resilient in a changing climate.

Reduction in agricultural emissions is an important part of meeting New Zealand’s 2050 target, including the requirement to reduce biogenic methane emissions by 24–47% by 2050 nationwide. Reducing agricultural emissions will also enhance Aotearoa New Zealand’s reputation as a low-emissions and trusted provider of agricultural products. The industry is experiencing overseas supply chain pressures. For example, Fonterra and other large industry representatives are working on improving the emission profile across the industry through decarbonising industrial plants and supporting farmers to make operational improvements.

The National Emissions Reduction Plan (NERP) outlines actions to build on the efforts of farmers, growers, businesses, sector bodies and government agencies to deliver a low-emissions future and resilient rural communities. These actions are seen to work in line with other key initiatives aimed at improving productivity, environmental performance and overall resilience in the primary sector. Key actions in the NERP relating to primary industries include continued work to introduce an agricultural emissions pricing mechanism by 2025, accelerate mitigation technologies and support producers to make changes through advice and building of knowledge.

The regional focus is currently on supporting farmers with land management advice through the Greater Wellington Regional Council. This includes farm plans (focused on water quality and soil erosion) with a co-benefit of reducing emissions.

The Wellington Regional Economic Development Plan also provides direction around food and fibre priorities and the need to identify opportunities to grow jobs, value and connections in the food and fibre sector, contributing to our regional food story while considering climate change impacts. The identification of meaningful initiatives in the Primary/Food & Fibre industries with potential to lower the emissions footprint is also being progressed through the Wairarapa Economic Development Strategy.

A Regional Food Systems Strategy (a Wellington Regional Leadership Committee project) is in development and aims to foster a regionally coordinated approach to sustainable and accessible food production. This includes:

- A collective approach or framework for realising the equity, potential and aspirations of Māori in diversifying land-use and unlocking the Māori food economy.
- A number of regional initiatives and approaches including increased supply and demand for local, seasonal, affordable and low carbon food and reducing/preventing food wastage.

Through this first Regional Emissions Reduction Plan, we would like to work with farmers and growers to increase farming practices that help reduce emissions and increase resilience to grow food for the future that is climate-friendly, reduces emissions and is of high value. As part of this, we encourage all forms of land use optimisation and advocate for investment and attraction of synergistic opportunities to our region to lower emissions, which include agri-tech, bio-tech and other hub opportunities for processing and manufacturing goods.

The Wellington Regional Leadership Committee will:

17. Encourage land use diversification through increasing certainty and planning for water resilience.

(Directly reduce emissions: Low. Enable future emissions reduction: Medium)

Greater Wellington is coordinating an establishment phase to specify programmes of work and partnership approaches to advance the Wairarapa Water Resilience Strategy (WWRS). The establishment phase is being facilitated by Greater Wellington’s new Catchment Function supported by an additional fixed term project resource through to 30 June 2024. The implementation of the WWRS is a multi-year process and will provide opportunities to look for carbon emissions reduction as a co-benefit of land use diversification associated with the ongoing implementation of the WWRS. Learnings from this work can be shared with other parts of the region to help them with water resilience and land-use diversification planning.

18. Advocate for expansion of on-farm advice.

(Directly reduce emissions: Low. Enable future emissions reduction: Medium)

We support increased identification of carbon emissions reduction opportunities and provision of advice to landowners related to core activities, to help farmers understand how to reduce their on-farm emissions and to integrate these practices into existing plans, Farm Environment Plans.

19. Support opportunities for farmer-to-farmer learning.

(Directly reduce emissions: Low. Enable future emissions reduction: Medium)

We understand farmers want to hear from a trusted, local source about farming practices to reduce methane, conversions to low-emission land use and decarbonising technology and equipment. Showcase examples from Wairarapa and Horowhenua of existing good practices and facilitate knowledge sharing to deliver on-farm emissions reduction demonstrations.

20. Explore papa kāinga pilot with iwi around food systems and emissions.

(Directly reduce emissions: Low. Enable future emissions reduction: Medium)

New kai production processes including crop diversification and local opportunities for land use could lead to reduced agricultural emissions. We would like to work with Mana Whenua partners to support initiatives that help with that.

Advocate for the roll-out of central government incentives.

(Directly reduce emissions: Low. Enable future emissions reduction: High)

We support national-level direction, funding, support and advice to make it easier for landowners to reduce agricultural emissions. There are landowners across Wairarapa and Horowhenua who are willing to take on more sustainable practices but have run up against funding challenges. We aim to advocate for the government to continue work on providing direction and incentivising the reduction of agricultural emissions.

Our plan for action

[To be developed - If possible, we recommend a clear table providing detail on how actions are organised, and funded and an implementation schedule, picture below as an example]

Summary Action plan and work programme

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Strengthen and grow our regional screen sector						
	Screen Centre of Excellence Develop a Screen Centre of Excellence as a central, physical hub that allows all aspects of the creative and digital sectors to come together in a fully equipped 'weightless' business development and content creation facility, contributing to building the eco-system and addressing challenges and opportunities for the sector.	Grow the screen eco-system online and generate support towards sharing a physical space	Screen Wellington	WCC, GWRC, mana whenua, other centres of excellence, Callaghan Innovation, MBIE, MCH, private sector, Toi Mai WDC, tertiary institutes, CHQ, NZ Film Commission, NZ On Air, UNESCO City of Film, Business NZ and Export NZ	2022 – 2023	Planning
		Develop a business case for the Screen Centre of Excellence, including early analysis of a physical space			2022 – 2023	Business case
		Secure partnership commitments from public and private entities			2023 – 2024	Investment attraction
		Secure a suitable complex to establish the Screen Centre of Excellence (should it prove feasible)			2024 – 2025	Delivery
	The centre will introduce mātauranga Māori and tikanga into future screen technologies, develop internship programmes with a specific focus on rangatahi, and lead cultural experiences through sharing our narratives. It aims to inspire and support entrepreneurship, incubate high-growth businesses, provide an accessible community space to raise awareness and create an opportunity for all to engage with the sector, including international visitors					
	International Screen Attraction Programme To support growth of the screen sector in our region we can help attract international projects, improve the ease of making a production here, and support the development of our local producer and director talent who are likely to create the next generation of Wellington region-made television and streaming service shows and films. These initiatives will contribute to a steadier pipeline of work, helping to attract and retain a high-value workforce	Establish a steering group to represent what our region has to offer, identify skill gaps, improve co-ordination and establish the practical development requirements to support a sustainable eco-system of productions	Screen Wellington	Toi Mai WDC, screen sector representatives	2022 – 2023	Investment attraction
		Develop and deliver the international screen attraction programme including famil trips for location scouts, a showreel promoting why producers should consider our region, and promotion of the creative businesses that support the sector			2022 – 2023	Delivery
		Develop and deliver the ease of business improvements programme including a searchable database of filming locations, a crew database that producers can use to find staff and an efficient permitting service			2022 – 2023	Delivery
		Develop and deliver a talent programme to upskill our producers in pitching projects, connect local talent with screen companies and raise the profile of emerging talent			2022 – 2023	Delivery

Tracking our progress

Clearly demonstrating our progress is important to build community engagement, commitment to actions and transparency. The monitoring of this plan will be carried out by the WRLC secretariat. Iwi representation on this rōpū is important to ensuring a Te Tiriti approach to implementation is undertaken, and to monitor progress and advocacy for the values and aspirations rights, interests and aspirations of mana whenua. In addition to this, the Regional Emissions Reduction Plan can be tracked through the following metrics:

- Emissions continue to track down as measured by the Greater Wellington and Horowhenua District emissions inventory processes.
- Progress made on actions in the Plan. Each action will need a plan with objectives and KPIs.

An implementation plan will be created in the next phase of the project.

This plan will be updated in three years by the WRLC, facilitated by the WRLC secretariat.

Appendix 1: Partnering with iwi

The Regional Emissions Reduction Plan project team aimed to bring in te ao Māori perspectives from the outset of the plan's development. Conversations were initiated with WRLC iwi partners from March 2023. Iwi partners stated that at that time they faced competing priorities and capacity limitations which were prohibitive to their levels of involvement. The project team then sought to bring in Māori perspectives through kōrero with various council iwi liaison officers. However, these officers were also limited in their ability to contribute. WRLC iwi partner representatives took part in the May 2023 WRLC workshop on the plan, the WRLC Annual Partners Forum in June 2023, and in the partner and stakeholder public forum in July 2023. In October 2023, the project team also engaged Māori consultancy firm *Te Amokura* to facilitate workshops with WRLC iwi partners and one on one meetings to bring their perspectives to the plan.

Appendix 2: Our Emissions, targets and carbon modelling

Our region's emissions

The cause of climate change is an excess of greenhouse gas emissions.

What are greenhouse gases?

Greenhouse gases (GHG) are gases that trap heat from the sun in our planet's atmosphere keeping it warm and contributing to global warming. The main greenhouse gases released by human activities are carbon dioxide, methane, nitrous oxide, and fluorinated gases.

Of these, the gas with the highest concentration in the atmosphere is carbon dioxide. The human activities that cause the most carbon dioxide to be released into the atmosphere are burning of fossil fuels, deforestation, and changing the way land is used. Our reliance on fossil fuels has led to an increase of CO₂ in the atmosphere, which was steady at 275ppm (parts per million molecules in the atmosphere) from the beginning of civilization to about 200 years ago. In 2022 it reached a record high of 418.56 ppm, a more than 50 percent increase in concentration since pre-industrial times.

Methane is a greenhouse gas that is responsible for 25 percent of global warming. Methane is released during the extraction and transport of coal, gas, and oil. It is also emitted from landfills and ruminant animals such as cows and sheep.

Fluorinated gases are emitted in smaller amounts than carbon dioxide or methane, but they have a very potent warming potential. They are currently used in many appliances like refrigerators.

Greenhouse gases are often referred to collectively as 'emissions' and expressed in one number as carbon dioxide equivalents, or CO₂^e.

How much Greenhouse Gas do we emit as a region?

In the 2021-2022 year, the Wairarapa-Wellington region emits 3,852,625t CO₂e (total gross emissions). The latest emissions inventory with comparable data for Horowhenua District was 2018-2019 and in that year, the district emitted 819,053t CO₂e. All the following emissions data are from these respective years.

What is carbon sequestration?

Some of the carbon dioxide that we emit is absorbed by ecosystems in plants, animals and other organic matter, this is called carbon sequestration. Our largest source of sequestration in the region is forests which store carbon in trees, plants and soil.

Growing trees in forests increases carbon sequestration (carbon not polluting the atmosphere). However, when forests are cut down, they release some of the emissions they sequestered.

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In the Wellington-Wairarapa region, the forest, plants and soils sequestered a net of 2,281,047t CO₂e, bringing the total net emissions down to 1,571,578t CO₂e. However, in Horowhenua forestry emissions from harvesting exceeded emissions from sequestration thus increasing the total net emissions for the District to 983,392t CO₂e.

[Our emissions profile reflects our economic activity and the way we live.](#)

In our region, primary industries like agriculture generated the largest source of emissions accounting for 39% of Greater Wellington's total gross emissions and 37% of Horowhenua district's total gross emissions. These emissions are mostly from farming that takes place in the rural parts of Wairarapa and Horowhenua. The emissions are mostly from biogenic methane from the digestive processes of ruminant animals; primarily cows and to a lesser extent sheep. Methane is measured as CO₂ equivalent so that it can be compared against the other emissions. It is a shorter-lived gas, but is more potent than CO₂ in that it is more effective at trapping heat in the atmosphere than CO₂ per tonne. Some primary industry emissions can be attributed to horticulture, in particular fertiliser use.

A close second is transport, being 35% of total gross emissions for the Wairarapa-Wellington region and 38.4% for the Horowhenua district. Transport emissions are mostly from petrol and diesel being burned in combustion engines of cars, utes and trucks. Many of our cities have been designed over decades to be easiest to get around in cars, which is why this is the most well-used form of personal transport (by number of trips by mode) in our region. Transport emissions also include freight, marine and aviation emissions.

Stationary energy is the third largest source of emissions, this relates to emissions from electricity and natural gas used to power our homes, schools and factories as well as stationary petrol and diesel use. These emissions count for [17%] of the Wairarapa-Wellington region's total gross emissions and 9.6% of the Horowhenua districts.

Waste makes up 5% of the Wairarapa-Wellington emissions while it makes up 2.1% of Horowhenua's. This includes waste in landfills, wastewater and individual septic tanks. Industrial processes and products make up 4% of the Wellington-Wairarapa region and 1.3% of Horowhenua. This emissions source includes emissions from refrigerants, aerosol etc and does not include energy use for industrial manufacturing which is included in the stationary energy and transport.

It is relevant to note that the emissions inventory is described as production based (as opposed to consumption based) so they exclude globally produced emissions relating to consumption from the things we import from overseas such as imported food, cars phones and clothes. Our emissions from consumption are important as all products require materials and energy to consume. These have global warming impacts recorded on other countries' inventory as well as impacts on other planetary boundaries including biodiversity loss.

[Targets](#)

The most widely recognised international climate change target is contained in the Paris Agreement, signed by 196 parties in 2015 at the United Nations Climate Change Conference (COP 21). The Paris Agreement aims to limit global warming to well below 2°C, and preferably hold global warming to no more than 1.5° long-term average above pre-industrial average temperatures. As the science has developed in the 8 years since

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2015 more emphasis has been placed on limiting global warming to 1.5° to avoid triggering tipping points that may destabilise Earth’s systems. While the Paris Agreement Target is based on long-term averages, scientists at the World Meteorological Organisation predict a 50% chance that we’ll reach an average global temperature reaching 1.5°C above pre-industrial levels in the next five years.

To limit global warming to 1.5°C, greenhouse gas emissions must peak before 2025 at the latest and decline 43% by 2030. Then emissions must reach net zero by 2050. These are the Paris Agreement targets, for which governments can set their Nationally Determined Contributions (NDC); a pledge to do their bit towards the international effort of reducing emissions. Globally, our 2030 Nationally Determined Contributions combined put us on a path to 2.4°C of warming by 2100 (and continue rising thereafter). However, real-world policy and actions (what we are doing, not what we say we might do) put us on a path for 2.7° of warming.

At a national level, the government through the Climate Change Response (Zero Carbon) Act (the Act) takes a split gas approach to domestic emissions targets (that is, it has different targets for CO₂ and methane). The government’s 2050 target is a 24-47% reduction in biogenic methane and a net-zero target for carbon dioxide and other gases. This is insufficient to meet Paris Agreement targets. The Act does not include a 2030 target; however, our government provided a Nationally Determined Contribution (NDC) to the Paris Agreement in 2021 (at the Conference of the Parties, or COP 26 in Glasgow, Scotland). The NDC was a commitment to net emissions dropping 50% compared to 2005 gross emissions. This is also insufficient to meet Paris Agreement targets.

As well as emissions targets, the government has set emissions budgets which are required under the Act. These are set every five years based on advice from the Climate Change Commission. The first three domestic budgets for 2022-25, 2026-30 and 2031-35 were set in 2022. The next government will set the following year’s budgets, as well as our Nationally Determined Contributions for 2031 -2035.

At a regional level, the Greater Wellington Regional Council has a draft Regional Policy Statement (RPS) target that does not take a split gas approach to carbon and methane. The target is to contribute to a 50% reduction in greenhouse gas emissions by 2030 from 2019 levels and to work towards net zero emissions by 2050. This is a science-based target that is aligned with the Paris Agreement. The Horizons Regional Council (which includes the Horowhenua District) references the Paris target of a 43% reduction by 2030.

The plan does not contain any new targets as we acknowledge that the WRLC does not hold all the levers required to drive emissions reductions. Both the national and regional targets have been used to inform our modelling and actions for this Regional Emissions Reduction Plan.

Carbon modelling

We have undertaken carbon modelling to equip us with information and evidence as to what impact the current national and regional projects, policies, pledges and targets will have on reducing greenhouse gas (GHG) emissions, and how close this might get us to meeting national targets and draft regional targets (draft RPS).

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The carbon model is a mathematical representation of the world that makes assumptions and allows us to input different scenarios that change what our future world looks like, which is helpful for us to understand scale, and to understand where some emissions areas need to pull greater weight.

Using the modelling we can test how actions to reduce emissions might close the gap from what's already committed to what is required.

The model used is the Sub-National carbon model developed by Palmerston North City Council and then adapted to our context. This model has a good level of detail and is being used by Councils around the country.

What is in the model

Baseline:

The baseline is the point against which we model any changes in GHG emissions when a scenario is added to the model.

A 2019 baseline was added to the model (consistent with most targets' baseline). This baseline is calculated from the Wellington Region GHG inventory and Horowhenua GHG inventory. Other data was added where needed in order to create the baseline, such as VKT (vehicle kilometres travelled), and national renewable electricity used.

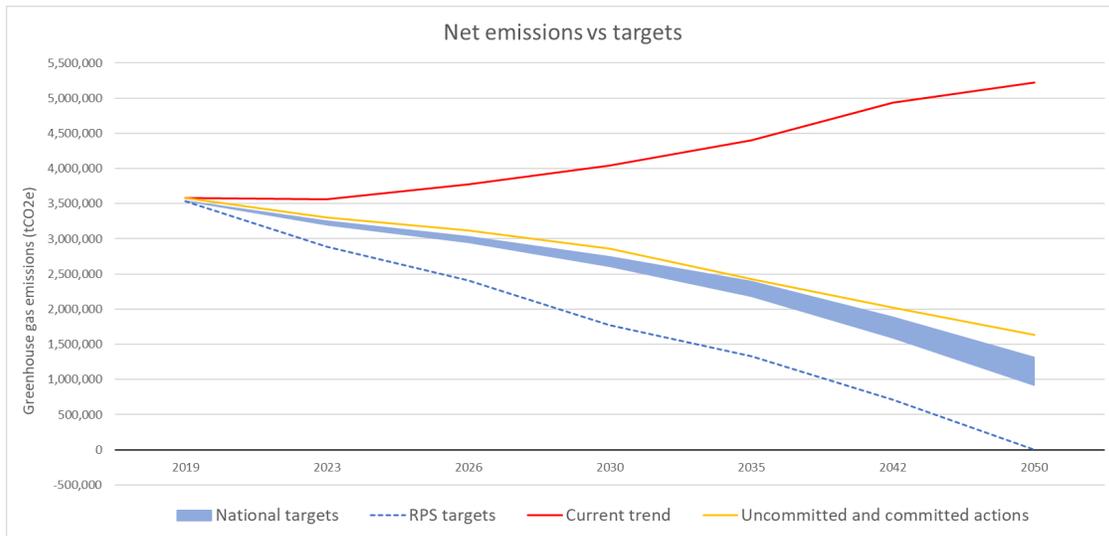
Scenarios:

The model provides room for scenarios in different sectors (land use, transport, industry, buildings and energy). Those scenarios were designed by the Regional Emissions Reduction Plan project team and are mostly based on:

- status quo (no changes except for population growth)
- current trend (extrapolation of the last few years)
- implementation of uncommitted and committed policies and actions (national and regional)

Modelled net emissions

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Targets – blue lines:

The blue range represents the national domestic emissions reduction targets and the dotted blue line the draft regional targets from Regional Policy Statement for the Wellington Region.

The reason why the blue range is slightly higher is because the national targets split out biogenic methane from the other gases and give it a lower, less stringent target to meet by 2050. The draft regional targets don't take this approach and propose that all gases combined need to reduce to net zero by 2050.

Current trend – red line:

The current trend scenario shows how far off we are from getting to net zero emissions by 2050 if we keep going as we have been.

Some of the assumptions in this scenario are:

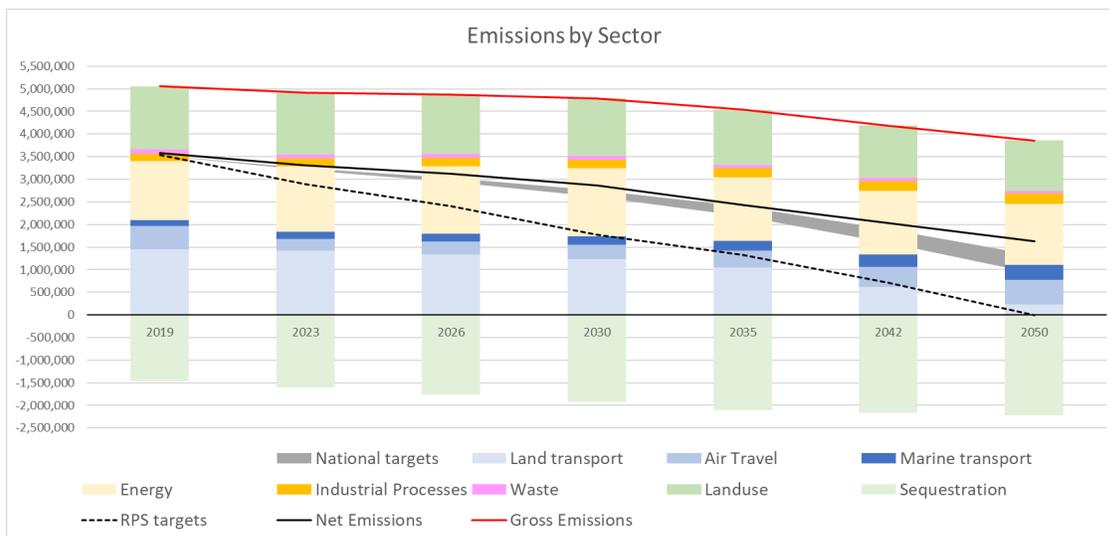
- population growth
- a modest amount of forestry growth
- minor efficiency improvements in industrial operations
- increased travel demand
- increase public transport and active travel modes (cycling, walking)
- increased freight moved by rail
- modest energy efficiencies

Uncommitted and committed actions – yellow line:

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The uncommitted and committed actions scenario shows the gap between our net emissions and targets has almost closed. However for this scenario to be achieved, actions need to be developed and committed to in order to meet national and regional pledges and targets (e.g. National Emissions Reduction Plan – NERP). The Project aims to identify some of the most impactful actions at a regional level that could close the gap between the red and yellow line in the graph e.g a Transport Emissions Reduction Pathway. This scenario assumes:

- A higher level of afforestation
- Major improvements in the industrial processes
- Reduction in greenhouse gas emissions from agriculture based on the activities from the NERP
- The success of the Wellington Transport Emissions Reduction Pathway (TERP)
- A higher level of energy efficiency
- A higher level of renewable electricity
- Achievement of the NERP targets regarding electrification of the vehicles (30% of the fleet by 2035)
- Achievement of the NERP targets regarding fuel efficiency (-10% by 2035)
- Improvement in building efficiency
- Achievement of the Aotearoa New Zealand Waste Strategy targets (reduction of waste production and increased recycling and green waste diversion)



This graph shows the emissions by sector in the scenario “Uncommitted and committed actions”. We can see that the biggest sources of emissions by 2030 could be energy (31%), land use (30%) and land transport (26%).

Glossary and links to key documents

[keywords and link to key documents e.g. Governments ERP, Local Council emissions reduction plans]

Wellington Regional Leadership Committee
5 December 2023
Report 23.652



For Decision

RESOLUTION TO EXCLUDE THE PUBLIC

That the Committee excludes the public from the following parts of the proceedings of this meeting, namely:

Appointment of mana whenua member to the Joint Committee Subcommittee on the Future Development Strategy – Report PE23.611

The general subject of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 (the Act) for the passing of this resolution are as follows:

Appointment of mana whenua member to the Joint Committee Subcommittee on the Future Development Strategy – Report PE23.611	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
<p>Information contained in this report includes personal and identifying information about a candidate for appointment to the Joint Committee Subcommittee for the Future Development Strategy. Release of this information is likely to prejudice the privacy of natural persons (section 7(2)(a) of the Act) as releasing this information would disclose their consideration for appointment as a Committee member.</p> <p>Greater Wellington has considered whether the public interest outweighs the need to withhold the information and has determined that there is no public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.</p>	<p>The public conduct of the meeting is excluded as per section 7(2)(a) of the Act in order to protect the privacy of natural persons, including that of deceased natural persons.</p>

This resolution is made in reliance on section 48(1)(a) of the Act and the particular interest or interests protected by section 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public.