

Annual Report 2022-2023



Wellington
Regional Leadership Committee

Table of contents

- Foreword from the Deputy Chair3
- The Wellington Regional Leadership Committee story..... 5**
 - 1.1 Our projects during the 2022-2023 year7
 - 1.2 Project overviews.....8
 - 1.3 Our communication and engagement.....18
 - 1.4 Lessons so far20
- Section 2: The Wellington Regional Leadership Committee Compliance.....21**
 - 2.1 How did we spend our money?.....22
 - 2.2 Who are we?.....24

Foreword from the Deputy Chair

With the Chair role currently vacant, it is my pleasure to present the second Annual Report for the Wellington Regional Leadership Committee (WRLC). This report is for the period July 2022-June 2023.

The WRLC is a joining of local government, iwi and central government in the Wairarapa-Wellington-Horowhenua region, formed to activate better cross-agency collaboration to work together to positively shape the future of the region. It was established in July 2021 and is tasked with driving the regional spatial planning and regional economic development in the region.

The WRLC members as at the end of June 2023 are identified in Section 2.2 of this report.

Highlights of year two of the WRLC include:

- Completing and commencing implementation of the Regional Economic Development Plan
- A regional focus on seven Priority Development Areas (PDAs) within the region. Projects elevated to Priority Development Area (PDA) status have the potential to unlock significant results at pace and scale in one or more key areas. By working together, we can achieve positive outcomes, faster, collectively shaping a better shared future for our region.
- Commencing a Future Development Strategy for the region. This is our second regional spatial plan and builds on the Wellington Regional Growth Framework
- Our three regional climate change projects are now well underway - the Regional Emissions Reduction

Plan, the Wellington Regional Climate Change Impact Assessment (stage 1 of a Regional Adaptation Plan) and the Regional Food System Strategy

- Successful design and delivery of our second 'Annual Partners Forum', connecting 60 attendees including elected officials from across the region, Iwi Board members, central government officials and the WRLC Project teams. You can view the film we created to tell the story of our second year - [here](#).
- Continued growth in the number of stakeholders the WRLC works with, collaborates with and reaches through our newsletters, social media, webinars, workshops and hui.

Key central government agencies actively involved in our work programme include the Ministry of Housing and Urban Development (MHUD), Kāinga Ora, Waka Kotahi, Ministry of Education, Te Whatu Ora and Te Puni Kōkiri. Throughout the year we have also been working with the Ministry of Business, Innovation and Employment on regional economic development.

I look forward to seeing the planning work that is currently underway being completed and am excited by the projects we have been implementing this year. You can read about these projects in Section 1.1 of this report.

**Darrin Apanui, Deputy Chair
Wellington Regional Leadership Committee**



WRLC Highlights of Year Two



Completing **Regional Economic Development Plan** and implementing initiatives



Started and nearly completed **Future Development Strategy** for the region



Focus on seven **Priority Development Areas (PDAs)** within the region



Three regional **climate change projects** are now underway



Continued growth in the number of **WRLC stakeholders and collaborators**

Section 1: The Wellington Regional Leadership Committee story



Since the WRLC was established in July 2021, this Annual Report marks the end of year two - a good milestone to reflect on what we have achieved and learned, and how this might inform our next 12 months and beyond.

Since the WRLC was established in July 2021, this Annual Report marks the end of year two - a good milestone to reflect on what we have achieved and learned, and how this might inform our next 12 months and beyond.

The Committee's mandate is to improve alignment and coordination between central and local government and iwi partners in our region. This has both its challenges, and its rewards. Our journey is one shared by many regions in Aotearoa New Zealand – we are one of six such Committees in the country, formed under the Government's Urban Growth Agenda to address growth-related challenges at a regional level.

The benefits of joined-up thinking as a region, go beyond outward-facing project work, and extend also to inward-facing elements, such as learning to find ways together through complex problems that don't have simple or easy solutions.

In the next 30 years, our region is projected to have 200,000 more people living here. We need to ensure that there is housing, transport, food and social connectivity that people want and need, and that this is delivered in a way that ensures a healthy environment now and in the future. Our work programme covers five interrelated key areas of transport, housing, iwi capacity and capability, regional climate and emissions, and economic development. Eighteen projects sit within those five areas, seven of which are Priority Development Areas (PDAs) - examples of these are Let's Get Wellington Moving, Riverlink, and the Waterloo Transit- Development, outlined in section 1.2.

Our projects are at various stages of their lifecycles. Three projects (Iwi Capability and Capacity, Regional Economic Development Plan, Regional Housing Action Plan) have moved from planning to implementation. Our work programme approach connects many

projects, such as the implications of the Future Development Strategy on spatial plans and the Food Systems Strategy. It also enables key projects to be better aligned and constant with their approaches and messages.

It is important that projects reflect the priorities of their stakeholders, so stakeholder engagement has been an important focus. The Food System Strategy, Future Development Strategy, Regional Emissions Reduction Plan, Ōtaki Priority Development Area, and Waterloo Transit Oriented Development are examples of projects that have had significant stakeholder engagement or consultation with communities and key stakeholders at hui, workshops and fora.

A key learning in year two has been the need to develop our ability to navigate complexity together as a region, this is particularly apparent with our cross-regional projects, which cover the areas of climate change and adaptation, food systems and emissions reductions. These projects have increasingly worked together to maximise learning, resources, and collaboration.

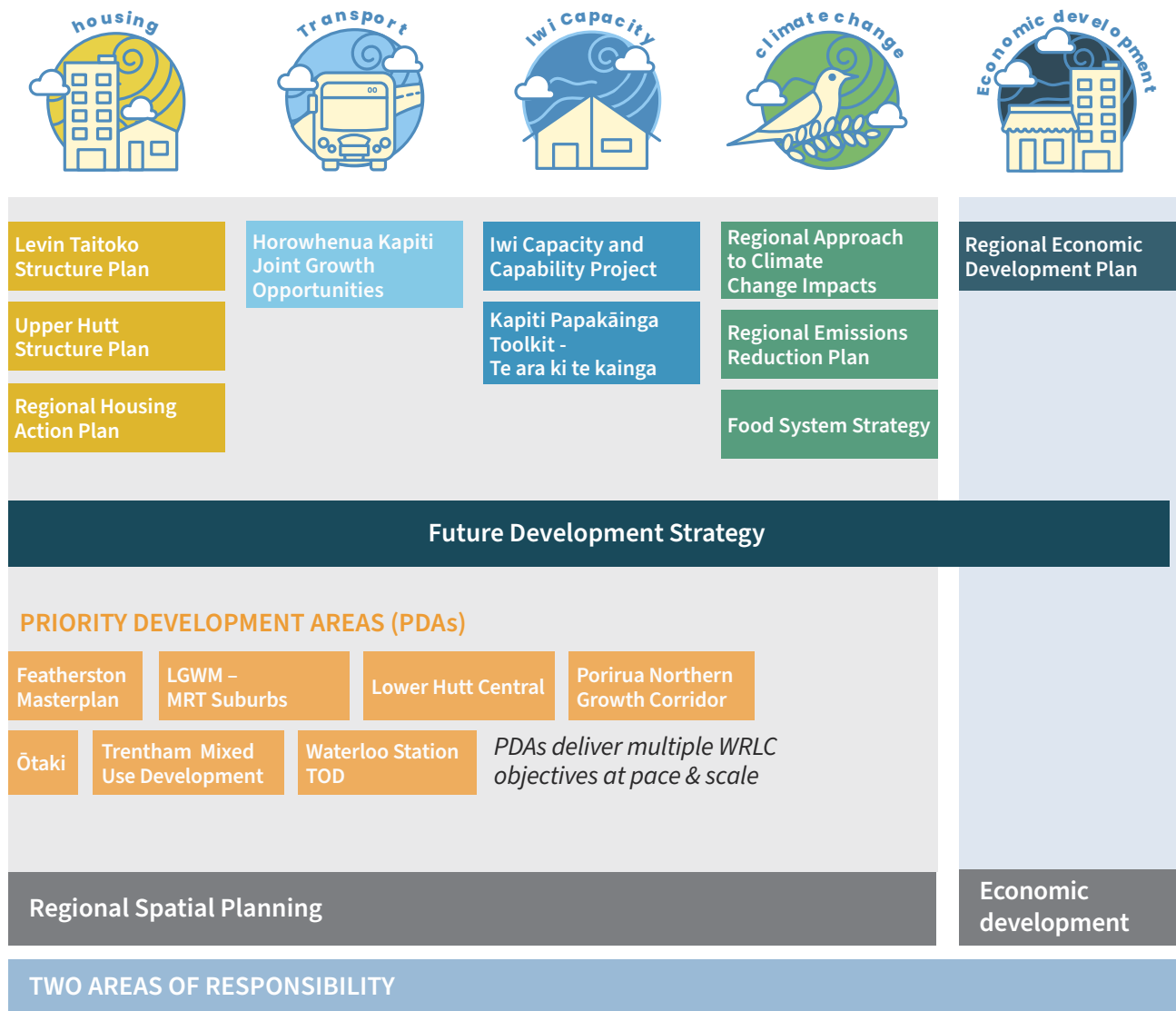
We have increasingly been focusing on bringing people together to connect and learn about each other's work. Our thought leadership webinars have been steadily growing in popularity and attendance.

We move into year three with learnings on the value of a systems-thinking approach, the importance of involving rangatahi, iwi and communities in shaping decisions, honouring Te Tiriti O Waitangi principles and emphasising quality relationships in all that we do.

1.1 Our projects during the 2022-2023 year

The WRLC has two thematic areas of responsibility across our region. Information about our projects is below in Diagram 1 below and in Table 1.

Diagram 1: WRLC projects by key areas of responsibility



1.2 Project overviews

An overview of our 2022–2023-year projects both active and complete is below. It should be noted that projects commenced at different times throughout the year. For further information on each project, please click on the link in each project.

IWI CAPACITY AND CAPABILITY

Status: Implementation

Implements the opportunities approved in the scoping paper prepared for the WRLC in 2021-22. This includes secondments, work placements or governance opportunities for each iwi partner to the WRLC.

Progress against timeline: Behind

[Read more online](#)

Achievements and progress

Gathered information on capability and capacity needs for iwi partners. Project has progressed to establishing pilots for secondments and work placements. Gaining support from central and local government partners.

Plans for next year

Pilot secondments and work placements with the project launch in August 2023. The pilots will help to inform refining the project approach with a view to expanding the pilot to business-as-usual.

Success would entail the pilot working along with positive iwi partner feedback, enhanced capacity, equitable engagement, and improved government-iwi partner relationships.



REGIONAL ECONOMIC DEVELOPMENT PLAN (REDP)

Status: Implementation

Implementing initiatives from the REDP. WellingtonNZ is leading delivery.

Progress against timeline: On track

[Read more online](#)

Achievements and progress

WellingtonNZ oversees the delivery of the REDP's 37 initiatives, which sit across the four sectors and four enablers in priority focus areas. Examples include:

- Supporting a pilot Summer of Engineering programme which resulted in 15 internships in summer 2022/23
- Engaging 26 high-growth tech companies in workshops and consulting sessions to upskill the leadership teams and support growth
- Te Matarau a Māui delivering the inaugural Tipu Pakihi (Māori Economic Summit), bringing early stage-businesses together (Tipu whai hua) and growing connections (Tipu whai hono) across the region.

More highlights can be found in our annual summary.

Plans for next year

Focusing on delivery of initiatives in the plan, including showcasing the impact these initiatives are making on our region.

Reviewing the plan to ensure the issues, opportunities and initiatives captured remain current and are being addressed in the most effective way possible.

REGIONAL HOUSING ACTION PLAN (RHAP)

Status: Implementation

Implementing initiatives from the Regional Housing Action Plan.

Progress against timeline: Behind

[Read more online](#)

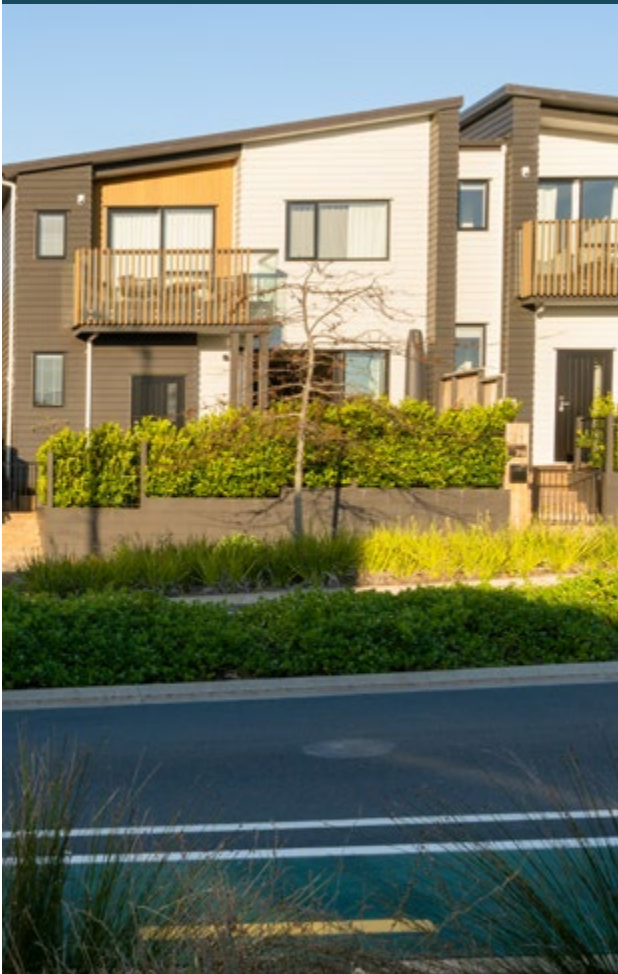
Achievements and progress

A joint implementation group has been established to deliver projects for the RHAP, roles will evolve as our work progresses.

Work is underway on a regional housing dashboard - to provide an online centralised view of regional housing data.

Plans for next year

We aim to change how joint regional housing activities occur in the WRLC's work. We plan to improve access to regional housing data and insights through a new regional housing dashboard, to be launched in September 2023.



FUTURE DEVELOPMENT STRATEGY (FDS) AND HOUSING AND BUSINESS CAPACITY ASSESSMENT (HBA)

Status: Underway

This is an updated version of the Wellington Regional Growth Framework to ensure it complies with the National Policy Statement – Urban Development (NPS-UD). It will inform the 2024 Long Term Plans of councils, in a collaborative manner to reflect the WRLC partnership approach.

Progress against timeline: On track

[Read more online](#)

Achievements and progress

Three quarters of the way to development of a draft Future Development Strategy. This has been developed with a range of stakeholders to date through multiple workshops, hui and online sessions.

The team has worked with iwi to prepare a draft statement of aspirations, which was a significant missing piece in the Wellington Regional Growth Framework. We now have a clear statement from our iwi partners of what they want to see in our region.

Plans for next year

The Future Development Strategy will be completed and operative in the 2023-24 year. In Oct 2023 the Draft FDS will be published for public consultation. Following this feedback and a public hearing it will be finalised, and operative by March 2024.

HOROWHENUA KĀPITI JOINT GROWTH OPPORTUNITIES

Status: Underway

The project will focus on combined growth in Kāpiti and Horowhenua, identifying areas for deeper study to plan for projected growth collaboratively. This integrated approach will allocate space for housing and necessary social services and infrastructure, fostering connected and vibrant communities.

Progress against timeline: Behind

[Read more online](#)

Achievements and progress

The project team from Horowhenua and Kāpiti District Councils have identified a number of opportunities to explore how to support the growth of our districts.

We're all driven to ensure our communities receive the best services possible and to consider ways we can help that happen.

Plans for next year

We will continue to develop our discussions with our regional councils - Greater Wellington and Horizons, about the expansion of public transport options available in both Horowhenua and Kāpiti within each district and between the districts to Wellington city and Palmerston North.



KĀPITI PAPAĀINGA TOOLKIT

Status: Underway

Te Puni Kokiri (TPK) leads this project, supported by Kāpiti Coast District Council, focusing on creating guidance material with local whānau/hapū in Kāpiti Coast. The goal is to facilitate papakāinga housing development by establishing a forum for whānau to connect and share expertise, and by providing accessible guidance to help them navigate the process independently.

Progress against timeline: Behind

[Read more online](#)

Achievements and progress

The papakāinga toolkit has developed into a written format, which is being reviewed.

Ngā Hapu o Otaki have agreed to pilot the toolkit and supporting wananga.

Plans for next year

Finalise the content and supporting graphics and tools.

Run a pilot with Ngā Hapu o Otaki using the toolkit. Content will be reviewed post pilot and adapted and/or changed based on review.

LEVIN TAITOKO STRUCTURE PLAN

Status: Underway and near completion

Create a Structure Plan for Levin, focusing on transformative changes, exploring enhanced rail commuter services, station placement, increased residential density, and growth in employment and business.

Progress against timeline: Behind

[Read more online](#)

Achievements and progress

Further development of the Structure Plan.

An implementation plan has been developed, with many actions already underway. This is largely the result of relationships and discussions we had whilst developing the Structure Plan.

Plans for next year

Horowhenua District Council (HDC) will consider the implementation Plan and the connection to the transformation of the Levin Town centre. This work closely aligns, with the Structure Plan enabling a bigger picture for the town's development.

HDC will formally approve the Structure Plan.



REGIONAL CLIMATE CHANGE IMPACT ASSESSMENT & ADAPTATION PLAN

Status: Assessment underway and near completion

Developing an understanding of expected climate change impacts in the region over the next 100+ years and developing an adaptation plan.

Progress against timeline: Behind

[Read more online](#)

Achievements and progress

A comprehensive analyses of climate change impacts in the region, covering a wide range of topics including impacts on ecosystems, infrastructure, communities, and the economy.

This project has provided all 10 participating Councils, with a common, evidence-based approach, and knowledge about the key issues for the region.

Plans for next year

The Wellington Regional Climate Change Impact Assessment report will be finalised and launched.

The next phase to develop a Regional Adaptation Plan will start in 2024.

REGIONAL EMISSIONS REDUCTION PLAN (RERP)

Status: Underway

Develop a collectively-owned regional emissions reduction plan which directs the transition to a no carbon region.

Progress against timeline: On track

[Read more online](#)

Achievements and progress

A Steering Group and Core Project team have been established, comprising diverse representatives from the electricity sector, central and local governments, students, climate specialists, and transport experts.

The WRLC approved the Regional Emissions Reduction Plan vision.

Carbon modelling has been completed and initial pathways for reduction have been formulated.

Engagement is underway, involving over 300 individuals who have been invited to participate and contribute to the process in a variety of ways. This inclusive approach underscores our commitment to collective action.

We ran a joint FDS/RERP stall at Wellington's Festival for the Future, which was attended by over 1,500 rangatahi.

Plans for next year

A stakeholder forum was held in July 2023 attended by 113 people. We gathered information and feedback to support drafting the RERP

The next phase is to create a strategic framework and plan engagement activities. We will identify the key opportunities for impactfully reducing emissions regionally, and who will develop and implement these.



REGIONAL FOOD SYSTEM STRATEGY

Status: Underway

Develop a regional strategy for a sustainable and equitable local food system, integrating Māori principles and knowledge. Address land spatial planning to protect fertile lands, ensure access to healthy food, and support the Māori food economy amid climate, population, and urban changes.

Progress against timeline: On track

[Read more online](#)

Achievements and progress

Secured expert support to comprehensively map land use, food production, and the regional food system. This includes forecasting future food needs and identifying critical gaps and opportunities in the food economy.

Engaging over 400 individuals through the Regional Kai Network, mana whenua hui, grower outreach, and local and central government meetings, we've gained valuable insights into current food system initiatives.

Established advisory groups comprising iwi/hapu Roopu and a Community Advisory Board. Developing Technical Advisory Group to provide technical assistance and support to strategy ideas and implementation

We have co-designed a collective vision with partners that centres on the wellbeing of people and the environment.

Plans for next year

We will complete project phase one, involving research and engagement to inform the components of a Food System Strategy. Using this, we will advocate for phase two, focused on finalising the strategy based on the insights from phase one.

Phase one includes:

- Report on research and engagement on the regional food network.
- Stakeholder map, food initiative outline, and system mapping.
- Regional land plan and local food economy report.
- Rooting the Strategy in Te Ao Māori.
- A case for completion of the Food System Strategy.

UPPER HUTT STRUCTURE PLAN

Status: Underway

Develop an integrated spatial plan aligning land use and infrastructure for city growth. Key objectives include defining a city vision, guiding growth principles, addressing gaps, promoting sustainability, and creating a cross-council action plan. Led by WRGF, the project follows FDS outcomes, with timelines tied to FDS approval.

Progress against timeline: Behind

[Read more online](#)

Achievements and progress

The project has been approved and initiated.

This year we focused on building connections and collaboration across Council teams to gather information and begin initial research for the project.

Plans for next year

Form the project team and deliver the project. Delivery of the vision and strategy which identifies opportunities to enhance Upper Hutt city future growth.



PRIORITY DEVELOPMENT AREAS

Priority Development Areas (PDA) were formerly named Complex Development Opportunities (CDOs) but have been renamed to be consistent with the naming convention of Aotearoa's other Joint Committees.



FEATHERSTON MASTERPLAN PDA

Status: Underway

Featherston town master planning with a primary focus on enabling more residential housing of mixed densities and choice, main street activation with infrastructure to connect commercial activity, housing, character, amenities, walkability, development of the station and infrastructure.

[Read more online](#)

Achievements and progress

The Masterplan Discussion Document is developed, and we are undertaking continued engagement interface with external agencies on key aspects of the masterplan. To refine the masterplan, we are also engaging with our local stakeholders and taking in the feedback on their vision for the town with important focus points of the Mainstreet enhancement, improved link to the rail station, development of a town heart, alongside housing provision.

Plans for next year

Draft Featherston masterplan with an implementation plan will be presented to South Wairarapa District Council for approval in late September 2023. Followed by public notification in October.

The final masterplan will be completed by early 2024.

LGWM – MRT SUBURBS PDA

Status: Underway

Proposed infrastructure investments, including a Mass Rapid Transit (MRT) system and Strategic Highway Improvements (SHI), will deliver on the Spatial Plan goals:

- partnership with Mana Whenua,
- a compact, greener, inclusive and connected city,
- a vibrant and prosperous central city,
- increased resilience,
- a city-wide transformation of how people live, work, play and move around the city, creating better connections from the central city.

[Read more online](#)

Achievements and progress

Corridor Development Framework - an input to the LGWM Detailed Business Case that provides an understanding of the quantum and distribution of growth that may be realised in the MRT suburbs, and the types and range of interventions that will be needed to catalyse growth in the MRT corridor.

LGWM Partnership Board approved a WCC-led Joint Urban Development Programme to develop a Growth Plan and Urban Development Business Case, that will establish what, where and how growth will occur.

LGWM/WCC Joint Urban Development Briefing for WCC and GW Councillors in May.

Plans for next year

A Growth Plan to engage the community and partners on what 18,000 - 21,000 new dwellings in the LGWM suburbs will look and feel like. Public consultation that aligns with LGWM and WCC Long Term Plan engagement.

A renewed focus on delivery, setting out how WCC and partners can enable infrastructure and create the regulatory and policy certainty to incentivise high levels of housing intensification and optimise development, including preferred approaches for land assembly, development delivery models, and statutory levers.

Working towards finalising the Growth Plan for WCC approval by the end of 2024.

LOWER HUTT CENTRAL PDA

Status: Underway

The project's goal is to facilitate 3,500 new homes in Lower Hutt's central city area, encompassing public housing, papakāinga, and affordable housing. It seeks to enhance development density while ensuring convenient access to employment, education, recreation, and rapid transit at Waterloo and Melling Stations, with infrastructure enhancements funded by the Infrastructure Acceleration Fund (IAF).

[Read more online](#)

Achievements and progress

Urban Renewal Programme (URP) is currently in the formation phase. The Hutt City Council URP intends to be a comprehensive cross-council initiative aimed at enabling the renewal of city through various urban development related activities in partnership with central government, local government, iwi, community and other stakeholders. The draft URP has a clear set of project objectives, priorities and programme which is going through the standard council approval and funding process.

Informing the URP, the HCC team conducted a thorough urban design analysis in 2023, which will guide the direction of urban growth including approximately 100 maps of the central city area, identifying strengths, weaknesses, opportunities, and threats based on seven key themes. These themes serve as the foundation for monitoring project success.

Plans for next year

Key priorities are:

- Finalising the 2024-2034 LTP with a focus on URP
- Strengthening the URP team, engaging communities and mana whenua for Hutt City's future
- Implementing the Citywide Spatial Plan
- Executing HCC's land use analysis and future strategic direction
- Conducting a Citywide housing needs assessment
- Initiating RiverLink
- Establishing a Citywide Steering Committee with government partners.



ŌTAKI PDA

Status: Underway

This is an opportunity for iwi, council, government, and private industry to take a planned and coordinated approach to development in Ōtaki that retains the unique characteristics and cultural identity of Ōtaki, addresses current and future housing needs for mana whenua and the local community and provides infrastructure, services and facilities to support community needs.

[Read more online](#)

Achievements and progress

The initial focus of work has been to develop a scope and increase awareness of the Ōtaki PDA, while progressing the Infrastructure Acceleration Fund and other initial projects.

Plans for next year

This will focus on developing supporting partnerships and coordinating projects and investment to develop a coordinated long-term vision and blueprint for Ōtaki.



PORIRUA NORTHERN GROWTH CORRIDOR PDA

Status: Underway

New zone intends to provide urban development: housing, a retirement village, a commercial area, water sensitive design to protect receiving waters and protection and improvement of Significant Natural Areas, including wetlands (part of the Taupō Swamp Complex). Specific changes are proposed to city-wide provisions of the District Plan to apply to the proposed Plimmerton Farm Zone (from Proposed Plan Change 18 Plimmerton Farm - Porirua City).

[Read more online](#)

Achievements and progress

The Specified Development Project (SDP) assessment phase has developed and progressed well.

The three key features, being the project area, objectives and governance body has now been defined and the project is progressing.

Partner and stakeholder engagement has been positive and has progressed well.

Plans for next year

Public notification and feedback on the SDP commences on 31 August 2023.

A favourable Ministerial decision to establish a SDP in early 2024 is expected. Success in year 3 would be a favourable Ministerial decision on the next development plan phase.

TRENTHAM MIXED-USE DEVELOPMENT PDA

Status: Underway

The project plans to develop a mixed-use area at Trentham Racecourse, across from the rail station. It adds housing supply, enhances racecourse facilities, and creates mixed-use residential and commercial spaces to sustain the racecourse's vitality.

[Read more online](#)

Achievements and progress

The project is advancing through its revised / developed master plan. The site is under Intensification planning assessment process for the approved master plan.

Plans for next year

As the master plan process concludes and the outcomes are settled on, the next steps are to conclude all feasibilities studies and engagement with stakeholders and interested parties.

In three years, the development would be well into its first stages of construction and housing offerings to market.



WATERLOO STATION TRANSIT ORIENTED DEVELOPMENT PDA

Status: Underway

This project is to support Hutt City's urban development strategy through urban regeneration, and precinct development. It is intended to improve integration between transit, housing and community services, to enhance multi-modal access to the public transport network and to create a transport-orientated catchment.

[Read more online](#)

Achievements and progress

This project is successfully progressing through Phase II Commercial Investigation for the master planning.

The inter-agency aspect of the work is progressing well and support from elected members of key local government partners has been positive.

Plans for next year

Work will continue on the key master planning phase of the project.

Success will be an adopted master plan and clarity on funding/investment for the project.

1.3 Our communication and engagement

Guided by the principles and objectives in our Communications and Stakeholder Engagement Strategy, our communications and engagement processes continue to build our network, and grow awareness of, and license for our work. Our Communications Strategy is a living document, reflecting the ever-evolving space we work in. We have refreshed our website design to drive engagement and interest, with more news, events and updates featuring front and centre.

Our LinkedIn presence is up nearly 33% in the last 12 months, and our monthly eNewsletter mailing list has more than doubled to 1,097 subscribers. As more projects move from planning to delivery, we have more stories and case studies to share, about the benefits of our work for communities. Our profile continues to grow across the region as more projects move into stakeholder engagement.

Our eNews remains focused on shaping a positive collective narrative for the future of our region, weaving together project and event updates, webinars and articles by leading thinkers in sectors relevant to our projects, such as housing, urban development, climate and the food system. This will continue in year three, helping to build social license for our work, and bringing our partners and the community's in the region along with us on the journey.

Since our first Thought-Leadership webinar in September 2022, we have delivered 13 webinars and expert speaker events, with a total of 1,037 registrants, and 727 youtube views. The high registrations are evidence that people see these as a valuable use of their time, and demonstrate demand for thought-

leadership and dialogue. These also build our reputation as a source of thought leadership, sector insights and talks to inspire and inform.

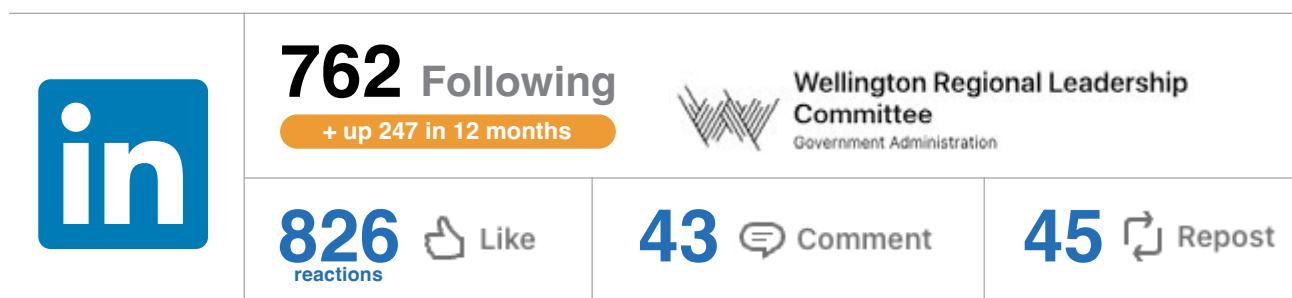
With our projects having many interdependencies, inter-project communication is vital. In year two we have increased face to face meetings and workshops with all involved in the work programme.

We delivered several successful in-person events this year, including our 'Kai & Korero Series'. Our Kai & Korero events involved visiting our programme partners around the region, to present a WRLC programme update, and engage in two-way dialogue, to socialise our work programme and also learn more about our partners' work and priorities. Particularly post COVID-lockdown, the correlation between relationship building and project progress, is highly evident. In November 2022, together with UDINZ and Kainga Ora, we co-hosted an 'Urban Development Insights Breakfast', to present an update on development challenges and opportunities across the region. The 30 attendees included developers, architects, consultants, iwi and planners.

In June 2023 we held our second Annual Partners Forum, 'Our Future Region', bringing together 60 attendees including elected officials from across the region, Iwi Board members, central government officials and the WRLC Project teams. You can enjoy the short film we made for that forum - [here](#) (14min.) Our events continue to receive positive feedback, and translated into tangible wins for several projects, due to the opportunity to network and korero. Building connections is key to amplifying our collective impact.

OUR SOCIAL MEDIA PRESENCE

WRLC Communications & Engagement In Numbers






**Leaders unit
for the future
of our region**

WRLC COMMUNICATIONS IN NUMBERS

Thought Leadership Webinars

13 Thought Leader Webinars & Talks



1,037

RSVPs



727

YouTube Views



12

eNews sent



1,097

eNews subscribers
up 582 in 12 months



3

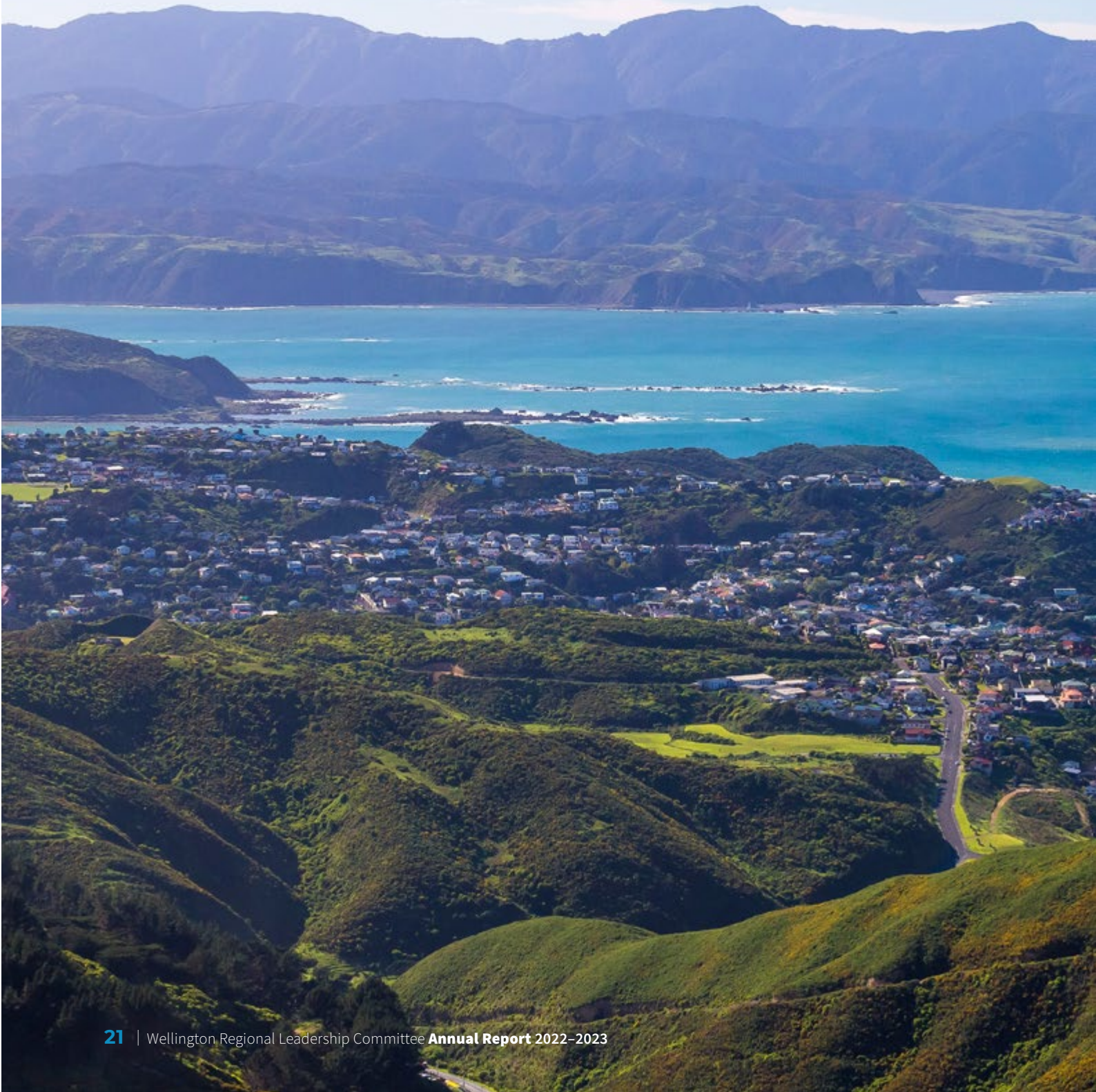
Face to face
Kai & Koreros

1.4 Lessons so far

At the end of our second full year, our Project Leads, and the WRLC Secretariat reflected on what we have learned, what we can apply to future years

- We have some project ideas which all partners agree on, but which remain challenging to implement. We are working with a lot of internal processes and lack of resourcing which sometimes present as roadblocks.
- Face-to-face connection, relationship-building and trust are essential foundations to any work.
- There is appetite for research and innovation, early data gathering is necessary to inform our work. Processes are needed for regionally consistent data collection.
- Projects require significant dedicated project staff. For instance, project work (planning, writing, and implementing a strategy) requires significant, long-term resourcing and investment.
- Early engagement with mana whenua and community is key to building and sustaining relationships. Relationships are vital and foundational to our work.
- Taking a systems approach and working towards a systems shift is imperative to the success of this work. Buy-in is required from multiple stakeholders and sectors of government.
- More structured linkages and coordination at a regional level is necessary to help projects be more cohesive, efficient and productive.
- Iwi partners need resourcing to participate effectively. Currently iwi engagement is hard due to iwi capacity constraints. Learning to use other kaimahi support and availability for some projects.
- There has been immense value in the regional collaboration and partnerships on the complex topic of climate risks, impacts and adaptation planning. Even more sharing of skills, knowledge and partnerships across a wide range of organisations and disciplines will be critical for regional adaptation planning.
- For some projects, trying to keep the work simple. Why reinvent the wheel, use others content and provide a supporting platform.
- The value of reaching out and floating ideas – others may well be thinking the same but can't do it alone either.
- The importance of having internal champions to continuously engage on our projects and understand the evolving operating environment.

Section 2: The Wellington Regional Leadership Committee Compliance



2.1 How did we spend our money?

At the end of our second full year, our Project Leads, and the WRLC Secretariat reflected on what we have learned, what we can apply to future years

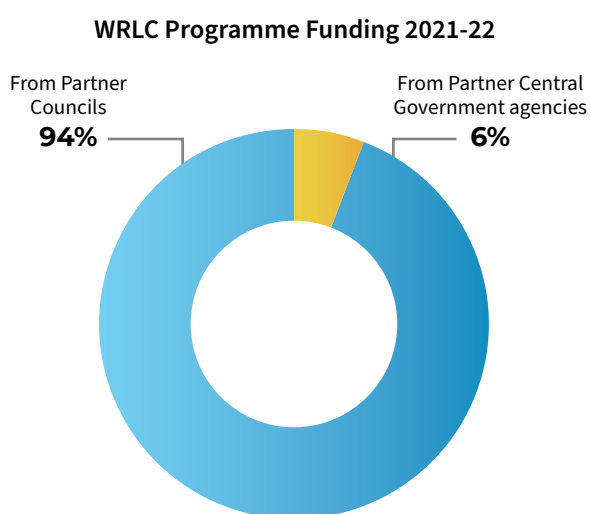
The WRLC and its operations are financed through various means.

Our primary goal at the WRLC Secretariat is successful project delivery, and securing funding for projects is crucial to us. Some projects have a regional impact, and others may have national significance. Some are targeted at specific local council areas. The funding approach and our level of involvement in their financial management depend on the project's focus and importance to the WRLC.

2.1.2 OPERATIONAL FUNDING

The operational costs of WRLC are covered by partner councils, funded through regional council rates. Additionally, Horowhenua District Council, which is not part of the rating district, provides a separate contribution. Additionally, there is a contribution from the central government. Refer to Diagram 3 for a visual representation of this funding model.

Diagram 3: WRLC operational funding by funder type



2.1.3 PROJECT FUNDING

All partner councils contribute to projects with a regional impact based on their population proportion in the region. Central government partners, such as the Ministry of Housing and Urban Development (MHUD) and Kāinga Ora, also provide funding for projects of regional significance and national importance.

The WRLC Secretariat oversees and reports on the financial management of these projects, thanks to this collaborative funding approach.

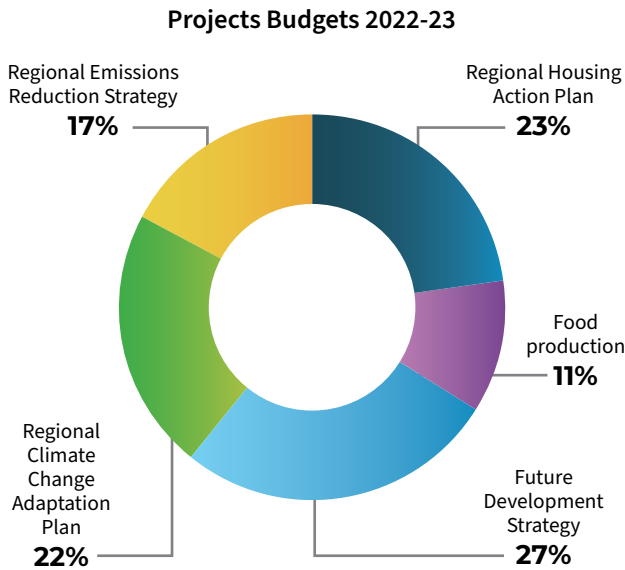
For projects with a local focus, the lead agency councils take responsibility for funding. While the WRLC retains an interest in their financial aspects, it does not assume direct responsibility.

During the early stages of a project, cost estimates are made and refined as the planning progresses. The project authorisation process includes approvals of cost provisions, ensuring careful consideration of affordability and clear cost commitments for project partners. However, the exact costs remain uncertain until project delivery begins. Regular project status reports from the WRLC Secretariat help monitor and manage these costs effectively.

It is important to note that partner agencies also contribute valuable project resources. Project teams are made up of staff from all partner agencies, as well as organisations outside the WRLC and in the private sector.

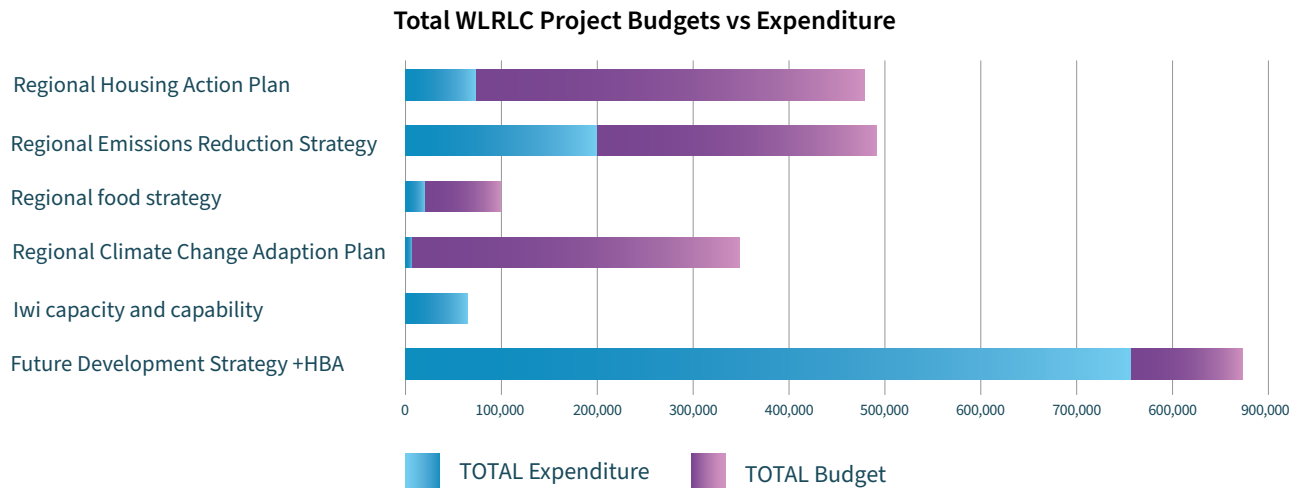
For a visual representation of the funding for regional projects expected to commence in 2021-2022, refer to Diagram 4 below.

Diagram 4: WRLC project budgets



The rate of project expenditure compared to the budget can serve as an indicator of progress against the schedule, and this holds true for our projects as well. Refer to Diagram 5 for an overview of how projects are tracking. It's essential to keep in mind that certain projects span multiple years, which means not all funds will be spent within financial years.

Diagram 5: WRLC project budgets vs expenditure in 2022-2023



2.2 Who are we?

The WRLC is currently made up of representatives from the following:

- Local government representatives – 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 - 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 were a member of the WRLC and participated in the committee until April 2023.
- Central government representatives - Associate Minister of Housing, Minister of Transport
- Independent Chair – Vacant

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



He waka eke noa // we are all in this together



wrlc.org.nz