If calling, please ask for Democratic Services

Council

Thursday 21 August 2025, 9.30am

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

Quorum: *Seven Councillors*

Members

Councillors

Daran Ponter (Chair)

Adrienne Staples (Deputy Chair)

David Bassett

Ros Connelly

Quentin Duthie

Penny Gaylor

Chris Kirk-Burnnand

Ken Laban

David Lee

Thomas Nash

Hikitia Ropata

Yadana Saw

Simon Woolf

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

Council

Thursday 21 August 2025, 9.30am

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

Public Business

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4.	Confirmation of the Public Minutes of the Council meeting on Thursday 26 June 2025	25.308	4
5.	Confirmation of the Public Excluded Minutes of the Council meeting on Thursday 26 June 2025	PE25.317	16
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Resolution to Exclude the Public

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Public Excluded Business

15.	Confirmation of the Restricted Public Excluded minutes of the Council meeting on Thursday 26 June 2025	RPE25.312	768
16.	Lower North Island Rail Integrated Mobility – contract update	RPE25.380	775
17.	Chief Executive performance review for 2024/25	RPE25.326	801
18.	Chief Executive remuneration review for 2024/25	RPE25.327	833

Please note these minutes remain unconfirmed until the Council meeting on 21 August 2025.

Report 25.308

Public minutes of the Council meeting on Thursday 26 June 2025

Taumata Kōrero – Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington, at 9.32am

Members Present

Councillor Ponter (Chair)
Councillor Staples (Deputy Chair)
Councillor Bassett
Councillor Connelly
Councillor Duthie
Councillor Gaylor
Councillor Kirk-Burnnand (until 12.10pm)
Councillor Laban
Councillor Lee
Councillor Nash
Councillor Ropata
Councillor Saw
Councillor Woolf

Councillor Woolf participated at this meeting remotely via Microsoft Teams and counted for the purpose of quorum in accordance with clause 25A of the Schedule 7 to the Local Government Act 2002.

Karakia timatanga

The Council Chair opened the meeting with a karakia timatanga.

Public Business

1 Apologies

There were no apologies.

2 Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3 Public participation

Wesley Gyles-Bedford spoke to agenda item 12 – Adoption of Te Mahere Waka Whenua Tūmatanui o te Rohe o te Upoko o te Ika a Māui Wellington Regional Public Transport Plan 2025-2035.

John Morrison spoke to agenda item 10 – Local Water Done Well Delivery Model.

Graeme Clarke, Wellington Residents' Coalition, spoke to agenda item 10 – Local Water Done Well Delivery Model.

Neil Deans, Te Hononga – Wellington Catchments Collective, spoke to agenda item 6 – Understanding the Implications of National Direction for Plan Change 1 to the Natural Resources Plan.

Pat van Berkel spoke to agenda item 6 – Understanding the Implications of National Direction for Plan Change 1 to the Natural Resources Plan.

Kara Puketapu-Dentice, Port Nicholson Block Settlement Trust, and Te Rūnanga o Toa Rangatira, spoke to agenda item 6 – Understanding the Implications of National Direction for Plan Change 1 to the Natural Resources Plan.

Stu Farrant spoke to agenda item 6 – Understanding the Implications of National Direction for Plan Change 1 to the Natural Resources Plan.

Jon Thompson, Parkvale Rd Ltd, spoke to agenda item 6 – Understanding the Implications of National Direction for Plan Change 1 to the Natural Resources Plan.

4 Confirmation of the Public minutes of the Council meeting on 12 June 2025 – Report 25.283

Moved: Cr Nash / Cr Saw

> That Council confirms the Public minutes of the Council meeting on 12 June 2025 – Report 25.283.

The motion was **carried**.

5 Confirmation of the Restricted Public Excluded minutes of the Council meeting on 12 June 2025 – Report RPE25.284

Moved: Cr Staples / Cr Laban

> That Council confirms the Restricted Public Excluded minutes of the Council meeting on 12 June 2025 – Report RPE284.

The motion was **carried**.

The meeting adjourned at 10.45am and resumed at 11.03am.

6 Understanding the Implications of National Direction for Plan Change 1 to the Natural Resources Plan – Report 25.307

Fathima Iftikar, Director Strategy, Policy and Regulation, spoke to the report.

Moved: Cr Ponter / Cr Staples

That Council:

1 Approves Option 2 to pause Plan Change 1 until Council has enough confidence in government direction to proceed with Plan Change 1.

2 Delegates to the Chief Executive its power under clause 16A of Schedule 1 to the Resource Management Act 1991 to initiate a variation to Plan Change 1 to the Natural Resources Plan for the Wellington Region relating to financial contributions, and hydrological controls for small sites.

3 Notes the submission of the Port Nicholson Settlement Trust and Ngāti Toa made in Public Participation at this meeting, and the conditions that they consider should be advanced in progressing Option 2.

4 Notes that, in line with recent research and economic analysis, PC1 encourages more fiscally responsible long term urban development and infrastructure investment that will contribute to a stronger and more resilient regional economy and that PC1 does not unnecessarily hamper development capacity, economic growth or employment.

The motion was taken in parts:

Part 1 was put, and a division vote was called:

Votes for Part 1 were: Councillors Bassett, Gaylor, Kirk-Burnnand, Lee, Ponter, Staples and Woolf.

Votes against Part 1 were: Councillors Connelly, Duthie, Laban, Nash, Ropata and Saw.

Part 1 of the motion was **carried** by 7 votes to 6.

Part 2 was put and was **carried**. Councillor Duthie voted against Part 2 and requested that his vote against this Part be recorded.

Parts 3 and 4 were put separately and were **carried** separately.

The meeting adjourned at 12.10pm and resumed at 12.19pm.

Councillor Kirk-Burnnand left the meeting at 12.10pm and did not return.

7 Adoption of 2025/26 Annual Plan – Report 25.294

Tyler Dunkel, Manager Corporate Planning and Reporting, spoke to the report. A design sample of the Annual Plan 2025/26 was tabled.

Moved: Cr Saw / Cr Connelly

That Council:

1 Notes that in accordance with section 95(2A) of the Local Government Act 2002, formal public consultation was not undertaken in the preparation of the 2025/26 Annual Plan as no significant or material changes have been proposed from year two of Greater Wellington's 2024-34 Long Term Plan.

2 Adopts the 2025/26 Annual Plan (Attachment 1).

3 Authorises the Chief Executive the ability to make minor editorial changes to the 2025/26 Annual Plan prior to publication to correct errors and improve public understanding.

4 Authorises the Group Manager Finance & Risk to enter into any debt facilities or borrowing that are required to implement the 2025/26 Annual Plan that are in accordance with the Council's Treasury Management Policy.

5 Notes that separate reports are being considered at this Council meeting to set the:

a Wellington Regional Council Rates 2025/26 (Report 25.254)

b Wholesale Water Levy 2025/26 (Report 25.255).

The motion was **carried**.

8 Setting of Wellington Regional Council Rates for 2025/26 – Report 25.254

Ashwin Pai, Head of Finance, spoke to the report.

Moved: Cr Ponter / Cr Nash

That Council:

1 Sets, pursuant to sections 23 and 24 of the Local Government (Rating) Act 2002, the rates as set out in paragraphs 15 to 29 of this report, for the period commencing 1 July 2025 and concluding 30 June 2026, with all dollar amounts being inclusive of Goods and Services Tax (GST).

2 Sets the instalment due dates as set out in paragraph 30.

3 Resolves, pursuant to sections 57 and 58 of the Local Government (Rating) Act 2002, to add penalties to unpaid rates as set out in paragraphs 30 and 31.

4 Requests officers to send a copy of these resolutions to all territorial authorities that act as Wellington Regional Council's agents for rates collection purposes, with a request that each territorial authority respond with an acknowledgment of the changes to rates and the funding methods when compared to the previous financial year.

5 Requests officers to place these resolutions on Greater Wellington's website.

The motion was **carried**.

9 Wholesale Water Levy 2025/26 and End of Year Adjustment for Levy 2024/25 – Report 25.255

Alison Trustrum-Rainey, Group Manager Finance and Risk, and Julie Knauf, Group Manager Corporate Services, spoke to the report.

Moved: Cr Connelly / Cr Bassett

That Council:

1 Approves the wholesale water contributions payable by constituent authorities for 2025/26, pursuant to section 91 of the Wellington Regional Water Board Act 1972, as follows:

	2025/26 Levy (GST exclusive)
Hutt City Council	$ 21,229,102
Porirua City Council	$ 8,976,525
Upper Hutt City Council	$ 9,393,031
Wellington City Council	$ 38,907,497
Total	**$ 78,506,155**

2 Approves the end of year levies adjustments for 2024/25 as follows:

	2024/25 Levy Adjustments (GST exclusive)	
Hutt City Council	$ 100,943	**To Pay**
Porirua City Council	$ 138,647	**To Pay**
Upper Hutt City Council	$ 315,038	**To Pay**
Wellington City Council	-$ 554,628	**Refund**

The motion was **carried**.

10 Local Water Done Well Delivery Model – Report 25.250

Julie Knauf, Group Manager Corporate Services, spoke to the report.

Moved: Cr Connelly / Cr Nash

That Council:

1 Notes the results from public consultation which heavily supported the multi-council model for water services.

2 Notes the feedback from consultation to ensure consumers are protected and water services remain publicly owned.

3 Agrees to jointly establish and co-own a new water services Council-controlled organisation (CCO) for three waters, together with Wellington City Council, Porirua City Council, Hutt City Council and Upper Hutt City Council.

4 Notes that except for land associated with bulk water supply which will remain in Greater Wellington's ownership, the intention is to transfer

Greater Wellington's assets, debt, liabilities and services in relation to bulk water supply to the new jointly owned CCO on or by transition after 1 July 2026.

5 Requests that officers develop a joint Water Services Delivery Plan and draft foundation documents for Council's approval in August 2025, prior to submission to the Secretary of Local Government (Department of Internal Affairs) by 3 September 2025.

6 Requests that officers ensure Te Tiriti is upheld and mana whenua partner priorities and outcomes are fully delivered upon in the Water Services Delivery Plan and foundation documents.

7 Notes that in line with the agreed direction outlined in Report 24.167, Regional Collaboration on a Water Services Delivery Plan (WSDP), and the clarification letter referred to in that report and issued to the Chair of the Advisory Oversight Group and the Mayors of the councils in the Wellington Region on 7 May 2024, it was the intention of Council to explore options to release its responsibility for bulk water supply to the metropolitan areas of the Wellington Region once the new entity is appropriately established as a viable and effective entity.

8 Notes that the original parameters that were considered of importance at the time of the decision to support regional collaboration on the WSDP were that Greater Wellington would retain its environmental regulatory power, retain ownership of land associated with the delivery of bulk water, have a suitable financial arrangement with the new entity associated with the disposal of bulk water supply assets and associated debt, and the importance of strengthening and level of involvement of iwi / Māori at all stages of the entity design stage.

9 Requests that:

a officers investigate all reasonable options available to facilitate any potential exit by Greater Wellington from the shareholding of the new entity and any statutory responsibility for the delivery of bulk water, including without limitation the above noted considerations, appropriate timing of a withdrawal, any legislative changes necessary to give effect to that withdrawal, and the advantages and disadvantages associated with such a withdrawal along with the advantages and disadvantages of staying within the entity, to support the informed consideration of Council of a potential exit strategy; and

b report back to Council on its findings and recommendations no later than August 2026.

10 Requests that in the development of the foundation documents for a future regional water services entity, officers and the AOG representative ensure that Greater Wellington's initial positions are clearly reflected, including the following principles and requirements:

a **Water as a Public Good**; water services must remain publicly owned and operated for public benefit, with all surpluses reinvested back into the system.

b **Responsibility as kaitiaki for te Taiao**; any water services entity has a key relationship with the natural environment and must take this responsibility seriously.

c **Takes an integrated catchment view**; water services must be viewed in a catchment context and include approaches such as nature-based solutions, water sensitive design, and be cognisant of the long-term costs of infrastructure to support urban growth.

d **Te Tiriti and Te Mana o te Wai**, where Te Tiriti o Waitangi and the principle of Te Mana o te Wai must be upheld, including through equitable partnership with mana whenua and a commitment to improving water quality.

e **Gives effect to existing community and mana whenua expectations for water outcomes**; the whaitua and other processes have articulated pathways to achieve Te Mana o Te Wai and should be guiding documents for the new entity. This includes Whaitua Implementation Programmes, Te Mahere Wai, Ngāti Toa Rangatira Statement and Te Wai Ora o Parirua – Porirua Harbour Accord.

f **Transparency and Accountability;** the new entity must operate openly, with clear and accessible information for communities and governance.

g **Fair and equitable customer relationship**; pricing must be transparent, equitable, and consistently applied across the region and any establishment includes a dispute resolution system.

h **Enabling Potential Future State**: nothing in the foundation documents or the establishment and ongoing development of the entity should prevent Greater Wellington from surrendering its shareholding or transferring any legislative powers it may currently have relating to bulk water supply without penalty should such a decision be made by Council.

11 Agrees to amend the terms of reference for the Advisory Oversight Group (AOG) as set out in Attachment 2.

12 Agrees to:

a reconfirm its representative on the AOG as Councillor Connelly, with Councillor Ponter the alternate, and

b delegate to Councillor Connelly, and Councillor Ponter as alternate, the ability to make decisions as a member of AOG on the following establishment activities only:

i the appointment, removal, and remuneration of interim directors of the new water organisation and

ii the development of the new water organisation's draft Constitution and draft Stakeholders Agreement for recommendation to Council for final approval and ratification, and

c the AOG member consulting with the Council Chair (or Councillor Ponter, as alternate, consulting with the AOG member) on the matters in (b) prior to the exercise of their delegation.

13 Notes that the final decision to approve and ratify the new water organisation's Constitution and Stakeholders Agreement will be made by each of the individual participating councils.

14 Notes that more work in relation to stormwater and the stormwater/ flood management interface needs to be undertaken and communicated to elected members through their AOG representative ahead of the final version of the water services plan being developed.

15 Notes that the situations of large families or multifamily households, people on low incomes and renters need to be considered in the development and adoption of the consumer charter.

The motion was taken in parts:

Parts 1 to 11 were put together and were **carried**.

Part 12 was put and was **carried**. Councillors Connelly and Ponter requested that their abstention from the vote on Part 12 be recorded.

Parts 13 to 15 were put together and were **carried**.

The meeting adjourned at 12.51pm and reconvened at 1.30pm.

11 Report on the Regional Public Transport Plan Hearing – Report 25.296

Councillor Nash, Chair, Transport Committee, spoke to the report.

Moved: Cr Nash / Cr Duthie

That Council:

1 Notes that the Transport Committee heard submissions on the draft Te Mahere Waka Whenua Tūmatanui o te Rohe o te Upoko o te Ika a Maui - Wellington Regional Public Transport Plan (Wellington Regional Public Transport Plan) from Tuesday, 6 May to Wednesday, 7 May 2025.

2 Agrees to the recommendations arising from Transport Committee deliberations, as set out in Attachment 1 to this report.

The motion was **carried**.

12 Adoption of Te Mahere Waka Whenua Tūmatanui o te Rohe o te Upoko o te Ika a Maui Wellington Regional Public Transport Plan 2025-2035 – Report 25.295

Emmet McElhatton, Manager Policy, spoke to the report.

Moved: Cr Nash / Cr Saw

That Council:

1 Adopts Te Mahere Waka Whenua Tūmatanui o te Rohe o te Upoko o te Ika a Maui Wellington Regional Public Transport Plan 2025-2035 attached as Attachment 1 to this report.

2 Notes that a regional public transport plan takes effect 20 working days after the date on which the regional council adopts the plan.

The motion was **carried**.

13 Pinehaven Floodplain Management Plan Structural Works Implementation – Review – Report 25.278

Tina Love, Team Leader Infrastructure Projects, spoke to the report.

Moved: Cr Connelly / Cr Duthie

That Council:

1 Agrees to the construction of Stages 3 to 5 of the Pinehaven FMP structural works remaining on hold.

2 Requests officers to develop, over the next 12 months, alternative options for Stages 3, 4, and 5 of the Pinehaven FMP structural works, and report to Council and its relevant Sub/committees on the options.

The motion was **carried**.

14 Finance Report Update – May 2025 – Report 25.298 [For Information]

Ashwin Pai, Head of Finance, and Alison Trustrum-Rainey, Group Manager Finance and Risk spoke to the report.

Resolution to exclude the public

15 Resolution to exclude the public – Report 25.306

Moved: Cr Staples / Cr Gaylor

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

Confirmation of the Public Excluded minutes of the Council meeting on 12 June 2025 – Report PE25.282

Bus procurement: Transition update – Report RPE25.265

Lower North Island Rail Integrated Mobility: Funding arrangements for future assets – Report RPE25.292

Lower North Island Rail Integrated Mobility: Contract update – Report RPE 25.266

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 ground/s 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:

Confirmation of the Public Excluded minutes of the Council meeting on 12 June 2025 – Report PE25.282	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
Information contained in these minutes relates to future rail service procurement and contracting in the Wellington Region. Excluding the public from the proceedings of this part of the meeting is necessary as considering this information in public would be likely to prejudice or disadvantage the ability of Greater Wellington to carry out, without prejudice or disadvantage, negotiations. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.	The public conduct of this part of the meeting is excluded as per section 7(2)(i) of the Act to enable Greater Wellington to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).
Bus procurement: Transition update – Report RPE25.265	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
Certain information contained in this report relates to future bus service procurement and contracting in the Wellington Region. Release of this information would be likely to prejudice or disadvantage the ability of Greater Wellington to carry on negotiations and may affect the probity of the bus services procurement process. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular	The public conduct of this part of the meeting is excluded as per section 7(2)(i) of the Act to enable Greater Wellington to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

information in public proceedings of the meeting that would override the need to withhold the information.	
Lower North Island Rail Integrated Mobility: Funding arrangements for future assets – Report RPE25.292	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
Certain information contained in this report relates to future rail service procurement and contracting in the Wellington Region. Excluding the public from the proceedings of the meeting is necessary as considering this information in public would be likely to prejudice or disadvantage Greater Wellington to carry out, without prejudice or disadvantage negotiations. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.	The public conduct of this part of the meeting is excluded as per section 7(2)(i) of the Act to enable Greater Wellington to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).
Lower North Island Rail Integrated Mobility: Contract update – Report RPE 25.266	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
Certain information contained in this report relates to future rail service procurement and contracting in the Wellington Region. Excluding the public from the proceedings of the meeting is necessary as considering this information in public would be likely to prejudice or disadvantage the ability of Greater Wellington Regional Council (Greater Wellington) to carry out, without prejudice or disadvantage negotiations. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of	The public conduct of this part of the meeting is excluded as per section 7(2)(i) of the Act to enable Greater Wellington to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

the meeting that would override the need to withhold the information.	
Chief Executive Performance Indicators for 2025/26 – Report RPE25.207	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
This report contains information relating to the current Chief Executive's performance agreement. Release of this information would prejudice the privacy of the Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council. Greater Wellington Regional Council has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the Chief Executive's privacy.	The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).

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 1.57pm.

Councillor D Ponter

Chair

Date:

Please note these minutes remain unconfirmed until the Council meeting on 21 August 2025.

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 PE25.317

Public Excluded minutes of the Council meeting on Thursday 26 June 2025

Taumata Kōrero – Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington, at 1.57pm

Members Present

Councillor Ponter (Chair)
Councillor Staples (Deputy Chair)
Councillor Bassett
Councillor Connelly
Councillor Duthie
Councillor Gaylor
Councillor Laban
Councillor Lee
Councillor Nash
Councillor Ropata
Councillor Saw
Councillor Woolf

Councillor Woolf participated at this meeting remotely via Microsoft Teams and counted for the purpose of quorum in accordance with clause 25A of the Schedule 7 to the Local Government Act 2002.

Public Excluded Business

1 Confirmation of the Public Excluded minutes of the Council meeting on 12 June 2025 – Report PE25.282

Moved: Cr Saw / Cr Bassett

That Council confirms the Public Excluded minutes of the Council meeting on 12 June 2025 – Report PE25.282.

The motion was **carried**.

The Public Excluded part of the meeting closed at 1.57pm.

Councillor D Ponter

Chair

Date:

Council
21 August 2025
Report 25.372

For Decision

LOCAL WATER DONE WELL - APPROVAL OF THE WATER SERVICES DELIVERY PLAN

Te take mō te pūrongo
Purpose

1. To adopt the joint Water Services Delivery Plan for the Wellington metropolitan area and to endorse a package of foundation documents for the multi-council owners water services operator.

He tūtohu
Recommendations

That Council:

1 **Notes** that the joint Water Services Delivery Plan (WSDP) for the Wellington metropolitan area, as attached as Attachments 1 and 2 to this report:

a. is based on the Department of Internal Affairs (DIA) template and guidance including for financial modelling;

b. has had input and development from a range of technical experts;

c. has been the subject of robust legal and technical reviews;

d. has been subject to independent financial and delivery model peer review;

e. has used the best available information and includes detailed risk analysis;

f. has been certified by the Chief Executive that it complies with the Local Government (Water Services Preliminary Arrangements) Act 2024 (the Act) and that the information contained in the WSDP provided by Greater Wellington is true and accurate.

2 **Adopts** the joint Water Services Delivery Plan (WSDP) for the Wellington metropolitan area.

3 **Notes** that, following adoption by all five councils, the joint Water Service Delivery Plan will be submitted to the Secretary for Local Government (via the Department for Internal Affairs) on behalf of all five councils by the legislated deadline of 3 September 2025.

4 **Notes** the draft foundation documents presented with this report (Attachments 3 to 6) represent the collective direction to date and will continue to be developed further.

5 **Endorses** the draft Constitution (Attachment 3) noting that the draft Constitution will be approved by the Advisory Oversight Group (AOG) and then finalised for ratification by Council and partner organisations following the 2025 triennial local elections.

6 **Endorses** the draft terms for the Partners Agreement (Attachment 4) noting that the draft Agreement will be approved by the AOG and then finalised for ratification by Council and partner organisations following the 2025 triennial local elections.

7 **Endorses** the principles for the development of the Statement of Expectations (SOE) (Attachment 5) noting that the principles for the SOE will be finalised for ratification by Council and partner organisations following the 2025 triennial local elections, with the SOE to then be finalised and approved by the Partners' Committee.

8 **Endorses** the principles for assisting the Water Services Council Controlled Organisation (working name Metro Water) to develop a Customer Charter, (Attachment 6) noting that these principles will be finalised for ratification by Council and partner organisations following the 2025 triennial local elections, and will be incorporated into the final SOE to be implemented by Metro Water.

9 **Notes** the 1 July 2025 version of the Memorandum of Intent (Attachment 7), which includes the updated Terms of Reference for the AOG, as approved by Council at the 26 June 2025 meeting.

Te horopaki
Context

2. On 26 June 2025, Council agreed to jointly establish and co-own a new water services Council-controlled organisation (CCO) for three waters, together with Wellington City Council, Porirua City Council, Hutt City Council and Upper Hutt City Council (Local Water Done Well Delivery Model – Report 25.250). The Board appointment process for the new entity is now well underway, with the intention to appoint at least one Board member in time to incorporate Metro Water by 1 October 2025.

3. At that same meeting, Council formally requested that officers develop a joint WSDP and draft foundation documents (Constitution, Partners Agreement, Statement of Expectations, Customer Charter Principles) for Council's approval in August 2025, prior to submission of the WSDP to the Secretary of Local Government (Department of Internal Affairs) by 3 September 2025.

4. Also, at the meeting officers were requested to ensure Te Tiriti is upheld and mana whenua partner priorities and outcomes are fully delivered upon in the Water Services Delivery Plan and foundation documents. Officers subsequently undertook a review of the relevant legislation and have determined that Greater

Wellington's statutory rights and obligations, commitments and related principles arising from relevant Treaty settlements and other existing arrangements provide ample scope to advance the development of the Metro Water documents to achieve these outcomes.

5. Lastly at the meeting, Council agreed to amend the terms of reference for the AOG and to delegate certain decision-making powers to Councillor Connelly, with Councillor Ponter as alternate. These powers relate to appointments to the Metro Water Board and remuneration, and to development of the new organisation's Constitution and draft Stakeholders Agreement (since renamed Partners Agreement).

6. The process of working together with the four city councils has been formally underway since 31 October 2024. At that time, Council agreed to continue with the regional process to develop a joint regional option for a Water Services Council Controlled Organisation (WSCCO). Council also adopted in principle as its preferred option for consultation, the proposed WSCCO model requiring a joint Water Services Delivery Plan (Local Water Done Well – Update and Preferred Model – Report 24.582).

7. Over the ensuing ten months, council officers, Chief Executives and the AOG have been working with the council-funded joint Regional Programme team to progress all aspects of the draft WSDP and foundation documents.

8. As part of the WSDP development, the Regional Programme team has sought independent expert assurance of its robustness and alignment with legislation. It has been subject to council oversight and independent review, with the assurance process including:

    a Legal and technical input and reviews

    b Independent financial and delivery model analysis

    c Use of the Department of Internal Affairs (DIA) financial model as a base

    d Regular meetings with DIA to test and discuss the proposed approach

    e Use of best available information

    f Detailed risk and uncertainty logs (e.g. asset condition, consent performance, regulatory change).

9. The foundation documents represent key enablers for the establishment of Metro Water, providing the governance and accountability framework. They also provide confidence to the incoming directors that these matters are settled between the shareholding councils and mana whenua partners (the Partners).

10. Councillors provided comment on the principles of the foundation documents at workshops in June 2025 and input to the draft terms at a further workshop on 5 August 2025. This input has been tested with the AOG, and the terms sheets refined over recent months, including the most recent workshop on 8 August 2025.

11. On Tuesday 1 July 2025, the partners' Memorandum of Intent (MoI) was updated to include the approved Terms of Reference for the AOG.

12. On Thursday 3 July 2025, the Finance and Expenditure Committee released its report on submissions on the Local Government (Water Services) Bill, which noted recommendations for acceptance or rejection of the various points made in submissions. Of note is their rejection of the key matter raised "The Bill needs to define the relationships all Water Services Providers (WSPs), including Water Organisations (WOs), are expected to have with iwi/Māori, and refer to the principles of Te Tiriti and Te Mana o te Wai.".

13. As noted in Simpson Grierson's Summary of the Select Committee report (Appendix 7), the requirements in the Bill continue to be limited to an obligation to act consistent with Treaty settlement obligations, with no reference to the principles of Te Tiriti and/or Te Mana o te Wai. The Treaty settlement clause has been given greater prominence by relocation earlier in the Bill and extended to apply to all persons exercising functions and powers under the Bill (new clause 6A).

14. On Wednesday 30 July 2025, an online briefing session for elected members of all five councils was held, to discuss stormwater management under the new Metro Water arrangements. As noted in the briefing, the stormwater network consists of both the engineered network (pipes, culverts, detention basins etc) and the natural system (rivers, streams, gullies, wetlands, overland flow paths). it is intended that all engineered (built) stormwater assets will transfer to the new Metro Water while councils will retain management of watercourses and public overland flow paths. There are many overlaps between the two areas of responsibility, which will require the councils and Metro Water to work closely together to achieve shared outcomes:

    a Reduce flood risk and climate vulnerability

    b Improve the health of rivers, streams and harbours

    c Support growth and housing intensification safely.

15. On Tuesday 5 August 2025, the Regional Programme Team briefed Councillors on key aspects of the WSDP and the Foundation Documents. Discussions noted that:

    a The basis for shareholding allocation was still to be agreed by the AOG. The legal restriction providing for only councils to be shareholders offers protection against privatisation, a key concern of public submitters.

    b While councillors acknowledged that the Metro Water Board will decide the Water Services Strategy (WSS), there was a request to require the Board to consider council comments on it. Councillors also asked that future change, e.g., council amalgamations, be contemplated in the planning.

    c There needs to be a pathway for Metro Water to freely advise councils on the implications of urban growth to maximise affordability of supporting infrastructure. The Foundation Documents need to require an integrated approach and set up a robust decision-making process.

    d The projected future connection costs do not appear "affordable" for households. The WSDP notes that Metro Water will have more borrowing capacity and opportunities for efficiencies, but otherwise limited levers to pull to achieve affordability. The WSDP notes a scenario where some investment may be deferred but that carries more risk.

16. On Friday 8 August 2025, the AOG reviewed feedback from elected member workshops on the WSDP, the Foundation Documents and stormwater management. Based on that feedback, the AOG has asked that a range of alternative voting models for the Partners Committee be explored (in addition to the principle of 1 partner: 1 vote).

17. The AOG also resolved that a "stormwater taskforce" is to be established, to further understand and seek to resolve the issues. Recognising the complexities in the connections between the reticulated and natural stormwater systems, and other influences on stormwater flows and flood risk management, they also seek to ensure that accountabilities and responsibilities of all parties are clarified.

Te tātaritanga
Analysis

18. As noted previously, Greater Wellington has been a fully active shareholder council and member of the AOG, the body of elected members and mana whenua partners directing development of the WSDP. The goal of the WSDP "to ensure the delivery of safe, reliable, environmentally and financially sustainable water services so the region can be resilient, restore te mana o te wai and enable new homes and the wellbeing of communities" aligns well with Greater Wellington's Community Outcomes "Nui te ora o te taiao – Thriving Environment", "He hapori Kotahi - Connected Communities" and "He manawaroa te āpōpō – Resilient Future".

19. The WSDP investment programme acknowledges future population growth and anticipates the three urban development and growth pathways described in the Wellington Region Future Development Strategy: urban intensification, transformational urban renewal and future urban areas (greenfields) development. While more than 80% of the Wellington Region's growth can be accommodated in "brownfields" land over the next 30 years, the water services networks underpinning those areas still require upgrades to enable and support that intensification and renewal.

20. The WSDP has also incorporated where appropriate and possible the key points of public feedback received during the consultation period: keeping water services as publicly owned, keeping land associated with bulk supply in Greater Wellington ownership, ensuring Te Tiriti is upheld and mana whenua priorities and outcomes are achieved, ensuring water services are affordable, and ensuring there is transparency to both the public and governance. Some matters present a significant challenge, e.g., balancing affordability of services with the necessary investment, while others require further work on the detail and/or via the Foundation Documents eg ensuring Te Tiriti is upheld; retaining land in Greater Wellington ownership.

21. In owning and managing the bulk water assets for the metropolitan Wellington area, the new Metro Water will assume this responsibility currently held by Greater Wellington under the Wellington Regional Water Board Act 1972. Officers expect, but are yet to confirm, that the transfer of assets to Metro Water will discharge that responsibility (as is the case for the city councils under the Act.)

22. In assuming the responsibility currently held by Greater Wellington, Metro Water will have a significant role in achieving community and mana whenua aspirations for improved quality and quantity of freshwater. Greater Wellington's key means of ensuring those responsibilities are upheld is via the foundation documents – the Constitution, the Partners Agreement and the Statement of Expectations, as developed by the AOG and agreed by its successor, the Partners Committee. These matters are woven through the preparatory and draft documents, and they will be further refined through the development process over the coming weeks.

Ngā hua ahumoni
Financial implications

23. The financial implications of the transfer of bulk water activities to the new Metro Water are substantial and were comprehensively addressed in Report 25.250 - Local Water Done Well Delivery Model.

24. At a high level the summary of financial impacts are:

    a Greater Wellington's general overhead costs from water activities will no longer be covered by water revenues; no mitigation would result in a rate increase of 1.1 percent in 2027 ($3.5 million).

    b Greater Wellington will share setup costs for the new water entity, with its estimated $11.4 million portion debt-funded and expected to transfer to the new entity; if not, a targeted rate increase of approximately 0.51 percent over 5 years will apply.

    c Transferring water assets and debt to the new entity frees up Greater Wellington's debt capacity, improving its ability to borrow for other core projects like flood protection and public transport.

    d Greater Wellington's overall debt-to-revenue ratio will reduce (from about 163 percent to 131 percent by 2026/27 without water activities), easing financial pressure.

25. An amendment to the Long Term Plan (LTP) is likely required for the transfer of the water activity to the new entity, and if an audit is necessary, the associated costs could range between $50,000 and $90,000.

26. Adoption of the Water Services Delivery Plan, and submission to the Secretary of Local Government by the 3 September 2025 deadline, will ensure that Greater Wellington complies with its statutory obligations. More specifically, this will avoid the risk of Government intervention should councils *not* comply with the deadline, and the resulting costs and complexities of such a prospect.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

27. Since 2024, mana whenua iwi Taranaki Whānui ki te Upoko o te Ika a Maui and Ngāti Toa Rangatira have been represented on the AOG, and thus partner in direction-setting for the WSDP and the Foundation Documents. The draft Foundation Documents anticipate that they will continue in this governance role.

28. Irrespective of the legislation, our obligations to Te Tiriti and mana whenua remain and a key expression of these obligations is through partnering.

29. As described previously (Local Water Done Well – Approval of the Water Delivery Services Plan – Report 25.372), mana whenua have also identified a range of outcomes to be achieved through the new Metro Water. The Foundation Documents provide the governance framework for the new company to set these in place; while the Water Services Strategy and Service Agreements are the operational response that will both deliver on our obligations and embed these commitments into practice.

30. For Greater Wellington the Foundation Documents will remain a focus of attention over the next two months, as they offer the main opportunity to ensure the new entity upholds te Tiriti o Waitangi/the Treaty of Waitangi and relevant Treaty settlements.

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

31. The WSDP acknowledges that the water supply system must be resilient to the impacts of climate change. To respond to these pressures, together with the demands from network losses and population growth, a three-pronged drinking water investment strategy adopted by Wellington Water is proposed to continue. This entails: Keeping water in the network by reducing network losses; Reducing demand for water through demand management activity (eg universal metering, usage-based pricing) and Adding new supply and storage sources.

32. The WSDP also describes how climate change will exacerbate the pressures on stormwater management, increasing the frequency and intensity of both heavy rainfall and drought events, elevating sea levels, and amplifying existing flood risks in low-lying built areas. As noted previously, there is a complex inter-connection between the engineered stormwater system land use planning and the wider natural and overland water systems, with agreement needed around service levels, investment needs and responsibilities, and decision pathways. Councils and Metro Water will need to work together with mana whenua and communities to develop integrated plans for stormwater risk management, catchment management and climate adaptation.

33. Officers expect Metro Water's approach to these matters to be captured in the WSS, to be developed by the Board of Metro Water and the Interim Chief Executive, in response to the SoE and informed by the WSDP.

34. Currently the greenhouse gas emissions associated with bulk water supply are included in Greater Wellington's organisational emissions inventory. Transfer of ownership of these assets to Metro Water will mean their emissions will be removed from our inventory. This will require us to set a new 'base year' for the purposes of measuring progress with emissions reduction.

Ngā tikanga whakatau
Decision-making process

35. The Local Government (Water Services Preliminary Arrangements) Act 2024 requires that Greater Wellington (acting as a territorial authority in this instance) must adopt a WSDP by resolution. In development of that plan, it must undertake consultation and decide upon a model or arrangement for delivering water services in its WSDP.

36. In deciding to consult with the public on two options for delivering water services (Report 25.54), and to jointly establish and co-own a new water services Council-controlled organisation (CCO) for three waters and to request development of a joint WSDP (Report 25.250), Council has complied with the process outlined in the Act (s17 Process to prepare and adopt water services delivery plan). It is not required to consider further options or to consult on a draft or final version of the WSDP.

Te hiranga
Significance

37. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers consider that these matters are of medium significance for the following reasons:

    a There is a high level of community concern regarding the state of the current water services network – for drinking, waste and stormwater – and some considerable scepticism about the ability of the new entity to properly address them.

    b However, Council has already taken the decision to jointly establish and co-own a new water services Council-controlled organisation (Metro Water).

    c Adoption of the joint Water Services Delivery Plan is a key step in securing Government approval of Council's intent under the Act, and in transferring its responsibilities for the supply of bulk water to the new Metro Water.

Te whakatūtakitaki
Engagement

38. Following adoption of the WSDP and submission to the Secretary of Internal Affairs on behalf of the five councils, Greater Wellington will publish the WSDP on our website.

Ngā tūāoma e whai ake nei
Next steps

39. Pending adoption by Greater Wellington and the four city councils, the joint WSDP will be submitted to the Secretary of Internal Affairs on Monday 3 September 2025, satisfying the requirements of the Act.

40. During September the AOG will work together to finalise the draft Constitution and Partners Agreement. These will be ratified by Council in December following the local government elections.

41. The AOG will establish a Stormwater taskforce and will provide further information to elected members in due course.

42. As noted in the MOI, the AOG will be disestablished by or before the 11 October 2025 triennial local elections. A new Partners Committee will be formed following the election, with new councillor representation and appropriate delegations.

43. Following the Secretary's approval, the joint WSDP will be published and appended to the Statement of Expectations approved and provided by the Partners Committee to the new Board of Metro Water. It will inform development of the Water Services Strategy by the Board and the new Chief Executive of Metro Water.

44. Following the triennial local elections in October 2025 the newly established Partners Committee will approve the final Statement of Expectations. Among other matters, the SoE will incorporate the Customer Charter principles.

Ngā āpitihanga
Attachments

Number	Title
1	Metro Wellington Water Services Delivery Plan
2	Appendices to Metro Wellington Water Services Delivery Plan
3	Draft Constitution for Metro Water Limited
4	Draft Principles and Terms for Partner Agreement
5	Draft Principles and Matters for Statement of Expectations
6	Draft Principles for Customer Charter
7	Memorandum of Intent (1 July 2025)

Ngā kaiwaitohu
Signatories

Writers	Amanda Cox – Programme Director (Greater Wellington) – Local Water Done Well Alison Trustrum-Rainey – Kaiwhakahaere Matua, Pūtea me ngā Tūraru Group Manager Finance & Risk
Approver	Julie Knauf – Kaiwhakahaere Matua, Ratonga Rangapū Group Manager Corporate Services

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference With Greater Wellington being the current supplier of bulk water services to relevant territorial authorities and a shareholder in the current water services CCO this report falls squarely within Council's current statutory obligations and role.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies This decision itself has no effect on the Annual or Long-term Plans or any other key strategies and policies. Subsequent decisions related to implementation of the WSDP are expected to have considerable impact, including an LTP amendment, and will be the subject matter of future reports to Council.
Internal consultation Internal consultation has been undertaken between Corporate Services (as responsible for bulk water supply) and Finance, Communications, Democratic Services and Te Hunga Whiriwhiri.
Risks and impacts - legal / health and safety etc. There is a medium risk with the decision associated with this report. Legal advice has been provided throughout the process. There is reputational risk associated with perceptions of Wellington Water's performance, and whether there will be sufficient change for the new model to address issues and deliver value for residents.

Metropolitan Wellington Water Services Delivery Plan

AUGUST 2025

FINAL DRAFT for council consideration

HUTT CITY TE AWA KAIRANGI

poriruacity

Te Kaunihera o Te Awa Kairangi ki Uta Upper Hutt City Council

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Greater Wellington Te Pane Matua Taiao

Disclaimer

This draft Water Services Delivery Plan (WSDP) has been prepared for five councils – Hutt City, Porirua City, Upper Hutt City, Wellington City and Greater Wellington Regional, in line with the provisions of the Local Government (Water Services Preliminary Arrangements) Act 2024.

This version dated 12 August 2025 is a final draft WSDP for adoption by the five councils.

Under the Local Government (Water Services Preliminary Arrangements) Act 2024, councils are required to submit water service delivery plans to the Secretary for Local Government by 3 September 2025.

The analysis set out in this report in relation to the current state of the water services network has been based on best available information as at July 2025.

This draft has been written on the assumption that the Local Government (Water Services) Act 2025 will be enacted prior to this plan being submitted.

Where possible, the sources, assumptions and limitations have been noted.

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Executive Summary

Five councils covering the Wellington metropolitan area – Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council and Greater Wellington Regional Council – have agreed on a new delivery model for water services.

The agreed model is a joint water services council-owned organisation that will own and operate public drinking water, wastewater and stormwater assets and networks for a population of around 432,000, within the territorial boundaries of the four shareholding city councils. This model has been developed jointly by the five councils working in partnership with mana whenua partners Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

The new organisation is intended to operate from 1 July 2026 (Day One). It will have legal status as a water organisation under the Local Government (Water Services) Act 2025. Its interim name is Metro Water, for planning and practical purposes, but this is likely to change.

Metro Water will have the resources, independence, and region-wide perspective to effectively manage and improve drinking water, wastewater and stormwater services for current and future communities, rather than being limited by council funding, electoral and decision-making cycles.

Infrastructure

The three waters infrastructure includes over 6,700 km of pipelines, four drinking water treatment plants, four wastewater treatment plants, 140 reservoirs for drinking water storage, and 321 pump stations to maintain pressure and manage water, wastewater and stormwater flow across the region. The replacement value of these assets is $17.96 billion[1] with the pipe network accounting for over 70 percent of that.

As in many parts of the country, the three waters infrastructure faces significant challenges, mainly due to a lack of sufficient investment over a long period.

Levels of service and performance are variable and reflect known issues with water leaks, frequent wastewater overflows and flooding. Frequent and increasing numbers of asset failures are occurring due to deterioration and historic insufficient investment in renewals.

The regulatory compliance status reflects mixed performance across wastewater, stormwater, and water supply activities. This underscores the need for enhanced operational management, targeted investment in asset upgrades, and stronger alignment with regulatory expectations to ensure long-term environmental and public health outcomes.

Investment

The population is expected to grow by around 30 percent over the next 30 years. Providing for this population growth is critically dependent on timely and sustained investment in water services infrastructure. Planned growth areas are distributed across the metropolitan area and therefore investment is also required across existing networks.

To address these challenges, an increased level of sustained investment is required – an anticipated $6.82 billion[2] capital investment over 10 years and about $25 billion over 30 years. This will require significant long-term borrowing, higher development charges and, over time, increased costs for water users.

Average residential charges are forecast to rise from approximately $2,100 per connection today to between $5,700 (based on the target financial strategy of this WSDP) and $4,800 (based on the lower-end financial scenario) by 2034.

These forecast cost increases are around a third less than increases likely if the status quo continued, because of Metro Water's financing strategy and efficiency gains, but will still present a challenge for many households.

[1] Optimised replacement cost in 2025 dollars based on each councils' latest valuations.

[2] Uninflated and pre-efficiency assumptions

This WSDP recommends a strong ongoing focus on affordability, including early engagement with the Commerce Commission and developing affordability support mechanisms.

This WSDP proposes an ambitious target strategy to deliver sufficient investment to meet service level, growth, and regulatory requirements.

It will be challenging to achieve all the improvements needed in 10 years and so this WSDP also sets out a 30 year programme.

Reflecting that there is inherent uncertainty, a number of variables were tested including potential constraints on capacity to deliver all the works required and the level of cost-recovery from development.

This has identified a plausible lower-end investment scenario based on delivery of 80% of proposed investment in the first 10 years and an assumption of higher development contributions. This would result in more moderate increases in charges for water users.

In practice, actual investment and resultant financing arrangements and charges are likely to land between the target level of investment proposed in the WSDP and the lower-end scenario.

Metro Water must be financially sustainable, requiring it to balance the scale and timing of investment, the structure and prudence of financing, and the community's ability to fund services through water charges. It will outline prices, charges and planned investment in its Water Services Strategy, reflecting the direction set in the Statement of Expectations, needs of communities, and economic and environmental regulation.

Implementation

For pragmatic reasons, Metro Water will on Day One absorb the current operational and support teams from Wellington Water (tier 3 managers and below), to ensure critical work continues.

Structural changes are expected once new strategies and leadership are in place.

This WSDP meets statutory requirements under the Local Government (Water Services Preliminary Arrangements) Act 2024.

Councils are confident that this plan provides a pathway to deliver water services in a way that:

- Will meet all relevant regulatory quality standards for its water services.
- Is financially sustainable.
- Will meet all drinking water quality standards; and
- Supports housing growth and urban development, as specified in the councils' Long-Term Plans.

Section A: Describes how and why councils have decided on this collective approach, mana whenua involvement and expectations, and confirms the plan aligns with legislative requirements.

Section B: Describes the service area and the water services provided, including an assessment of the current state of network infrastructure, levels of service, and regulatory compliance. It also outlines how the system is planning to accommodate future growth.

Section C: Outlines the plan to achieve financial sustainability. It sets out the projected capital and operating expenditure requirements, the investment strategy to meet these needs, and the associated capital, revenue, and financing arrangements. It also outlines sensitivity testing undertaken and describes the lower-end investment scenario.

Section D: Describes the proposed water services delivery model.

Section E: Provides an implementation plan for delivering the proposed model with key target dates:

- 1 October 2025 – (Day Zero) the new organisation will be incorporated, with an Establishment Board and establishment funding.
- 1 July 2026 – (Day One) the new organisation will begin delivering water services, with some functions and support continuing to be provided by councils in the interim, while necessary.

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A: Introduction, assurance and certification

Section summary

This section sets out the purpose of this joint Water Services Delivery Plan (WSDP), prepared by Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council and Greater Wellington Regional Council.

The goal is to ensure the delivery of safe, reliable, environmentally and financially sustainable water services so the region can be resilient, restore te mana o te wai and enable new homes and the well-being of communities.

The WSDP is based on establishing a new joint water services council-owned organisation that will own and operate public water, wastewater and stormwater assets and networks.

This section also sets out how councils have developed this WSDP, provides assurance that the information is accurate and the WSDP can be delivered, and confirms that the WSDP meets legislative requirements.

A1. Introduction

A1.1 Purpose of this WSDP

This WSDP sets out how the five councils plan to supply safe and reliable drinking water, wastewater and stormwater management and associated infrastructure for around 432,000 people who live in the Wellington metropolitan area (that is, within the territorial boundaries of the four shareholding city councils) from 1 July 2026.

This WSDP has been jointly developed by:

- Hutt City Council
- Porirua City Council
- Upper Hutt City Council
- Wellington City Council
- Greater Wellington Regional Council.

This plan describes the model that has been developed jointly by the five councils working in partnership with mana whenua partners Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika. The councils have been required to consider water services delivery under the Local Government (Water Services Preliminary Arrangements) Act 2024. As part of this consideration, councils and mana whenua have set a goal:

To ensure the delivery of safe, reliable, environmentally and financially sustainable water services so the region can be resilient, restore te mana o te wai and enable new homes and the well-being of communities.

This WSDP sets out how councils plan to deliver on this goal.

It is based on establishing a new multi-council-owned water organisation that will own and operate water, wastewater and reticulated stormwater assets.

This will see assets retained in public ownership while allowing for better long-term planning, investment and environmental protection, and more affordable costs for water users.

In brief, the WSDP provides a pathway to deliver deliver water services that meet regulatory requirements, support growth and urban development, and are financially sustainable across the Wellington metropolitan area. It applies to all water services of the five councils – drinking water, wastewater and reticulated stormwater.

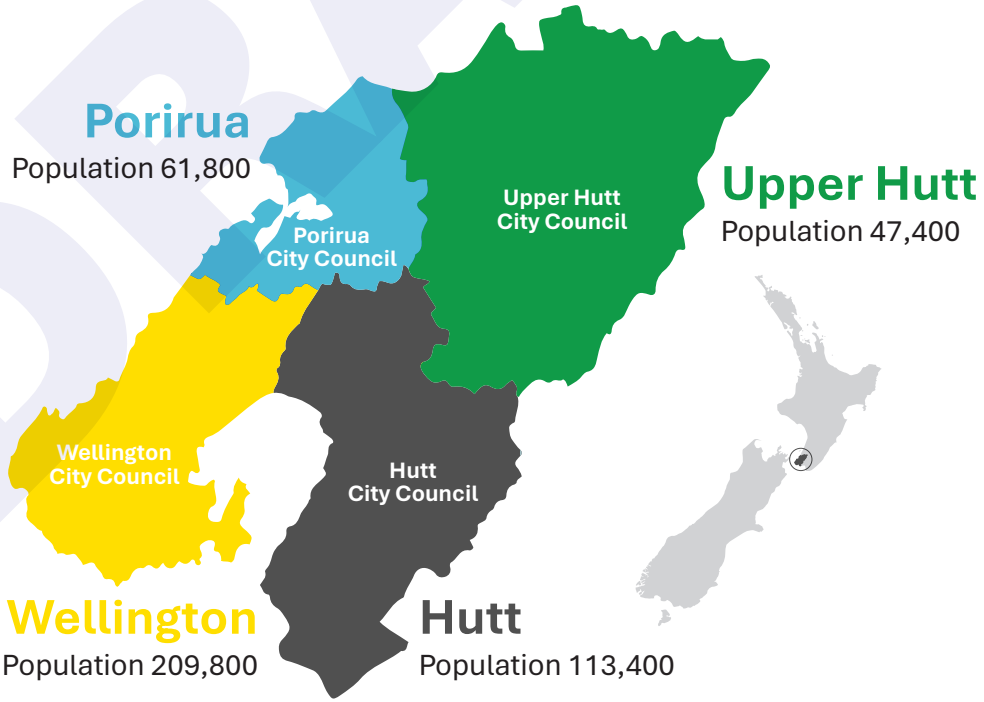
The process leading to this collective approach is discussed in more detail in Section A3 of this report.

Councils are committed to delivering the transformation in water service delivery described in this plan.

This document is a one-off transitional requirement under legislation, as detailed below. As required by the legislation, it covers a 10-year period from 2024/25 to 2034/35; and also includes a high-level forecast for 30 years.

Beyond that requirement, this WSDP will be useful to councils, mana whenua and Metro Water, to clearly articulate joint arrangements, delivery model, planned investment, revenue and financing strategies in order to achieve financial sustainability and levels of service. It is expected that the direction set out in the WSDP will be reflected through the Statement of Expectations and Water Services Strategy.

***Figure 1**: Cities and populations covered by this WSDP*



[1] All current population data is rounded, 50th percentile, 2024 data from Sense Partners https://www.demographics.sensepartners.nz/population

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A1.2 Mana Whenua partnership

Mana whenua iwi Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika are partnering with councils to achieve an aspirational vision of restoring te mana o te wai (the health and wellbeing of the water)[2].

This plan is intended to ensure that mana whenua have meaningful influence and statutory obligations in respect of the principles of the Treaty of Waitangi/Te Tiriti o Waitangi are honoured.

Mana whenua support the plan for a joint council-owned water organisation because:

- water sources across Wellington are connected and for Māori are considered as one, from the water source of Te Awa Kairangi/Hutt River through to Te Whanganui-a-Tara/ Wellington Harbour, Te Awarua-o-Porirua Harbour and the south coast
- working with one single organisation for water services would enable consistency across the region (supporting end-to-end protection and management) and will remove duplication of similar work across multiple organisations or councils.

Mana whenua expect Metro Water to commit to key outcomes:

- that wai needs to be protected and managed for the benefit of current and future generations
- there will be an enduring focus on the best possible outcomes for wai, taking a holistic approach across the whole water system
- there will be a commitment to achieving the outcomes articulated in te mana o te wai, as these endure beyond changing political cycles and direction
- mana whenua will have an active role at all levels of water services planning and delivery – from long-term planning, governance, operations/management through to engagement with communities
- the approach will be tūpuna-led and mokopuna focused, meaning that we need to be driven by the goal of creating a thriving environment for future generations.

Mana whenua expectations will be reflected throughout establishment planning (see Sections D and E).

A2. Legislative requirements

A2.1 Legislative framework

Councils are working within the *Local Water Done Well* legislative framework.

The relevant legislation is:

- **Water Services Acts Repeal Act 2024.** This repealed the previous Government's water reforms legislation.
- **The Local Government (Water Services Preliminary Arrangements) Act 2024**, which requires territorial authorities to prepare water service delivery plans and sets out processes for preparing, certifying and approving these plans. This was enacted on 2 September 2024.
- **The Local Government (Water Services) Act 2025.** Note the Local Government (Water Services) Bill (referred to as Bill 3) was introduced in December 2024, and is likely to be enacted in the third quarter of 2025 prior to the final version of this WSDP being submitted. It is therefore referred to throughout this document as the Local Government (Water Services) Act. This legislation establishes the enduring settings for the water services delivery, including for new water organisations of the kind the councils intend to establish.

Government announcements in August 2024 also included confirmation of financial arrangements that the Local Government Funding Agency (LGFA) will provide support to water council-owned organisations.

A2.2 Statutory requirements of a WSDP

In developing this WSDP, councils have taken into account and have met the statutory requirements under the Local Government (Water Services Preliminary Arrangements) Act 2024.

The legislation requires that, through the development of their WSDP, councils are to provide an assessment of their water infrastructure, how much they need to invest, and how they plan to finance and deliver it through their preferred water service delivery model.

WSDPs must include an implementation plan that outlines the process for delivering the proposed model, a commitment to give effect to the proposed model once the WSDP is accepted, and the timeframes and milestones for delivering the proposed model.

[2] In this document, te mana o te wai refers to an enduring concept, beyond the wording in the National Policy Statement for Freshwater Management that is being amended.

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A2.3 Alignment with statutory requirements

This WSDP meets the requirements of the Local Government (Water Services Preliminary Arrangements) Act 2024, as set out below.

Table 1: *Alignment with statutory requirements*

Legislative requirements	Relevant section(s) of this report
Section 13 (1): A territorial authority's Water Services Delivery Plan must contain the following information in relation to the water services delivered in the authority's district:	
(a) a description of the current state of the water services network:	Section B: Current state assessment Section B: Asset base and condition Appendix B2
(b) a description of the current levels of service relating to water services provided:	Section B: Levels of service and performance Appendix B1
(c) a description of — (i) the areas in the district that receive water services (including a description of any areas in the district that do not receive water services); and (ii) the water services infrastructure associated with providing for population growth and development capacity:	Section 13(1)(c)(i) – Section B: Population and areas that receive water services Section 13(1)(c)(ii) – Section B: Providing for growth
(d) whether and to what extent water services — (i) comply with current regulatory requirements: (ii) will comply with any anticipated future regulatory requirements	Section B: Statement of regulatory compliance Section B: Meeting regulatory requirements in an uncertain environment Appendix B3
(e) if any water services do not comply with current regulatory requirements or will not comply with any anticipated future regulatory requirements — (i) a description of the non-compliance; and (ii) a description of how the anticipated or proposed model or arrangements provided under paragraph (k) will assist to ensure water services will comply	Section B: Statement of regulatory compliance Section B: Meeting regulatory requirements in an uncertain environment Section B: Moving towards compliance Appendix B3
(f) details of the capital and operational expenditure required — (i) to deliver the water services; and (ii) to ensure that water services comply with regulatory requirements	Section C: Investment strategy and sufficiency
(g) financial projections for delivering water services over the period covered by the plan, including — (i) the operating costs and revenue required to deliver water services; and (ii) projected capital expenditure on water services infrastructure; and (iii) projected borrowing to deliver water services:	Section C: Investment required: capex and opex Section C: Finance strategy and sufficiency
(h) an assessment of the current condition, lifespan, and value of the water services networks:	Section B: Asset base and condition Appendix B2

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(i) a description of the asset management approach being used, including capital, maintenance, and operational programmes for delivering water services:	Section B: Asset-management approach
(j) a description of any issues, constraints, and risks that impact on delivering water services:	Section B: Managing pressures
(k) the anticipated or proposed model or arrangements for delivering water services (including whether the territorial authority is likely to enter into a joint arrangement under section 10 or will continue to deliver water services in its district alone):	Section D: Proposed water services delivery model
(l) an explanation of how the revenue from, and delivery of, water services will be separated from the territorial authority's other functions and activities:	Appendix C6: Charging and billing arrangements
(m) a summary of any consultation undertaken as part of developing the information required to be included in the plan under paragraph (k):	Section A: Consultation and engagement Appendix A1: Summary of consultation feedback
(n) an explanation of what the territorial authority proposes to do to ensure that the delivery of water services will be financially sustainable by 30 June 2028:	Section C: Economic and financial analysis
(o) an implementation plan — (i) for delivering the proposed model or arrangements described under paragraph (k); and (ii) if a territorial authority is proposing to deliver water services itself and not as part of a joint arrangement for delivering water services, that sets out the action that the territorial authority will take to ensure its delivery of water services will be financially sustainable by 30 June 2028:	Section E: Implementation plan
(p) any other information prescribed in rules made by the Secretary under section 16.	Not applicable
Section 13 (2): For the purposes of subsection (1)(o), an implementation plan must include the following:	
(a) a process for delivering the proposed model or arrangements: (b) a commitment to give effect to the proposed model or arrangements once the plan is accepted: (c) the name of each territorial authority that commits to delivering the proposed model or arrangements: (d) the time frames and milestones for delivering the proposed model or arrangements.	Section E: Implementation plan
Section 13 (3): A water services delivery plan must also comply with any requirements prescribed in rules made by the Secretary under section 16.	
A water services delivery plan must also comply with any requirements prescribed in rules made by the Secretary under section 16.	Not applicable
Section 14 (1): A joint water services delivery plan must contain the following:	
(a) information that clearly identifies each territorial authority that is proposed to be a party to the joint arrangement:	Section A: Introduction, assurance and certification
(b) information as to whether the joint arrangement will deliver – (i) all water services for all of the territorial authorities that are parties to the joint arrangement; or (ii) all water services except for some or all services in relation to all of the territorial authorities' stormwater networks; or (iii) all water services for some of the territorial authorities, and all water services except for some or all services in relation to stormwater networks for the other territorial authorities:	Section A: Introduction Section D: Proposed Water Service Delivery Model
(c) all of the information listed in **section 13:**	As outlined above in this table.

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(d) information on the likely form of the joint arrangement, including whether it is anticipated it will involve water services being delivered by– (i) a joint WSCCO; or (ii) an arrangement described in section 137 of the LGA2002; or (iii) another organisation or arrangement that the territorial authorities are considering.	Section D: Proposed Water Service Delivery Model
Section 14 (2): To the extent that further information about the joint arrangement is available when the plan is submitted to the Secretary under section 18, a joint water services delivery plan may also contain that information, including:	
(a) the ownership structure; and (b) the governance structure; and (c) the control and financial rights of each territorial authority in the joint arrangement.	Section 14(2)(a) – Section D: Ownership structure Section 14(2)(b) – Section D: Governance arrangements Section 14(2)(c) – information not yet available but will be included in constitution and shareholders' agreement – see Section D: Ownership structure
Section 14 (3): For the purposes of subsection (1)(c), a joint plan must contain the information required under section 13 in relation to:	
(a) each territorial authority that is a party to the joint arrangement; and (b) all water services delivered in the joint service area (including services relating to each territorial authority's stormwater network).	Section A: Introduction Section D: Proposed Water Service Delivery Model
Section 14 (4): Subsection (1)(c) applies to a territorial authority's delivery of water services relating to its stormwater network even if the delivery of those services is not part of the joint arrangement.	
	Not a content requirement
Section 14 (5): A joint plan must also comply with any requirements prescribed in rules made by the Secretary under section 16.	
No requirements have been prescribed in rules made by the Secretary under section 16.	Not applicable
Section 15: Period covered by water services delivery plan	
Section 15 (1) A water services delivery plan – (a) must cover a period of not less than 10 consecutive financial years, starting with the 2024–25 financial year; and (b) may include information that covers an additional 20 consecutive years, if the information identifies investment requirements – (i) for water services infrastructure; or (ii) to support future housing growth and urban development.	Section C: Economic and financial analysis
Section 15 (2) A water services delivery plan must provide the required information – (a) in detail in relation to each of the first 3 financial years covered by the plan; and (b) in outline in relation to each of the subsequent financial years covered by the plan.	Part C: Economic and financial analysis

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A3. Regional approach to WSDP

A3.1 Developing a recommended regional approach and delivery model

In May 2024, nine councils within the Wellington regional area plus Horowhenua District Council signed a Memorandum of Understanding to collaborate on a WSDP process.

The councils made a commitment to work together through a collaborative and non-binding process. To provide direction and oversight, the 10 councils set up the Advisory Oversight Group (AOG), made up of an elected member from each council and four mana whenua representatives[3]. This process is supported by a Chief Executives' steering group, a joint project team, a joint budget and an agreed project approach.

The AOG has helped to progressively test and provide direction on a set of key requirements for a regional WSDP.

The initial phase of this work identified a full breadth, asset-owning, water services council-owned organisation to be the preferred delivery model. Read the October 2024 report on the recommended regional approach **here**.

During October and November 2024 each of the 10 councils made their decision on whether to continue to be part of the collective to develop a joint WSDP and associated implementation plan.

Five councils (Hutt City, Porirua City, Upper Hutt City, Wellington City and Greater Wellington) agreed to continue to work together in this programme.

A3.2 Developing a joint WSDP and establishment planning

The five councils have continued to work with mana whenua iwi Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika to plan for a multi-council-owned water organisation to deliver water services in the region.

In March and April 2025 the councils publicly consulted on water service delivery options:

- A new multi-council-owned water organisation (councils' preferred option).
- A modified version of the current Wellington Water model.

Wellington City also consulted on the option of a Wellington City Council sole ownership water organisation.

See the section below for more detail on consultation and engagement.

In May and June 2025 all five councils formally agreed to jointly establish and co-own a new water services Council Controlled Organisation (water organisation) for water, wastewater and stormwater services.

This decision was made by councils on the following dates:

- Wellington City Council: 22 May 2025.
- Porirua City Council: 26 June 2025.
- Greater Wellington: 26 June 2025.
- Hutt City Council: 27 June 2025.
- Upper Hutt City Council: 30 June 2025.

A3.3 Completing the joint WSDP and establishing a new water organisation

Councils and mana whenua are continuing to work towards establishing Metro Water. Key target dates for the establishment of this organisation are:

- 1 October 2025 – (Day Zero) the new organisation will be incorporated, with an Establishment Board and establishment funding.
- 1 July 2026 – (Day One) the new organisation will begin delivering water services, with some functions and support provided by councils in the interim, where necessary.

See more details in Sections D and E of this report.

A3.4 Greater Wellington Regional Council position

Greater Wellington Regional Council (GW) has a unique role as a regional council in New Zealand as it is responsible for collecting, treating and distributing safe and healthy drinking water to the four city councils in the metropolitan Wellington Area.

This work is carried out for GW by Wellington Water. City councils in the metropolitan area are responsible for the distribution of water to households and businesses through their own networks[4].

This unique role is recognised under legislation through the Wellington Regional Water Board Act 1972.

GW is not required by legislation to prepare its own WSDP but, given its role in water delivery, it has committed to being part of this joint WSDP.

[3] Note, the mana whenua representatives were progressively confirmed and joined the AOG during this process.

[4] GRWC LTP 2024-2034.

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A4. Consultation and engagement

A4.1 Public consultation

During March and April 2025 councils formally consulted with ratepayers and communities on delivery model options, in accordance with sections 61 to 64 of the Local Government (Water Services Preliminary Arrangements) Act 2024.

All councils consulted on the options of:

1. the establishment of a new multi-council-owned water services organisation (CCO)
2. a modified version of the existing Wellington Water arrangement.

Wellington City Council consulted on a third option of establishing a Wellington City-only CCO. All councils had option 1 (new multi-council-owned CCO) as their preferred option.

All councils conducted significant engagement and outreach activity throughout the consultation period. Wellington City Council also conducted a residents' panel survey.

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Summary of feedback

There was solid support for the preferred option across all five councils, ranging from 69 to 84 percent of submissions in favour.

Table 2: *Summary of consultation outcomes*

Council	Consultation period	Number of submissions	Outcomes
Hutt City Council	20 March – 20 April 2025	291	Option 1 69% Option 2 26.6%
Porirua City Council	20 March – 20 April 2025	271	Option 1 77.1 % Option 2 22.9 %
Upper Hutt City Council	24 March – 27 April 2025	104	Option 1 84% Option 2 16%
Wellington City Council	20 March – 21 April 2025	713	Option 1: Submission: 72% Residents' survey: 82% Option 2: (establish WCC-only CCO) Submission: 15% Residents' survey: 8% Option 3: (modified status quo) Submission: 13% Residents' survey: 10%
Greater Wellington Regional Council	20 March – 22 April 2025	113	Option 1 79.6 % Option 2 20.4%

Consistent themes

Consistent themes expressed by submitters across all councils were as follows:

Support for change. General sentiment that urgent action is needed to fix water infrastructure and governance. The new entity is expected to leverage regional assets better and provide a more unified approach to water management. There are concerns about implementation and submitters want clear communication about costs, including the cost of establishing the new organisation.

Service delivery, infrastructure and maintenance. Submitters expressed dissatisfaction and frustration with the current Wellington Water model and the quality and reliability of water services delivered, and a lack of trust in the current system. Concerns were expressed about aging water infrastructure, particularly the deteriorating condition of pipes and frequent leaks.

Accountability/governance. Submitters identified the need for transparency and public accountability, with calls for clearer governance structures and decision-making processes and independent oversight. There are calls for more community input – people want to be informed and have a say. Submitters expressed views on the need for subject matter expertise and infrastructure expertise to be represented on the Board and with minimal or no political representation.

Affordability. Concerns about the affordability of increased water charges, and fears that costs will rise, especially for big families and those already struggling. Concerns about fair distribution of costs, especially for low-income communities and underfunded councils/communities. Support for equity to be a factor when setting water charges. Calls for more rigorous financial oversight and better prioritisation; strong asset management planning and information is seen as essential before any new billing systems are introduced. There are mixed views on water meters; some strongly opposed, citing affordability concerns and fear of hidden charges while others support water metering for conservation and fairness.

Public ownership/privatisation. Concerns about the possibility (now or into the future) of water assets being privatised. Demand for guarantees that water resources will remain publicly owned and managed for the benefit of all. Support for protections for consumers and vulnerable users.

Te Tiriti, water quality and environmental concerns. There is a call for the new organisation to uphold Treaty /Te Tiriti principles and involve Māori groups in governance. Some submitters emphasised the importance of environmental responsibility and long-term planning in water management. They want the new entity to prioritise climate resilience and sustainable practices. Submitters expressed concerns about chlorination, contamination risks, and pollution risks.

More detail of the feedback from communities across the proposed metropolitan area is attached as *Appendix A1: Summary of consultation feedback*. Relevant council reports are also available.

Councils are not required to consult on this WSDP, but during its development have kept in mind community concerns about current water service provision.

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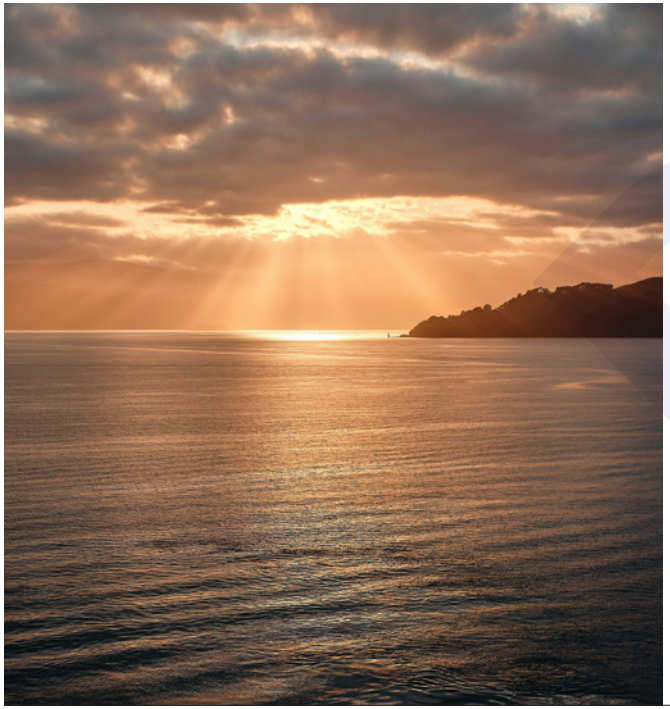
A5. Limitations, risks and constraints

While the councils have used the best information available to them to prepare this WSDP, it has been necessary to make certain assumptions in relation to matters such as the asset condition and valuation, future delivery of the capital programme and future regulatory requirements. These are set out in *Appendix C1: Assumptons and uncertainties*, accompanied by statements as to likelihood of an assumption being incorrect and the impact if this is the case. *Appendix C1* also sets out uncertainties that could result in reprioritisation of the investment programme. The assumptions and uncertainties identified are not exceptional, and are of the type commonly encountered by local authorities when preparing their long-term plans and asset management plans in relation to water services infrastructure. See also *Appendix C7: Financial statements* and *Appendix C8: Approach to financial modelling and assumptions*.



A6. Assurance process

The Local Government (Water Services Preliminary Arrangements) Act 2024 requires the chief executive of each authority to which the plan relates to provide a certification that the WSDP complies with the Act and the information contained in the plan is true and accurate.

To enable chief executives to certify the plan, there has been an ongoing assurance approach to this WSDP which has been built in through several layers of programme and project management, expert advisory, council review and decisions, and engagement with the Department of Internal Affairs (DIA).

This includes proactively identifying limitations, risks and constraints, as detailed in each of the following sections of this WSDP.

This process has included:

- Regular check ins and confirmation of direction and assumptions with council officials and elected members – including the councils' Responsible Officer Group, Chief Financial Officers, Chief Executives, and the AOG.
- Council review and input to draft material including draft sections of the WSDP.
- A series of council decisions and reports to elected members.
- Consultation process review of submissions, hearing processes and elected member decisions.
- Regular alignment meetings between the programme team and DIA on draft documents, financial modelling and identification of assurance points to review and align development of the WSDP.
- Focusing on key areas of risk, specialist independent advice has been sought for key areas of the WSDP and establishment planning, including but not limited to:
  - Legal review and advice
  - Network investment, delivery capacity, investment sufficiency, and asset management planning
  - Assumptions for financial modelling including qualifications and limitations on information
  - Financial modelling (including using the DIA model template as the basis)
  - Debt and capital advisory
  - Implementation plan: functional leads and advice including legal, IT, customer experience, operations, organisational design
  - Legal review of the WSDP and statement that the WSDP meets requirements under the Local Government (Water Services Preliminary Arrangements) Act 2024.

More detail of this assurance process and scope is set out in *Appendix A2: Assurance process*.

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A7. Assurance statements

In support of the certification requirements of the Act, the following assurance statements have been completed and are supported by the relevant sections of this WSDP.

Table 3: *Assurance statements*

Assurance statement	Relevant considerations and requirements	Relevant section of the WSDP
Financial sustainability	How the Plan will ensure that water services will be delivered in a financially sustainable manner, by 30 June 2028 at the latest. This requires confirmation that the Plan ensures water services delivery will meet the Financially Sustainable delivery assessment. This section includes commentary on: • transitional arrangements to ensure financially sustainable water services provision by 30 June 2028 • revenue requirements to meet costs of water services delivery over the plan period • the proposed levels of investment required over the plan period, and • funding and financing arrangements to deliver the proposed levels of investment.	Section C
Assurance and certification	The Act requires that each Plan that is submitted to the Secretary for Local Government for acceptance must include a certification, made by the Chief Executive of the council(s) to which the Plan relates, that: • the plan complies with the act, and • the information contained in the plan is true and accurate. When certifying the plan, the chief executive of the council(s) may include commentary on: • the levels of confidence in the underlying information included in the plan. This could include comment on the level of confidence in regulatory compliance, asset condition, investment requirements, asset valuations or certainty around financial projections • any material risks or constraints that may impact on the delivery of water services, the ability to implement the plan or to achieve financially sustainable water services provision by 30 June 2028 • any assurance processes undertaken to verify the accuracy of information included in the plan.	Section A

A8. Certification

I certify that this WSDP:

- complies with the Local Government (Water Services Preliminary Arrangements) Act 2024, and
- the information contained in the Plan in respect of the information provided by my council is true and accurate (acknowledging the various assumptions and uncertainties outlined in the appendices).

Council	Certified by (name, designation)	Date
Hutt City Council	Jo Miller, Chief Executive	7 August 2025
Porirua City Council	Wendy Walker, Chief Executive	7 August 2025
Upper Hutt City Council	Geoff Swainson, Chief Executive	7 August 2025
Wellington City Council	Matt Prosser, Chief Executive	7 August 2025
Greater Wellington Regional Council	Nigel Corry, Chief Executive	7 August 2025

A9. Adoption of the Plan

This section to be completed following council discussions and adoption of the WSDP.

The plan has been adopted by resolution of all five councils as follows:

Council	Relevant council meeting / committee	Date
Hutt City Council		
Porirua City Council		
Upper Hutt City Council		
Wellington City Council		
Greater Wellington Regional Council		

Appendix A3 contains individual council WSDP adoption resolutions.

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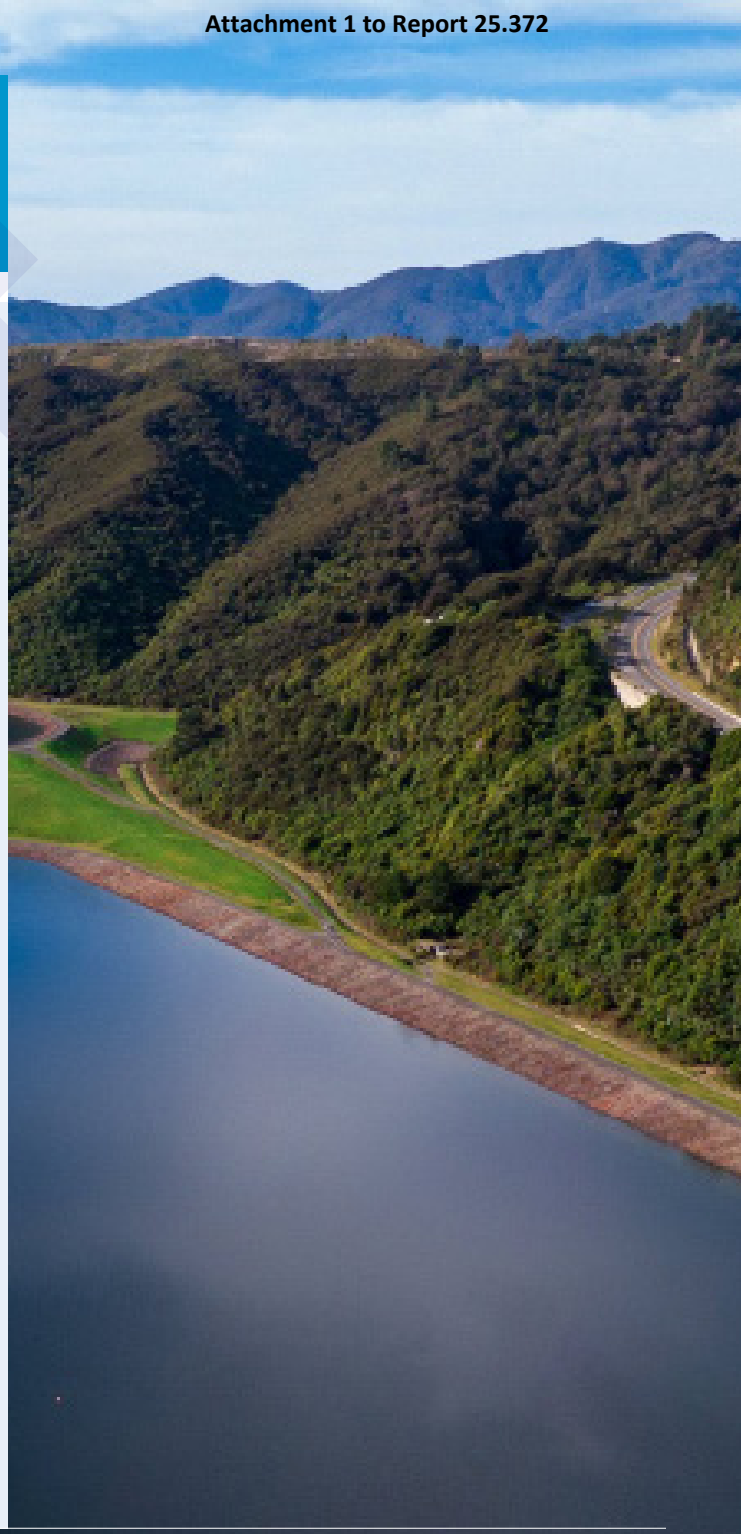
B: Current state assessment



Section summary

This section provides a description of the region and the water services provided, including an assessment of the current state of the network infrastructure, current levels of service and compliance with regulatory requirements. This section also discusses plans to provide for growth.

The Wellington metropolitan area has a population of around 432,000 served by an interconnected water system, with drinking water from the Hutt Valley supplying the whole area, and communities sharing wastewater treatment plants and stormwater catchment areas.

The three waters infrastructure includes over 6,700 km of pipelines, four drinking water treatment plants, four wastewater treatment plants, 140 reservoirs for drinking water storage, and 321 pump stations to maintain pressure and manage water, wastewater and stormwater flow across the region. Together, these assets have a replacement value of $17.96 billion[1] with the pipe network accounting for over 70 percent of that.

As in many parts of the country, the three waters infrastructure faces significant challenges, mainly due to a lack of sufficient investment over a long period.

Levels of service and performance are variable across the councils. Overall performance reflects known issues with water leaks, frequent wastewater overflows and flooding. Frequent and increasing numbers of asset failures are occurring due to asset deterioration and historic insufficient investment in asset renewals.

When it comes to meeting regulatory standards, performance is mixed across water supply, wastewater and stormwater activities. While improvements are underway across multiple areas, there is a need for enhanced operational management, targeted investment in asset upgrades, and stronger alignment with regulatory expectations to ensure long-term public health and environmental outcomes.

The population is expected to grow by around 30 percent over the next 30 years. Providing for future population growth is critically dependent on timely and sustained investment in water services infrastructure. Planned growth areas are distributed across the metropolitan area and therefore investment is also required across existing networks.

[1] Optimised replacement cost in 2025 dollars based on each councils' latest valuations.

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B1. Introduction

The Wellington metropolitan area has an interconnected water system, with drinking water from the Hutt Valley supplying the whole area, and communities sharing wastewater treatment plants and stormwater catchment areas.

Every day, millions of litres of safe drinking water are delivered to homes across the area, millions of litres of wastewater are safety-treated and discharged, and stormwater is managed to reduce flooding and protect the environment. However, as in many parts of the country, the water, wastewater and stormwater networks in metropolitan Wellington face significant challenges. Asset failures often occur, mainly due to asset deterioration and lack of sufficient investment over a long period.

Historically, residents have experienced water loss through network leaks and, at times, water shortages during the summer months due to limited supply capacity. Water supply reservoirs are also seismically vulnerable, posing a significant risk to the continuity of drinking water supply following a major earthquake. The wastewater network is also under pressure with some wastewater treatment plants (WWTPs) failing to consistently meet environmental and performance standards. There are frequent wastewater overflows affecting sensitive receiving environments. The stormwater network is under increasing pressure from urban growth, aging infrastructure, and more frequent intense rainfall events. In many areas, stormwater runoff contributes to pollution in receiving environments, and the network experiences regular flooding and overflows.

Currently, water services in the metropolitan area are provided by Wellington Water. The city councils own the water networks and fund Wellington Water to manage them and deliver water services to communities.

Information in this section about the current state of assets has been provided by Wellington Water with all information sources and limitations noted, including in Appendices referenced below.

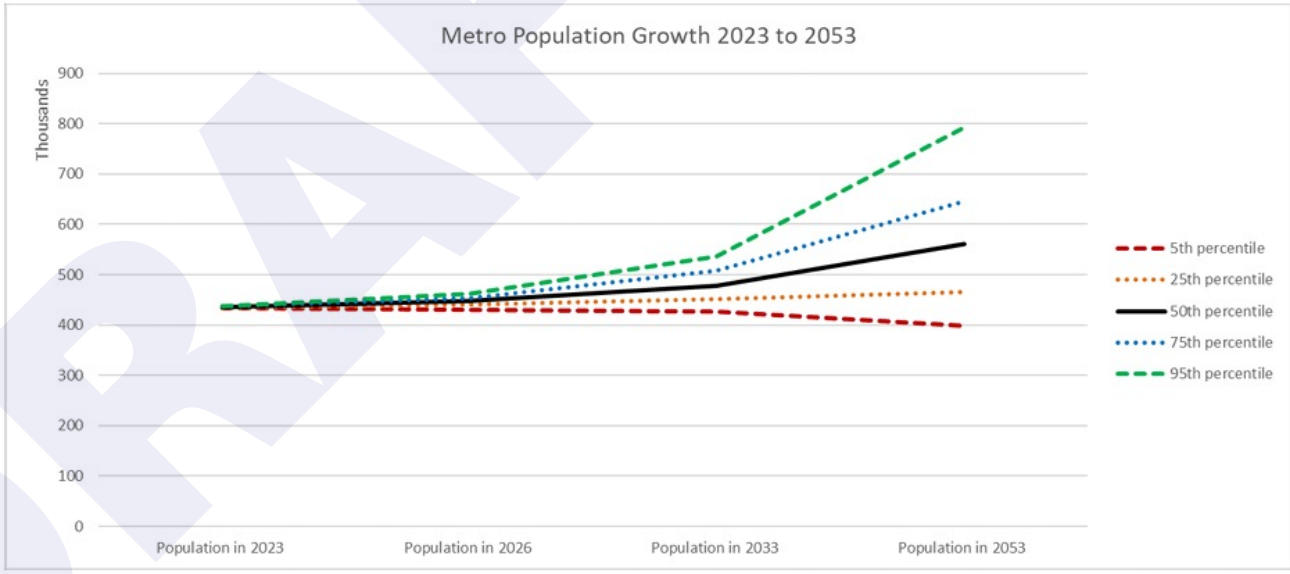
B2. Population and areas that receive water services

B2.1 Population and water services connections

The area covered by this WSDP includes all territory within the boundaries of Hutt City Council (HCC), Porirua City Council (PCC), Upper Hutt City Council (UHCC) and Wellington City Council (WCC). The estimated combined population is approximately 432,000[2]. Most of these residents are connected to council-supplied drinking water and wastewater systems, with variable stormwater connectivity depending on urban development and topography.

This area has been experiencing steady population growth, and this is forecast to continue in the medium term. Metropolitan area forecasts indicate around 30 percent population growth over the next 30 years to reach a total population of around 546,000 residents.

Figure 2: *Metro population growth*[3]



Each city has distinct characteristics and challenges. Where and how growth is accommodated will impact the existing water infrastructure and future requirements. The characteristics of each area along with the serviced and non-serviced population and forecast population are summarised in this section.

[2] All current population data and population forecasts are taken from Sense Partners, https://www.demographics.sensepartners.nz/population. This may differ to some councils' approach to population forecasting.

[3] Source: Greater Wellington Regional Council Asset Management Plan, 2025

Hutt City

Hutt City encompasses 37,600 hectares of land. The floor of the Hutt Valley is the most densely populated flood plain in New Zealand and the central area of this flood plain is the main urban centre. Three major waterways (Orongorongo River, Te Awa Kairangi/Hutt River and Wainuiomata River) flow through HCC's boundaries. In addition, the Waiwhetū Stream is a significant urban waterway, running through the eastern suburbs and discharging into Wellington Harbour.

Hutt City has a current population of approximately 113,400 residents. Forecasts indicate up to 33 percent population growth over the next 30 years to a forecast population of around 151,100 people by 2054; around 37,700 additional people.

The vast majority of people living in Hutt City are connected to all three waters networks. Some rural and lifestyle properties in areas such as Wainuiomata's outskirts and coastal fringe may rely on rainwater harvesting, private bores, or septic systems.

Porirua City

Porirua City encompasses an area of 17,500 hectares around two arms of Te Awarua-o-Porirua Harbour and coastline. A significant waterway feeding into the harbour is Porirua Stream, which crosses the boundary from Wellington City. The Porirua city centre was developed in the 1960s around Te Awarua-o-Porirua Harbour, and most residential areas were developed between the 1940s and 1960s.

On 6 February 2025 Te Rūnanga o Toa Rangatira, Porirua City Council, Greater Wellington Regional Council, Wellington City Council, and Wellington Water Ltd signed and committed to Te Wai Ora o Parirua – The Porirua Harbour Accord. The Accord commits signatories to improving water quality, restoring biodiversity, integrating sustainable water management with urban development, and addressing climate change impacts.

Porirua City has a current population of approximately 61,800 residents. Forecasts indicate it will grow by around 27 percent over the next 30 years; around 16,500 additional people. By 2054, the population of Porirua City is expected to reach around 78,300 people.

Urban Porirua is almost entirely serviced by three waters. Rural and lifestyle properties and some parts of the urban-rural fringe may rely on rainwater harvesting, private bores, or septic systems.

Upper Hutt City

Upper Hutt City has the largest land area in the region, covering 54,000 hectares. This includes significant land set aside for existing or potential future water supply catchments. The Whakatikei, Akatārawa, Pākuratahi and Mangaroa rivers run through Upper Hutt to feed Te Awa Kairangi/Hutt River.

Upper Hutt has a current population of approximately 47,400 residents. Over the next 30 years this is projected to grow around 30 percent or about 14,200 additional people to reach an expected population of around 61,600 people by 2054.

Upper Hutt has low-density housing with the urban area occupying less than 10 percent of the land area. Most residents in urban areas are connected to three waters but rural and lifestyle properties in areas such as Kaitoke and Whitemans Valley may have on-site services.

Wellington City

Wellington City spans 44,400 hectares at the southern tip of the North Island. With a population of approximately 209,800 residents, it is the country's third most populous urban area. Nine significant waterways (Karori, Mākara, Ohariu, Opau, Oteranga, Owhiro, Kaiwharawhara, Ngauranga and Porirua Streams) run through WCC's boundaries. Many streams through the inner city have been reticulated to the harbour.

Forecasts indicate slightly slower growth in Wellington over the next 30 years relative to the other councils. Growth of around 21 percent is forecast. By 2054, around 44,800 additional people are expected to live in Wellington City with a total population of around 254,600 people.

Wellington is greatly impacted by growth across the rest of the region due to the number of people commuting to work from the other cities, Kāpiti Coast and Wairarapa. This, together with its position as the capital city and business centre, puts extra pressure on its three waters infrastructure.

Widespread three waters service coverage exists in Wellington City, including to commercial and high-density residential areas. The unserviced population is minimal due to the city's urban character; however, small sections near Mākara and rural parts of southern suburbs may use on-site systems.

Greater Wellington Regional Council

GW holds a unique dual role in the delivery of water services, acting both as the resource consent authority responsible for regulating water takes and discharges under the RMA, and as the asset owner of the bulk water network supplying metropolitan Wellington. These dual roles require careful separation of regulatory and ownership responsibilities to maintain transparency and integrity in decision-making.

GW is responsible for collecting, treating and distributing safe and healthy drinking water to the city councils[4]. Providing the bulk water supply to the city councils involves managing a network of infrastructure, ensuring safe, high-quality, secure, and reliable water sources, and that freshwater use is sustainable.

Two water collection areas in the Hutt Valley are designated for drinking water supply for the population served by this plan; Te Awa Kairangi/Hutt River and the Wainuiomata/Orongorongo Water Collection Area. The Waiwhetū Aquifer is also used as a source of drinking water for the Waterloo and Gear Island Water Treatment Plants. Further detail about the water network managed by GW is provided in later sections of this document.

[4] Historically, GW has avoided direct connection from customers to the bulk water mains. Where they do occur, significant operational problems occur when the connections are serviced, creating widespread disruption to customers. GW does not have a role in water supply in the Wairarapa or north of the Porirua area.

The tables below provide a breakdown of the current and projected residential and non-residential dwellings connected to council supplied three waters networks.

Table 4: *Water supply connections*

Connections	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2054/55
Total residential connections	145,984	147,205	148,426	149,659	150,903	152,159	153,426	154,705	155,996	157,299	188,208
Total non-residential connections	8,741	8,813	8,885	8,959	9,032	9,107	9,183	9,258	9,335	9,412	11,262
Total water supply connections	154,725	156,019	157,313	158,619	159,936	161,267	162,609	163,964	165,331	166,711	199,469

Table 5: *Wastewater connections*

Connections	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2054/55
Total residential connections	145,211	146,424	147,637	148,862	150,097	151,344	152,603	153,874	155,156	156,450	187,192
Total non-residential connections	11,551	11,653	11,755	11,858	11,963	12,068	12,174	12,281	12,389	12,498	14,954
Total wastewater connections	156,762	158,077	159,392	160,720	162,060	163,412	164,777	166,155	167,545	168,948	202,146

Table 6: *Stormwater connections*

Connections	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2054/55
Total residential connections	139,511	140,689	141,867	143,056	144,257	145,468	146,691	147,925	149,171	150,429	179,987
Total non-residential connections	11,897	11,984	12,071	12,158	12,246	12,335	12,424	12,515	12,606	12,697	15,192
Total stormwater connections	151,408	152,673	153,938	155,214	156,503	157,803	159,115	160,440	161,777	163,126	195,180

B3. Integrated water systems

The communities covered by this WSDP are supported by highly integrated drinking water, wastewater, and stormwater systems that cross local authority boundaries.

B3.1 Drinking water supply

Treated drinking water across the metropolitan area is delivered via a shared bulk water supply network managed by Wellington Water on behalf of GW. Treated water is supplied to city council-owned reservoirs and then reticulated to end users through local distribution systems. Water supply in metropolitan Wellington is underpinned by three main sources and four water treatment plants:

- Waiwhetū artesian aquifer contributes around 40 percent of water supply. Water from the aquifer located beneath Lower Hutt is sourced through eight wells which take water to the Waterloo Water Treatment Plant to be treated. From here it is distributed to reservoirs across Lower Hutt and Wellington. Under normal operating conditions, water treated at Waterloo services most of Lower Hutt (excluding Manor Park and Stokes Valley) and the southern and eastern suburbs of Wellington City along with supply from Wainuiomata.
- The Gear Island Water Treatment Plant operates to maintain treatment functions such as fluoride dosing. It is supplied by three bores in eastern Petone[5], which draw from the Waiwhetū artesian aquifer. These bores are used as a standby source, providing backup to the primary supply from the Waterloo Water Treatment

[5] The recharge of this aquifer is from the Hutt River.

Plant. It supplements the supply to Wellington's business district and southern and eastern suburbs when needed.

- Te Awa Kairangi/Hutt River also contributes around 40 percent of water supply. Water from the river is treated at Te Mārua Water Treatment Plant before being fed out to reservoirs in Lower Hutt, Upper Hutt, Porirua and Wellington. Untreated water is also stored at the Stuart Macaskill Lakes and can be pumped to Te Mārua Water Treatment Plant when the Kaitoke River source is unsuitable. Under normal operating conditions, Te Mārua Water Treatment Plant supplies Upper Hutt, Manor Park, Stokes Valley, Porirua, and the northern and western suburbs of Wellington, extending as far south as Karori and parts of Mākara.
- Wainuiomata/ Orongorongo Water Collection Area contributes around 20 percent of water supply. This water is treated at the Wainuiomata Treatment Plant then distributed to reservoirs in Wainuiomata and Wellington. It usually supplies water for Wainuiomata and, together with water from the Waiwhetū artesian aquifer, Wellington's business district and the city's southern and eastern suburbs.

Most urbanised areas — including residential, commercial, and industrial zones in Wellington, Lower Hutt, Upper Hutt, and Porirua — are fully serviced by this drinking water network.

Some communities located in rural and semi-rural parts of the region are not connected to council-owned water supply schemes and generally rely on private bores, rainwater harvesting, or small-scale community supply schemes. These communities include:

- **HCC:** Wainuiomata Coast and Moore's Valley.
- **PCC:** Areas around Pāuatahanui Inlet and parts of Judgeford.
- **UHCC:** Blue Mountains.
- **WCC:** Parts of Mākara and Mākara Beach, Ohariu, and parts of South Karori.

The Mākara water supply and supplies to several tanks in Judgeford Hill, which may be mixed-use rural drinking water schemes (50% of the water supplied is for farm use and up to 50% is used as drinking water), are privately owned and not covered by this plan.

B3.2 Wastewater networks

Wastewater in the metropolitan area is managed through local sewer networks that transfer wastewater from properties through gravity pipelines, pump stations and pressurised (rising) mains to four WWTPs. At the plants, water is treated before being discharged into the marine environment in accordance with regulatory consents. These plants are strategically located to support gravity flow as much as possible.

- Seaview WWTP treats all wastewater from Hutt City and Upper Hutt. The treatment plant and associated works are jointly owned by HCC and UHCC based on population (current split is approximately 70 percent HCC, 30 percent UHCC[6]).
- Porirua WWTP services all of Porirua and parts of the northern suburbs of Wellington City[7]. The treatment plant and associated trunk pipes and pump stations are jointly funded through a cost-sharing arrangement between PCC and WCC, with PCC contributing approximately 72.4 percent and WCC contributing the remaining 27.6 percent of funding, based on the relative proportion of wastewater received from each city[8].
- Moa Point and Western WWTPs and the Carey's Gully dewatering facility serve the bulk of Wellington City. There is also a sludge minimisation facility currently under construction to treat sludge generated at the Moa Point WWTP.

Nearly all properties in residential, commercial, and industrial areas are connected to the wastewater network.

Rural and semi-rural areas outside the main urban footprint are not connected to reticulated wastewater systems. These include:

- **HCC:** Wainuiomata Coast.
- **PCC:** Judgeford, Pāuatahanui, and rural zones beyond urban Porirua.
- **UHCC:** Blue Mountains.
- **WCC:** Mākara, Mākara Beach, Ohariu, and South Karori.

In these locations, on-site wastewater management systems (e.g. septic tanks) are common.

[6] Note, a 70/30 split has been applied in the investment programmes.
[7] Wellington suburbs serviced by the Porirua WWTP include Tawa, Churton Park, Grenada North, Paparangi, Woodridge and northern parts of Johnsonville and Newlands.
[8] The jointly owned wastewater assets are referred to as "joint venture" assets in later parts of this document.

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Figure 3: *Metropolitan Wellington drinking water and wastewater networks*

B3.3 Stormwater catchments

The reticulated stormwater network for metropolitan Wellington includes a system of kerbs, channels and underground pipes that drain the rain off the land, roads and footpaths, and from gutters into overland flow paths, detention facilities, constructed wetlands, streams, rivers and eventually out to sea. Some properties are not directly connected to stormwater pipes but are still considered 'connected' if stormwater run-off from the property enters the kerbs and channels and wider stormwater network[9].

The stormwater network is structured around three major catchments[10]:

- Te Whanganui-a-Tara/Wellington Harbour has nine sub-catchments, four of which discharge out to the south coast and five that discharge to Te Whanganui-a-Tara inner harbour. Most of Wellington's historical streams have been reticulated but some urban streams remain, such as Kaiwharawhara Stream, which flows to the inner harbour, and Ōwhiro and Karori streams, which flow out to the South Coast and Cook Strait.
- Te Awarua-o-Porirua Harbour has seven sub-catchments and over 275km of streams. Two of the sub-catchments primarily discharge to the western coastal areas of Porirua, three sub-catchments primarily flow into the two arms of the Porirua Harbour and two discharge to both the coast and harbour.
- Te Awa Kairangi/Hutt River catchment has 12 sub-catchments, most of which flow into the Te Awa Kairangi/Hutt River, the major river system in Te Whanganui-a-Tara. Land use within this catchment varies significantly from native vegetation, peatland and grassland to the heavily urbanised areas through the length of the valley floor.

While most urban catchments are served by reticulated stormwater systems, three rural sub-catchments identified in the region's Stormwater Management Strategy lack reticulated infrastructure:

- Horokiri sub-catchment (north of Pāuatahanui, Porirua).
- Hutt Headwater sub-catchment (upper reaches of the Hutt River, Upper Hutt).
- Hutt Pakuratahi sub-catchment (Upper Hutt east, near Kaitoke).

These areas, being sparsely populated and largely rural or conservation land, rely on natural overland flow and surface waterways.

The table below summarises the water and wastewater schemes, and the stormwater catchments in metropolitan Wellington. It also summarises the key growth areas in the metro councils' District Plans and Long-Term Plans.

Table 7: *Three waters overview*

Serviced areas (by reticulated network)	Water supply schemes	Wastewater schemes	Stormwater catchments
Residential, commercial and industrial areas of Hutt City, Porirua City, Upper Hutt City and Wellington City	**Water sources:** • Waiwhetu Artesian Aquifer • Te Awa Kairangi/ Hutt River • Wainuiomata/ Orongorongo Collection Area **Water Treatment Plants:** • Waterloo • Gear Island • Te Mārua • Wainuiomata As of 2024, together these water schemes had 145,984 residential connections and 8,741 non-residential connections.	**Wastewater Treatment Plants:** • Moa Point • Western • Porirua • Seaview As of 2024, together these wastewater schemes had 145,221 residential connections and 11,551 non-residential connections.	• Te Whanganui-a-Tara / Wellington Harbour • Te Awarua-o-Porirua Harbour • Te Awa Kairangi/ Hutt River As of 2024, the stormwater networks in these catchments together had 139,511 residential connections and 11,879 non-residential connections.

[9] Source: https://www.wellingtonwater.co.nz/resources/topic/drinking-water-4

[10] Source: *He Rautaki Wai Āwhātanga | Stormwater Management Strategy, July 2023.;* https://storymaps.arcgis.com/stories/cbcf01912ff54c6e905efbbecc4cae73

B4. Providing for growth

The scale of population growth alongside compounding environmental, regulatory and climate pressures require a system-wide response to the provision of water services. An integrated approach across drinking water, wastewater, and stormwater systems will ensure that infrastructure is delivered where and when it is needed to enable development capacity across metropolitan Wellington.

Providing for future population growth is critically dependent on timely and sustained investment in water services infrastructure. Without this investment, the ability of councils to enable new housing and commercial development will be severely constrained.

Strategic integration of land use and infrastructure planning is critical to ensure that communities are supported by fit-for-purpose, future-proof water services. New developments must be serviced with safe and reliable water supply, effective wastewater treatment and disposal, and stormwater systems that can manage increasing runoff, particularly in the face of climate change and more frequent extreme weather events. At the same time, aging infrastructure in existing urban areas must be renewed or upgraded to accommodate greater demand and meet modern service standards. Planning for growth must also ensure land that supplies water remains protected. Increasing development upstream from water catchment areas could compromise water quality and add cost to water treatment.

B4.1 Development pathways and growth areas

According to the Wellington Region Future Development Strategy[11], growth in metropolitan Wellington is expected to be accommodated through three development pathways. While each has distinct implications for water infrastructure, all types of growth will have indirect impact on infrastructure capacity.

- **Urban intensification** through infill and incremental housing developments. These are small-scale developments within existing residential zones such as subdividing sections or constructing two- to three-dwelling units in place of standalone homes. These developments depend heavily on the capacity and reliability of existing three waters networks and their success is contingent upon network renewals, demand management, and capacity upgrades in older neighbourhoods.
- **Transformational urban renewal areas** will consist of large-scale intensification in well-located areas, such as city centres and along mass transit corridors (e.g., Johnsonville, Porirua City Centre, Lower Hutt CBD). These developments will require major upgrades to existing water infrastructure including increased trunk main capacity, booster pump stations, reservoir expansion or new storage and stormwater attenuation and conveyance solutions to address increased runoff. While these areas are already serviced, the scale of growth will often exceed existing network capacity, necessitating proactive capital investment.
- **Future urban areas (greenfields)** are new development areas such as Lincolnshire Farm and parts of Upper Stebbings in north Wellington, Aotea Block Extension and the Northern Growth Area in north Porirua, and the Silverstream Forest, St Patricks mixed-use precinct and Gillespies block sites in Upper Hutt. These developments will require the construction of new local water, wastewater, and stormwater networks, as well as connection to the broader bulk infrastructure. These developments are especially dependent on new bulk mains and reservoirs, upgrades to water and wastewater treatment plants, extended trunk infrastructure for conveyance and integrated stormwater management using open space, wetlands, and overland flow paths.

In most locations identified for housing and commercial growth, the existing infrastructure lacks the capacity or resilience to support additional demand. Much of the existing three waters infrastructure — particularly within the water supply network — is already operating below agreed levels of service, with limited redundancy, constrained storage, and aging assets creating vulnerability and performance issues. As a result, a substantial portion of the investment classified as 'growth' later in this WSDP is in fact needed to address historic service deficiencies as well as to enable new development.

Without upgrades and extensions to these networks, councils will face mounting constraints on issuing new connections, ultimately stalling planned development. This risk is particularly acute in fast-growing areas where infrastructure limitations could become a binding constraint on development. Strategic and coordinated investment is therefore essential to unlock development capacity and prevent growth from being halted due to network limitations. In some instances, where infrastructure investment cannot be prioritised or funded, development may be delayed or restricted.

Under the Local Government (Water Services) Act 2025, councils remain the planning authorities responsible for determining where and how growth should occur, while Metro Water will be responsible for assessing infrastructure needs and delivering services that can enable that growth. To effectively fulfil this role, Metro Water will need to work closely with councils to refine and align growth studies across the metropolitan Wellington.

This approach mirrors that of other utility providers (e.g. electricity and gas), that rely on land-use planning authorities to set growth direction while providing input on infrastructure feasibility and servicing constraints.

The WSDP investment programme includes provision for growth-related infrastructure as identified in the councils'

[11] Source: https://wrlc.org.nz/wp-content/uploads/2024/03/1404-GWRC-WLRC-Future-Development-STRATEGY-2024-240223-06.pdf

current growth studies. However, there are gaps in the level of detail these studies provide – some councils do not have a complete set of studies that identify the growth requirements across their whole city. Further work is required to fully understand the localised investment needs of each council and priority must be given to developing detailed growth studies early when Metro Water is established. Such studies will provide greater understanding of the existing infrastructure constraints, and the infrastructure expansion options available. This is particularly important for Wellington City, which is already facing restrictions on new connections in priority growth locations. The timing, scale and type of investment provided for in the WSDP investment programme may change as additional knowledge is attained through growth studies.

The delivery timing of growth-related investment also requires coordination with district planning, funding policies and the balanced needs of the community and developers. In some cases, developers will install new infrastructure; in other cases they will make development contributions, and this will be used by Metro Water to build infrastructure that enables this growth. Metro Water will also need to continue engaging closely with councils to determine priority areas for growth and align infrastructure planning accordingly.

Table 8: *Key growth areas*

Council	Proposed growth areas
Hutt City	Both the District Plan and 2024-34 LTP focus on urban intensification, particularly along key transport corridors. The central area is listed as a priority development area and Wainuiomata is noted as a future area for residential development and intensification. Crown funding to deliver critical wastewater and stormwater infrastructure upgrades across the valley floor, particularly in areas associated with the RiverLink programme and central Lower Hutt redevelopment, are expected to enable an additional 3,500 dwellings.
Porirua City	The Northern Growth Area, Whitby/Aotea and Pāuatahanui are designated for future residential development. Significant infill in Eastern and Western Porirua is also noted. The 2024-34 LTP contains marginal growth-related infrastructure investment.
Upper Hutt City	The District Plan balances greenfield development and urban intensification and identifies the St Patrick's Mixed-Use precinct and Gillespies Block as key growth areas. Development along the Trentham strategic public transport corridor and Silverstream Forest are also priority development areas. The 2024-34 LTP contains marginal growth-related infrastructure investment.
Wellington City	Both the District Plan and 2024-34 LTP focus on urban intensification, particularly in the City Centre Zone, Te Aro Growth Corridor, Kilbirnie and Johnsonville. There is limited provision for growth-related infrastructure in the 2024-34 LTP.

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B5. Managing pressures

B5.1 Managing pressures on the water supply system

Water demand in metropolitan Wellington is increasing at a rate that outpaces population growth. Around 162 million litres of drinking water are supplied daily, but ongoing network losses, population growth and anticipated reductions in the amount of water that can be taken from water sources through the summer months mean the demand for water will soon exceed what the water system can sustainably supply[12].

Historically, summer water shortages have been common, largely due to the high volume of treated water lost through leaks in the network. In the past 12 months, increased investment in leak detection and repair has significantly reduced water loss. The recent commissioning of Te Marua capacity optimisation project has further reduced the risk of acute water shortages, and no water shortages were experienced over the past summer. However, despite the recent reduction in water losses, the risk of more frequent and severe summer water restrictions remains, particularly in prolonged dry periods when river sources are unavailable. Ongoing increased investment in fixing leaks is not affordable in the long run.

At the same time, the overall condition of the water supply network continues to deteriorate due to prolonged historic underinvestment in renewals. The resilience of the water supply system to the impacts of climate change must be improved. There is increasing recognition that the region's level of service for water security is relatively low compared to other, similar cities.

Targeted investment to address acute water shortages and long-term supply challenges and to improve the overall condition of the water supply network is needed. A three-pronged strategy, Keep-Reduce-Add, has been adopted by Wellington Water to address these challenges and secure water supply into the future.

Keep water in the network by reducing network losses:

- Targeted funding for leak detection and repair.
- Large-scale pipe renewals and pressure management.
- Focus on high-loss suburbs and critical pipe. corridors.

Reduce demand for water through demand management activity:

- Rollout of universal residential metering by 2030 (including volumetric charging after rollout).
- Introduction of usage-based pricing to encourage water efficiency.
- Behaviour change campaigns and education initiatives to reduce water use.

Add new supply and storage sources:

- Pākuratahi Lakes Stage 1 (lakes 1 and 2) in service by 2035.
- Additional supply options subject to further investigations:
  - Managed Aquifer Recharge project.
  - Storage expansion.
  - Pākuratahi Stage 2 (lake 3 and water treatment plant upgrade).
  - New water source.

Aside from the Pākuratahi Lakes Stage 1 project, which is required imminently, the timing of all the additional supply and storage projects noted above remain high-level future options. These projects require further technical investigation, environmental assessment, and community engagement before their feasibility and timing can be confirmed. Wellington Water's strategic planning has estimated the benefit of each of the proposed investments in the Keep-Reduce-Add strategy, but how these play out in practice will impact the timing of the additional supply and storage projects.

The WSDP capital programme includes investigations and trials for the Managed Aquifer Recharge project to gain greater understanding of the benefits it could provide. The success of this initiative, the actual benefits provided by the universal water meters and associated demand reduction initiatives, and the actual water-loss reduction achieved across the network will all determine the timing of investment in the additional supply and storage projects. If, collectively, these initiatives are not as successful as anticipated, investment in the supply and storage projects could be needed as early as the late 2040s. If they outperform expectations, the supply and storage initiatives could be deferred as late as the 2060s. Therefore, aside from Pākuratahi Lakes Stage 1, where these projects are scheduled in the WSDP capital programme should be considered indicative and subject to movement.

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[12] Several key challenges in addition to a growing population will shape Wellington's future water supply:

- Environmental limits – New rules will reduce summer water availability, per the Whaitua Te Whanganui-a-Tara Committee.
- Water loss – Leakage must meet efficiency targets.
- Climate change – Affects water availability, particularly from the Waiwhetū aquifer, and increases water quality risks.
- Level of service (LoS) – The current 1-in-50 year water shortage standard is low; pressure is growing to raise it to 1-in-200 or even 1-in-500.
- Seismic vulnerability of the existing assets – core infrastructure (treatment plants and reservoirs) requires upgrades to ensure functionality remains when subjected to seismic events.

The four existing water treatment plants will need to continue to be managed to maintain existing service performance, with capacity upgrades ultimately required at Te Mārua as demand increases. Initiatives to sustain performance include bore replacements at Waterloo and Gear Island, and process improvements at Wainuiomata.

A 'New Hutt Water Treatment Plant' project is provisionally programmed for investment in the WSDP capital programme from FY2045. This involves the potential relocation of all or part of the Waterloo Water Treatment Plant to an adjacent site. However, this is not a growth-driven investment – it is primarily related to seismic resilience issues with the plant. No decision has been taken on the absolute need for this investment, with further consideration of aspects such as seismic resilience requirements and potential operational responses. Mitigations for the seismic risk are being established in the interim. This uncertainty means that the investment amount and timing in the WSDP capital programme should also be considered indicative and subject to change.

In addition to the infrastructure noted above, localised investment in new reservoirs and upsized pipelines will be required in each city to enable growth, and upgrades will be required to ensure adequate firefighting pressure. Currently, there may be some areas in metropolitan Wellington where there is insufficient water pressure to meet firefighting requirements. Metro Water will need to develop network performance data and zone management plans to confirm required activity to ensure firefighting pressure is adequate throughout metropolitan Wellington. The zone management plans should aid in evaluating fire flow adequacy while balancing pressure management, and guide investment in upgrades, considering integration of upgrades with wider infrastructure.

B5.2 Managing pressures on the wastewater system

The four WWTPs in the Wellington metropolitan region currently service most residential, commercial, and industrial areas. However, population growth, urban intensification, and increasingly stringent environmental regulations (discussed in more detail in *Section B9: Statement of Regulatory Compliance*) will place mounting pressure on the treatment facilities and the supporting conveyance networks. Over the next 30 years, capacity expansions, process upgrades, and additional storage at the existing plants will be required to maintain service levels and compliance.

A 'whole of system' strategy is also currently being developed to assess the long-term viability of the Seaview WWTP at its existing location and determine the preferred option of the outfall pipe renewal. The potential need for a new/relocated treatment facility in the long term is being investigated as part of this due to the challenges of achieving resource consent compliance, treatment capacity and the impacts of climate change at the existing location. Details of the preferred solution for the Seaview WWTP are expected to be ready to inform investment decisions from 2027 onwards.

To support new development, significant investment will be required in both additional wastewater storage in key growth areas and the broader wastewater network. This includes major pump station and trunk main upgrades, new gravity and rising mains, localised pump stations, and extended connections to treatment plants – particularly in growth areas such as northern Porirua and the rural fringe of Upper Hutt. Addressing inflow and infiltration in aging networks will also play a critical role in relieving capacity pressure and reducing the frequency of overflows in wet weather.

B5.3 Managing pressures on the stormwater system

Stormwater infrastructure and management must address increased imperviousness, flood risk, and the impact of discharges on the environmental water quality. As new development occurs, significant investment will be required to upgrade the reticulated networks in urban intensification zones. Integrated catchment management approaches, working with a range of partners and stakeholders including consideration of urban design, land use and integration with roads, parks and private property, will be essential in key growth areas. In stormwater-critical areas such as the Te Awa Kairangi/Hutt River flood plain and Porirua Stream catchment, developments must align with catchment-scale stormwater management frameworks and require early infrastructure planning.

Importantly, most of the stormwater investment required to support future growth is actually needed to address existing level of service deficiencies, particularly in aging urban areas where the current infrastructure is underperforming or no longer fit for purpose. These deficiencies include undersized pipes, lack of treatment or detention systems, and inadequate overland flow paths – issues that already result in localised flooding and poor water quality. Failure to address legacy infrastructure gaps – such as undersized or absent stormwater systems – can limit councils' ability to consent new development or intensify existing zones, particularly where flood risk or degradation of the receiving environment is already high.

Climate change is expected to exacerbate these challenges, particularly by increasing the frequency and intensity of heavy rainfall events, elevating sea levels, and amplifying existing flood risks in low-lying built areas. Currently, there are 93 identified high flood-risk areas across the region[13], which frequently experience flooding. Many of these areas will face heightened vulnerability due to climate change. In some locations, traditional infrastructure upgrades may not be technically feasible or economically viable. In these cases, adaptation measures such as planning controls, urban design, managed retreat, or nature-based solutions (e.g. floodable open spaces, green infrastructure) may offer more practical long-term resilience.

B5.4 Complexity in flood-risk management

There is a complex interface between the reticulated stormwater network, land use planning, natural watercourses and streams and overland flow path systems.

[13] Source: Wellington Water Memo: Regional Stormwater Flooding Overview, 2025.

Watercourses and streams remain largely the responsibility of councils but often interconnect with the reticulated stormwater network.

Overland flow paths (the natural route surface water takes overland, downhill) frequently pass through private properties, council reserves, and public open spaces, with unclear asset boundaries and multiple landowners.

Metro Water will be responsible for managing reticulated stormwater systems to reduce the risk of pluvial (surface water) flooding along and around overland flow paths within urban catchments. However, fluvial (river and stream) flood-risk management sits primarily with other agencies, such as GW. While coordination will be essential, investment in fluvial flood mitigation is outside Metro Water's direct mandate.

Further, there is no formally defined level of service for stormwater management or urban flooding across the Wellington metropolitan area. This complexity has led to uncertainty about responsibility for maintenance, liability for flood events, and the interventions and associated investment required to reduce the impact of flood events.

The absence of a clearly defined climate change linked level of service for managing flood risk, particularly in existing flood-prone areas, makes it difficult to assess the level of intervention and associated investment needed[14]. It also creates challenges identifying who is responsible for such investment.

Establishing an agreed level of service for stormwater will be a critical task for Metro Water, working in partnership with its council owners and engaging with communities to determine what levels of flood protection and environmental performance are appropriate and affordable.

Managing this complexity will require integrated development of Stormwater Risk Management Plans, Catchment Management Plans and Climate Adaptation Plans to set out responsibilities, funding arrangements, and system management practices across both natural and engineered stormwater systems.

In addition to physical infrastructure, effective stormwater management will also depend on building the organisational capacity and institutional arrangements within Metro Water to lead and support this work. This includes resourcing for technical expertise in planning, hydrology, compliance, and community engagement, as well as establishing formalised mechanisms for coordination with councils – particularly in relation to land-use planning, zoning decisions, green infrastructure delivery, and the management of minor or non-network assets. These functions will require investment in people, systems, and processes that enable Metro Water to manage the broader environmental, social, and regulatory aspects of stormwater, not just capital works. Further detail on these non-infrastructure investment requirements will be provided in a future Water Services Strategy, following the development of region-wide Stormwater Management Plans and organisational design work.

The forthcoming Local Government (Water Services) Act will further clarify long-term responsibilities for stormwater service delivery and introduce new national performance expectations for stormwater and wastewater. This legislative direction will help define the role of Metro Water in managing urban stormwater systems, but is also likely to introduce new planning, reporting, and service-level obligations that will need to be reflected in future investment and organisational development.

B5.5 Climate change and natural hazards

Metropolitan Wellington's three waters infrastructure faces significant vulnerability from both climate change and natural hazards, particularly earthquakes. These risks pose serious challenges to the integrity, functionality, and resilience of the three waters network.

Climate change is expected to have significant and compounding effects on the metropolitan Wellington three waters network. Two of the most pressing climate-related hazards are sea level rise and increased intensity and frequency of extreme rainfall events, both of which pose risks to the integrity and performance of critical water assets.

Sea level rise threatens low-lying coastal and estuarine areas where key three waters infrastructure is located. For example, the Waiwhetū aquifer, which is a vital source of drinking water for the region, is particularly sensitive to saline intrusion. As sea levels rise, the boundary between freshwater and seawater within the aquifer becomes increasingly unstable, potentially compromising freshwater quality and reducing available supply. Ongoing monitoring and modelling will be essential to manage this risk and inform future extraction limits or protective interventions.

Strategic pipelines, including bulk water mains and rising mains located near the coast or in flood-prone corridors, are also exposed to sea level rise and surface flooding. Repeated inundation can weaken pipe foundations, accelerate deterioration, and increase the likelihood of failures. These risks are exacerbated in locations where the network crosses rivers or estuarine environments, or where access is constrained for emergency response and maintenance.

More intense and frequent rainfall events place additional pressure on the stormwater and wastewater networks. Many parts of the system were not designed to accommodate the volume and velocity of runoff now being observed, leading to increased flooding, overflows, and erosion of assets and surrounding land. This is particularly challenging in urbanised catchments with limited space for stormwater attenuation or redirection.

In parallel, climate change is expected to result in more frequent and prolonged droughts and dry periods, which will reduce the reliability of surface water sources and place added pressure on groundwater supplies. This is

[14] The only commonly used reference is the protection of habitable floors for 1% Annual Exceedance Probability (AEP) event plus climate change, which is based on the design standard for new stormwater network and new development area, rather than a community-agreed service level. Moreover, upgrading the existing network in some areas to meet the design standard may not be feasible.

likely to exacerbate summer demand stress and further challenge the ability to maintain water security under growing population pressure.

Overlaying these climate risks is Wellington's well-documented vulnerability to seismic events. A major earthquake could result in widespread and prolonged disruption to all three waters services. Water supply reservoirs, pipelines, and pump stations are particularly susceptible to earthquake damage, especially where aging infrastructure is not built to current seismic standards. Previous modelling has shown that a major earthquake could severely limit the availability of drinking water across the region for weeks or even months. Strengthening the resilience of above and below ground assets to seismic shock is therefore critical, not just for recovery, but for maintaining minimum levels of service during emergencies.

In recognition of these risks, Metro Water is expected to become a designated lifeline utility under the Civil Defence Emergency Management Act 2002. This statutory responsibility reinforces the need for proactive resilience planning, coordinated emergency response capability, and robust continuity-of-service strategies. As a lifeline utility, Metro Water would play a vital role in both preparing for and responding to natural disasters, working in close collaboration with councils, emergency management agencies, mana whenua, and communities to ensure essential services can be restored quickly and equitably.

Together, these climate and natural hazard vulnerabilities underscore the urgent need for resilient infrastructure planning and prioritisation. As part of future investment programmes, Metro Water will need to work with councils to review infrastructure design standards, embed adaptive planning approaches, and progressively upgrade or relocate critical assets to reduce their exposure to these risks and improve overall system resilience.

B6. Levels of service and performance

Two regulators currently require that performance outcomes are measured and reported – the Department of Internal Affairs (DIA) (non-financial performance measures) and the Water Services Authority – Taumata Arowai (water supply, wastewater, stormwater). Further, GW requires in some cases that compliance assessment be undertaken periodically across the three waters.

Under the Taumata Arowai frameworks, public network operators are required to monitor and report on the environmental performance of their drinking water, wastewater and stormwater services. For the reporting period 2024/2025 this includes:

- existing drinking water measures, to be reported on for the year ending 30 June 2025
- 'static' and 'continuous' wastewater measures, to reported on for the year ended 30 June 2025.

Currently, there are no mandatory requirements to report on the performance of stormwater networks. However, the Water Services Authority – Taumata Arowai plans to introduce stormwater measures in the future.

Measures for the year ending 30 June 2025 are not yet available. This section provides an overview of current council level of service measures and results that Wellington Water reported on for the 2023/24 financial year.

Levels of service and performance are variable across the councils. Overall performance reflects known issues with leaks, water treatment and wastewater treatment.

This section summarises performance against current levels of service across all councils. Details for each council presented in 'traffic light' format are contained in *Appendix B1: Levels of Service and Performance*.

Water supply – Safety of drinking water

Measure: The Council provides safe and reliable potable water for household and business use in urban area.

The water supplied from the Waterloo and Wainuiomata WTPs to Wellington and Lower Hutt did not fully meet the required standards for bacteria and protozoa in the last three years. Bacteriological compliance is expected to be achieved by mid-2027 with the delivery of initiatives that will increase the contact time for chlorinated water leaving the Waterloo Water Treatment Plant and supplied to Lower Hutt. Protozoal non-compliance was due to a one-off filtration issue at the Wainuiomata Water Treatment Plant that occurred on one day during 2023/2024 which has been resolved. All plants are forecasted to be compliant against protozoal compliance criteria in 2024/2025.

Porirua and Upper Hutt water supplies, supplied from the Te Marua water treatment plant, are fully compliant.

Water supply – Demand management and water loss

Measure: The Council promotes the efficient and sustainable use of water.

A significant proportion of all drinking water in the metropolitan area of Wellington was lost to leaks during FY2023/24. Councils report the percentage of real water loss from the networked reticulation system at between 28 percent and 41 percent.

Average consumption of drinking water per day per resident is higher than targeted across all councils.

These measures are expected to improve as investment increases particularly with the roll out of universal residential meters.

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Water supply – Customer satisfaction and fault response times

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

For urgent call-outs to faults or unplanned supply interruptions, Hutt, Porirua and Upper Hutt are meeting or close to meeting targets for attending a call-out and resolving the issue, while Wellington is further away from meeting targets.

For non-urgent call-outs, only Porirua is currently meeting targets.

For the number of complaints, only Upper Hutt is currently meeting targets.

All these measures are linked to investment levels in the network.

Wastewater – System and adequacy

Measure: Adequate wastewater services for household and business use will be provided in currently serviced urban communities.

Adequacy is measured by the number of dry weather overflows from the sewerage networks (not treatment plants). Against this measure, Hutt, Porirua and Upper Hutt are meeting targets. Wellington has set a lower target of zero overflows, and is not achieving that level of service.

Wastewater – Customer satisfaction and fault response times

Measure: Council will respond as required to faults and complaints received from its customers.

Level of service targets are for the median response times to attend a sewage overflow resulting from a blockage or other fault in the sewerage system, and the time to resolve the overflow.

There is a mixed picture across councils. Porirua is meeting both targets, Upper Hutt and Wellington are meeting targets for resolving overflows, but not for initial attendance, while Hutt is not meeting targets.

All councils are meeting targets for the number of complaints.

Wastewater – Discharge compliance

Measure: The Council's wastewater services do not negatively impact on public health or the natural environment in line with legislative requirements.

Targets are linked to compliance against resource consents, with targets for the number of abatement notices, infringement notices, enforcement orders and prosecutions. As discussed in Section B9: Statement of regulatory compliance, the Seaview WWTP serving Upper Hutt and Hutt cities was subject to 15 infringement notices in 2023/24. The Porirua WWTP serving Porirua and North Wellington was subject to one infringement notice. Wellington's Moa Point WWTP was subject to one abatement notice and three infringement notices.

In all cases, councils have invested in improvements which should see compliance improve.

Stormwater – Performance measures

Measures: Flooding events, response times and habitable floors affected; number of complaints about stormwater performance.

Targets are linked to weather events and performance against the targets is weather dependent. There have been no significant flood events in the 2023/24 year.

All councils are meeting targets for the number of complaints.

Stormwater – Discharge compliance

Measure: The Council receives no abatement notices, infringement notices, enforcement orders or prosecutions.

Targets are linked to compliance with resource consents for discharge from stormwater systems. There are no recorded abatement notices, infringement notices, enforcement orders or prosecutions.

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B7. Asset base and condition

This section provides an overview of the current state of the water services network for metropolitan Wellington. The information presented in this section comes from a combination of:

- the councils' latest valuations – used for asset quantities and values
- asset data provided directly from Wellington Water in April 2025 – used for condition grading, and
- Wellington Water's water-specific and council-specific Asset Management Plans (AMPs).

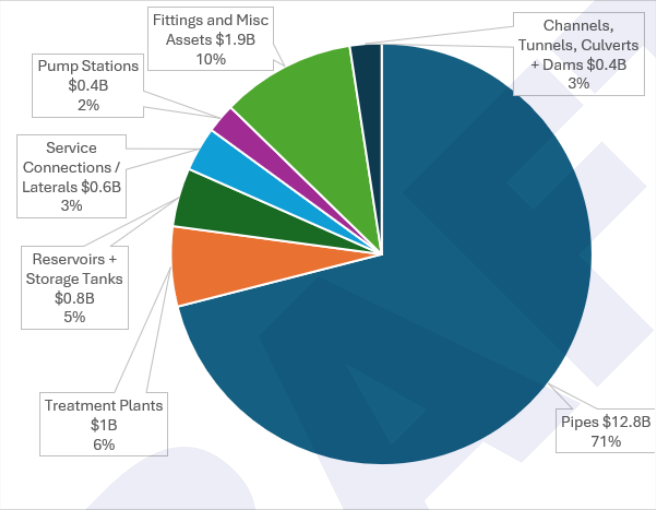
There are slight differences between these data sources due to the timing of when each was published or pulled from the asset data base. For example, the council valuations will all have a view of the councils' assets at the time the valuations were published (between March 2023 and May 2025). The condition data provided by Wellington Water in comparison relates to an April 2025 view of assets in the Wellington Water asset register. While there is some misalignment between data sources, the impact of this is considered immaterial.

B7.1 Overview of assets

Metropolitan Wellington's three waters infrastructure includes over 6,700 km of pipelines, four drinking water treatment plants, four wastewater treatment plants, 140 reservoirs for drinking water storage, and 321 pump stations to maintain pressure and manage water, wastewater and stormwater flow across the region. Together, these assets have an optimised replacement cost of over $17.96 billion[15] with the pipe network accounting for over 70 percent of that.

The figure below illustrates the make-up of metropolitan Wellington's asset base by value.

Figure 4: *Metropolitan Wellington three waters asset base, by optimised replacement cost ($2025)*



A consistent condition and criticality framework has been developed by Wellington Water and applied to the councils' water assets, enabling a metropolitan Wellington view of asset condition and criticality. However, while the councils have increased funding for asset condition assessment in recent years, historic low levels of investment in this area means there remain challenges with the asset data completeness. Further, as the understanding of asset condition has improved, this has not necessarily translated into significant and sustained uplift of renewals funding in line with a criticality prioritised programme.

B7.2 Overview of asset criticality

All the councils' water assets have a criticality rating assigned by Wellington Water. These ratings are determined based on the impact of each asset's potential failure on service delivery, public health, and environmental outcomes. The assets are categorised under the following ratings:

- VLCA (1): Very Low Critical Assets
- LCA (2): Low Critical Assets
- MCA (3): Moderate Critical Assets
- HCA (4): High Critical Assets
- VHCA (5): Very High Critical Assets

In general, assets that service a large population are categorised as more critical than those providing localised service.

[15] Based on each councils' latest valuations, in 2025 dollars. Note, the five councils do not currently use the same valuer and/or methodology for asset valuation. The optimised replacement cost has been used in Section B rather than the optimised depreciated replacement cost as this section is intended to give a regional view of the scale and value of the existing three waters infrastructure portfolio. Its purpose is to inform strategic understanding of the total lifecycle investment need, the size of the asset base being inherited by Metro Water, and the relative scale of risk and renewal challenge across asset classes. The optimised replacement cost gives the true cost of renewing the infrastructure compared to the optimised depreciated replacement cost.

The table below summarises the type of assets categorised as VHCA.

Table 9: *Very High Critical Assets*

Water Supply	Wastewater	Stormwater
Water sources, treatment plants and reservoirs. Pump stations and trunk mains with no redundancy/ contingency. Assets servicing a very large percentage of the connected/ vulnerable population. Location based watermains that intersect a state highway/ building or a watercourse.	Wastewater treatment plants. Pump stations and trunk mains with no redundancy/contingency. Assets servicing a very large percentage of the connected/ vulnerable population. Location based pipes that intersect state highways /buildings or are within 20 metres of a watercourse (includes pipe bridges).	Stormwater pump stations, detention ponds and soakage cells. Pipes with diameter >=225mm (pre 2000s) and >=300mm (2000s onwards).

B7.3 Overview of asset condition

Asset condition reflects the physical deterioration and structural integrity of infrastructure, assessed periodically to estimate remaining service life and guide maintenance decisions. These assessments inform risk-based interventions to prevent service failure, which can have serious safety, environmental, economic, reputational, and legal consequences.

Condition data of the assets covered in this WSDP has primarily been determined via:

- condition assessment programmes conducted by Wellington Water since 2021
- business as usual activities such as CCTV inspections
- desktop age-based assessment.

Most condition grades are derived through age-based desktop assessment rather than direct field inspection. While this is an accepted asset condition assessment approach, it relies heavily on assumptions of condition based on the type of asset, date of installation and material used. Asset condition assessments completed in this way inherently have a lower level of data confidence associated with them than physical inspection.

Continual improvement programmes, including better data capture, Geographic Information System (GIS) integration, and increased CCTV inspections and use of acoustic technologies have been rolled out in recent years and will progressively improve asset data. Metro Water must continue to roll out these programmes to improve the reliability of asset condition data. This is critical to improve understanding of the state of the assets and provide greater rigour to operational maintenance schedules and asset-condition-driven capital renewals planning.

The following table describes the asset-condition grading and reliability definitions currently used by Wellington Water to apply a condition grading.

Table 10: *Asset condition grading*

Asset Condition	Data Confidence
Determined based on the performance of a physical, visual, desktop, or modelled condition assessment activity. Inspection techniques differ by asset class. **Very Good (1):** No observable defects or deterioration. **Good (2):** No defects evident that if worsened would result in asset failure. **Moderate (3):** Defects evident that if worsened could result in asset failure. **Poor (4):** Significant defects and/or serious deterioration affecting an asset's structural integrity evident. **Very Poor (5):** If the asset has not already failed, it could fail at any time.	Determined based on the type of inspection method and extent of that inspection method. The determination may differ between asset classes. **Highly Reliable (A):** Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment. **Reliable (B):** Data based on sound records, procedures, investigations and analysis that is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation. **Uncertain (C):** Data based on sound records, procedures, investigations, and analysis that is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. **Very Uncertain (D):** Data based on unconfirmed verbal reports and/or cursory inspection and analysis. **Unknown (E):** None or very little data held.

The degree to which assets have assigned grades vary across asset type and council. Regardless of the ratings, many assets are operating beyond their expected service lives, leading to a predominantly reactive renewals strategy rather than a fully risk-optimised one. The sections below provide an overview of the core assets at a metropolitan Wellington level. Council-specific detail is provided in *Appendix B2: Council-specific asset base and condition*.

Pipe network

The pipe networks form the backbone of the region's three waters infrastructure and span over 6,700 km collectively (7,504 km including service connections and laterals). These networks are aging, with close to 800 km now operating beyond their expected service lives. By 2054 over 3,100 kms of pipe needs to be renewed (including current backlog), with most of this renewal need being in the drinking water and wastewater networks.

Table 11: *Renewal backlog*

	% of network overdue renewal (backlog)	% of network due for renewal by 2054 (inc. backlog)
Drinking water	17%	51%
Wastewater	13%	62%
Stormwater	3.7%	22%

Figure 5: *Network renewals profile*

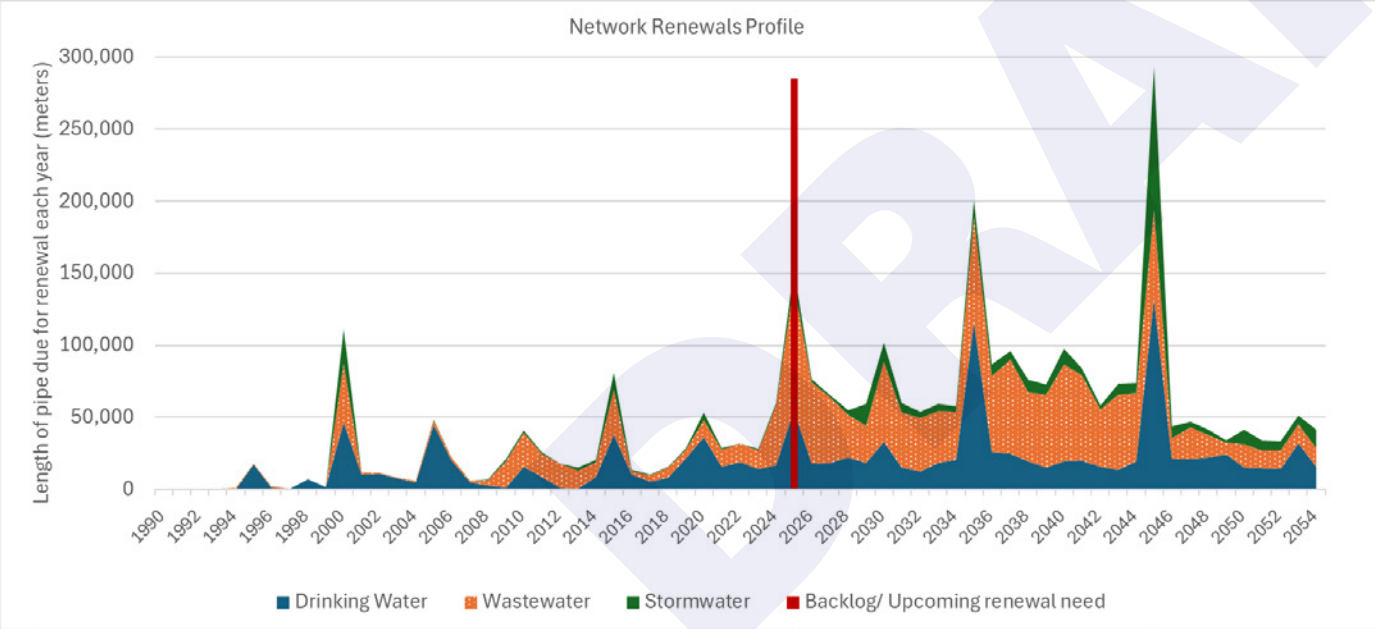


Figure 5 (left) illustrates the length of pipe theoretically due for renewal each year based on the pipe assets installation dates. The vertical line is provided to highlight the length of pipe overdue for renewal in backlog (left of the line) versus the upcoming renewal need over the next 30 years (right of the line)[16].

A large amount of asbestos cement pipe was installed across the metropolitan area post-World War 2. These pipes are brittle, slowly corroding, and vulnerable to failure from earthquakes and at times even from relatively minor pressure fluctuations and hydrant operation. Failure of these pipes results in extensive service interruptions.

The wastewater network typically corrodes faster than the water supply and stormwater networks due to the corrosive nature of the waste it transports. Most of the wastewater pipes are made of concrete, asbestos cement and earthenware, which are vulnerable to corrosion, as has been evidenced through condition assessment. Failure of HCA and VHCA wastewater pipes can result in structural collapse and lengthy overflows of untreated wastewater into the immediate receiving environments such as beaches, harbours or waterways.

Stormwater is less corrosive than wastewater so, although materials used are similar, stormwater pipes tend to have a longer useful life. Structural failure of critical stormwater pipes is likely to be hazardous to public safety, roadways and buildings. Planning for renewals must be integrated with capacity assessment to protect against floods and climate change. Nevertheless, condition assessment remains vital to the adequate planning of the renewal or upgrade of critical stormwater pipes. Renewal priority must be given to condition grade 4 and 5 assets combined with flood-risk assessment.

Ongoing condition assessment programmes are focused on physical assessment to validate condition of high-risk assets. It is vital these improvements to the asset data continue as doing so will enable more effective risk management and investment decision making. Priority for renewal in current plans must be given to pipes with historic failures, service interruptions and high repair costs as well as the HCA or VHCA assets that have been validated as close to failure through condition assessment.

[16] Based on August 2022 asset data. Replacement date determined by each asset's installation date and material.

Table 12: *Pipe network asset data (excludes service connections and laterals)*

Water Type	Length (km)	Optimised Replacement Cost ($m)	Age (years)	% of network with condition grade	% of network in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	2,560	$3,660.3	43.5	94%	6%	47%	20%	27%
Wastewater	2,439	$4,561.5	57	97%	3%	53%	16%	28%
Stormwater	1,709	$4,532.7	49	96%	4%	70%	12%	14%

Treatment plants (water and wastewater)

Water and wastewater treatment plants are among the most complex and high-risk assets in the region's three waters network. They are classified as VHCAs, given that failure in key components can result in the discharge of partially or untreated water, compromising public health, environmental safety, and regulatory compliance. Each treatment plant has thousands of individual assets, and the condition of these must be assessed individually due to the critical nature of the plants[17].

Metropolitan Wellington's four WWTPs were commissioned between the late 1980s and early 2000s. While it is feasible there would have been renewal of assets within each plant throughout their operation, many of the core systems are now nearing or past their expected lives. This includes pumps, screens, aeration systems, and SCADA units. As a result, most of the wastewater treatment plants now face serious condition and compliance challenges (see the regulatory compliance section).

Approximately 95 percent of the assets in the four wastewater treatment plants have a condition assessment. Current state understanding is largely based on operator knowledge and visual inspections, with limited use of structured condition-monitoring tools or predictive analytics. Regardless, the asset-condition information has informed a thorough wastewater treatment plant renewal programme, which is reflected in the WSDP capital programme.

The four water treatment plants servicing metropolitan Wellington were commissioned between the mid-1960s and the mid-1990s. Only around 6 percent of the assets within them currently have a condition assessment. This creates low confidence in forward planning and means a significant number of process-critical assets could be in unknown or poor condition, increasing the risk of sudden failure. Wellington Water has a programme underway to update the water treatment plants asset data. Until this is complete, renewal will likely continue to be driven by age-based data.

Table 13: *Treatment plant asset data*

Water Type	Quantity	Optimised Replacement Cost (ORC) ($m)	% of assets within treatment plant with condition grade	% of assets within treatment plant in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	4	$541.1	6%	94%	3%	2%	1%
Wastewater	4	$558.5	95%	6%	68%	20%	7%

Reservoirs

Reservoirs are essential for ensuring water supply resilience, daily balance, and emergency preparedness. All reservoirs are regarded as VHCAs. All above ground reservoirs and some below ground reservoirs have been visually assessed with emphasis on contamination and health and safety risks. Many of metropolitan Wellington's water supply reservoirs are also seismically vulnerable, posing a significant risk to the continuity of drinking water supply following a major earthquake. Many reservoirs are aging and were not designed to modern seismic standards, meaning damage could occur during a large seismic event. This would limit the region's ability to supply water in the immediate aftermath and recovery period. Strengthening and replacing vulnerable reservoirs is an important component of ensuring regional water resilience.

[17] Note, while the treatment plants are very highly critical facilities, not all assets within them are VHCA.

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All health and safety and contamination risks can be mitigated through minor works and good maintenance. Most reservoirs have a bypass or additional tank that can maintain water supply while the reservoir is removed from service for maintenance or renewal. However, doing so means the water supply is much more vulnerable to widespread loss of supply.

Table 14: *Reservoir asset data*

Water Type	Quantity	Optimised Replacement Cost (ORC) ($m)	% of reservoirs with condition grade	% of reservoirs in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	140[18]	$792.9	96%	4%	37%	40%	19%

Pump stations

Pump stations (water supply, wastewater and stormwater) are highly critical facilities. Within these facilities are also critical mechanical and electrical assets that on failure would result in supply disruption, health and safety risks in the immediate vicinity, flooding and environmental pollution. Condition assessment of each pump station asset is ongoing. Asset-renewal dates typically have been determined from age-based assessment.

Table 15: *Pump station asset data*

Water Type	Quantity	Optimised Replacement Cost (ORC) ($m)	% of pump stations with condition grade	% of pump stations in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	90	$153	28%	72%	6%	8%	15%
Wastewater	207	$355.4	21%	79%	1%	8%	11%
Stormwater	24	$33.7	96%	4%	13%	50%	33%

[18] Excluding emergency tanks.

Photo credit: Caleb Smith

B8. Asset management approach

This section describes the existing service delivery mechanisms and asset management approach used by Wellington Water to deliver water services in metropolitan Wellington. Metro Water will initially adopt the existing approaches, but it is expected new service delivery mechanisms will be established once Metro Water is up and running. Enhancements to asset-management practices over time also will need to be made. Key areas of improvement Metro Water needs to consider are detailed within this section.

B8.1 Service delivery mechanisms

The existing service delivery mechanism for water services was established in 2015 through the evolution of Wellington Water [19].

Wellington Water plans, operates, and maintains the three waters infrastructure using a mix of in-house expertise and external consultants and contractors.

- A regional consultancy panel and a contractor panel were established in 2018 to deliver the three waters capital programme. These panels consist of pre-selected, qualified consultants and contractors which Wellington Water allocates work to instead of the consultants and contractors tendering for each project separately. This model was intended to reduce procurement time and costs while ensuring efficiency. However, a 2025 Deloitte review commissioned by Wellington Water identified significant value-for-money challenges, particularly within the contractor panel. The report found that the absence of competitive tension, insufficient performance monitoring, and limited financial oversight led to escalating costs and inconsistent delivery. In early 2025, changes were made to the contractor panel so Wellington Water has direct contracts and relationships with suppliers that were previously subcontractors of the panel. This change is expected to result in savings on contract-management costs and allow increased efficiency and oversight of work being completed.
- A Network Maintenance Alliance with Fulton Hogan was also established in 2018. This partnership was formed to oversee the day-to-day maintenance and operations of the region's three water networks. As with the contractor panel, the maintenance alliance was intended to improve efficiency and reduce costs by enabling streamlined operations that reduced duplication and administrative overheads. A report in early 2025 identified that changes were required to optimise the alliance's efficiency and provide greater transparency, particularly of the costs to deliver services. In February 2025 changes were made to move key roles held within Fulton Hogan back in-house at Wellington Water.
- In 2019, Wellington Water entered a 10-year contract with Veolia, a global environmental services provider, to operate and maintain the four wastewater treatment plants serving metropolitan Wellington. The contract was established to enhance wastewater management by consolidating operations under a single provider, aiming for improved efficiency and service delivery. However, reviews in 2021 and 2024 identified compliance issues, lapses in asset management and a need to enhance contract management and ensure adherence to environmental standards.

As of June 2024, a combined workforce of about 1,000 people was providing water services to the region. This was made up of around 400 Wellington Water staff and around 600 people working across partnerships with Fulton Hogan, Veolia, and the contractor and consultancy providers. Changes to the organisational structure at Wellington Water, including bringing some maintenance alliance staff previously employed by Fulton Hogan back in-house at Wellington Water will have resulted in some changes to the above figures.

The table below summarises the three waters service delivery model for the region.

Table 16: *Current delivery model*

Task	Planning	Delivery
Operations and Maintenance	Wellington Water	Wellington Water/ Contractors
Capital	Wellington Water	Contactors
Renewals	Wellington Water	Contractors
Compliance	Wellington Water	Wellington Water

[19] Wellington Water was established in September 2014 as a result of a merger between Capacity Infrastructure Services and Greater Wellington Regional Council's water supply group. Wellington Water became jointly owned by the HCC, PCC, UHCC, WCC and GWRC in 2015. South Wairarapa District Council joined as a shareholder in 2019. There have been variations to the agreement between Wellington Water and the councils since 2015.

B8.2 Asset management approach

A collection of draft policies, processes, business systems, and personnel currently guide the maintenance and development of metropolitan Wellington's three waters infrastructure. Core elements of the asset-management approach include:

- **Strategic Asset Management Plan:** This plan was drafted in 2021 to guide asset management of the region's three waters infrastructure, identify areas for improvement and guide long-term planning and investment strategies.
- **Combined three waters Asset Management Plan:** This plan was adopted in mid-2025 and covers all metropolitan Wellington's three waters assets.
- **Asset Management Plans (AMPs):** AMPs have been developed for each council and water service in early 2025, informed by the proposed investment in the councils' 2024-34 Long Term Plans. These AMPs outline the state of the infrastructure assets, expected levels of service and outstanding risks.
- **Investment advice:** Long-term expenditure advice outlining the level of investment needed to ensure both operational and capital spending are sufficient and appropriately allocated.
- **Asset Management Information Systems:** Wellington Water does not have a single asset-management tool. Instead, asset management system capabilities are spread across several disparate systems, two of which are owned and operated by Wellington Water maintenance contractors (Fulton Hogan and Veolia). A summary of each of the current tools is detailed below:
  - *Project Server* holds all the project management information and documentation for executing the capital programme.
  - *WCC's OneCouncil* holds all the capex and opex expenditure information related to building, maintaining, and operating councils' assets.
  - *InfoAsset* masters all the underground asset information (network/linear).
  - *Maximo* is the Fulton Hogan asset management system which masters all the water treatment plant, pump station and reservoir asset data, and holds a copy of the InfoAsset data to enable maintenance activities to take place across the asset base.
  - *VAMS* is the Veolia Asset Management System which holds the asset master data, and maintenance and operations records for the wastewater treatment plants. It is not currently integrated with Wellington Water's platform.
  - *Data Warehouse* connects all of the disparate systems together to enable consolidated reporting and analysis on the information available.
  - *Woogle, ArcGIS* and *Tableau* enable asset-management information to be accessed by staff, councils and consultants.
  - *SCADA/*Telemetry data is collected, stored and utilised at remote sites, such as water treatment plants, for operational responses and compliance purposes.

The current suite of asset management tools is fragmented and no longer fit for purpose. Several systems are nearing or have reached end of life, are no longer supported by the vendor or have reached a stage where they cannot be maintained or updated. Additionally, the current architecture and use of external systems has resulted in a lack of flexibility and gaps in the system capability available to Wellington Water. Minimum data requirements are not being met resulting in limited ability to analyse performance across all areas of the business. Further challenges are created through non-existent or sub-optimal integration between systems, resulting in limited digital enablement of end-to-end business processes where data traverses more than one system.

In early 2025, the shareholding councils agreed to provide additional funding of $25 million to Wellington Water to replace its aging IT systems, including asset-management systems. This funding aims to rectify deficiencies in financial oversight and procurement processes, which rely heavily on contractor-managed systems. The lack of robust internal systems has contributed to higher operational costs compared to other councils and exposed the organisation to risks of fraud and inefficiency. Upgraded asset management information systems will enable Metro Water to effectively manage three waters assets and plan required investments from the outset, avoiding delays associated with building these capabilities later.

The last three waters asset-management maturity assessment for the region was conducted in 2021 based on the Covaris Asset Management Maturity Assessment approach and in alignment with ISO 55001. It is recommended that once established, Metro Water undertake a new asset management maturity assessment, or a review of the existing assessment against agreed objectives.

An Asset Management Improvement Plan was developed in mid 2025. This identified improvement actions, listed below, required to lift the asset-management maturity of the councils' three waters assets. While it is feasible that some of the recommendations will be actioned prior to the establishment of Metro Water, it is expected significant investment and effort will be required to lift asset-management capability. The improvement actions are:

- Continue to respond and adapt to the ongoing Three Waters reform programme 'Local Water Done Well'.
- Continue to review and improve asset-management systems and processes.
- Continue to build core asset-management capability.
- Carry out asset data cleansing and verify asset condition information.
- Continue to improve the confidence and accuracy in locational asset data.
- Continue to assess the asset condition of below-ground assets.
- Carry out asset criticality assessment and ratings.
- Continue to develop and implement condition-based reticulation renewals strategy.
- Continue capital investment in water assets to ensure consent compliance and operational efficiencies.

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A recently completed water services viability assessment also identified key improvement areas to ensure greater coordination of investment and strategic asset planning:

- Further assessment of the adequacy, planning and programming of the three waters renewals programme.
- Further assessment of the future three waters resource-consenting requirements and related planning and budgeting for this area of work.
- Further assessment of the resources and procedures required to ensure the delivery of the proposed up-scaled capital works programme.
- Further assessment and opex budget provision for the increasing regulatory requirements and possible increases in future maintenance contact costs.

The WSDP investment programme has addressed these points in part, however additional work will be required by Metro Water to further align and enhance asset planning and investment. Section C of this plan provides details of the investment approach for capital and operational activity. See also *Appendix C1: Assumptions and uncertainties*.

B9. Statement of regulatory compliance

This section reports on the status of resource consents (current, expired and under application) needed to operate water services for metropolitan Wellington. It also details whether and to what extent water services comply with current and future regulatory requirements and outlines areas of non-compliance and enforcement action. In addition to the information in this section, *Appendix B3: Environmental Compliance Summary* provides a summary of current environmental compliance issues, active abatement notices and recent infringements received.

B9.1 Current resource consents

To operate the three waters assets on behalf of the metropolitan Wellington councils, resource consents are required to undertake various activities.

Typically, Wellington Water applies for resource consent on behalf of client councils (who will be named as the resource consent holder). Once consent is obtained, Wellington Water operates the water services under the resource consent on behalf of the client councils. In some cases, Wellington Water holds the resource consent rather than individual councils, for example Wellington Water is the resource consent holder of the global stormwater consent and network maintenance consents that authorise discharges/activities across multiple local authority networks, and project related resource consents.

In addition, Wellington Water also currently inputs to resource management policy and plan development processes to seek that provisions relating to three waters management are appropriate and enable the delivery of these services.

The table below sets out the significant discharge and water-take/abstraction consents that Wellington Water implements, as well as the region-wide (global) consents held by Wellington Water[20].

Table 17: *Significant resource consents*[21]

Location:	Description and reference number:	Type:	Expiry:
Moa Point WWTP	Outfall structure – WGN080003 [26182]	Coastal Permit	11/05/2034
	Discharge to air WGN080003 – [26183]	Air Discharge Permit	11/05/2034
	Continuous discharge of fully treated wastewater – WGN080003 [31505]	Discharge Permit	11/05/2034
	Intermittent discharge of partially treated wastewater – WGN080003 [35047]	Discharge Permit	11/05/2034
Western WWTP	Continuous discharge of treated wastewater to the Wellington South Coast coastal marine area -WGN060283 [37892]	Discharge Permit	28/07/2035
	Occasional discharge of partially treated effluent to the Wellington South Coast coastal marine area -WGN060283 [25227]	Discharge Permit	28/07/2035
	Occasional discharge of partially treated wastewater to Karori Stream (primary bypass) – WGN060283 [35674]	Discharge Permit	31/12/2023
	Occasional discharge of partially treated wastewater to Karori Stream (secondary bypass) – WGN060283 [35675]	Discharge Permit	31/12/2023
	Discharge contaminants to air – WGN060283 [25230]	Air Discharge Permit	28/07/2035

[20] Note: There are over 100 resource consents associated with assets operated by Wellington Water. When determining the "significance" of the resource consents held, Wellington Water considered any discharges of wastewater, as well as any water abstraction for the municipal bulk water supply. The consents in table 16 represent those significant discharge and water-take/abstraction consents that need to be complied with on an ongoing basis (i.e. rather than consents that are required to authorise construction).

[21] Note, these consents do not include those relating to the Sludge Minimisation Facility or any other consents held by the councils which will be considered as part of the transfer arrangements.

Seaview WWTP	Temporary discharge of treated wastewater to the coastal marine area from repair works and minor leaks – WGN120142 [33407]	Discharge Permit	25/08/2031
	Continuous discharge of secondary-treated and disinfected wastewater to the CMA at Bluff Point -WGN050359 [24539]	Discharge Permit	25/08/2031
	Discharge treated wastewater to Waiwhetū Stream during wet weather – WGN120142 [33406]	Discharge Permit	01/02/2018
	Discharge treated wastewater to the Waiwhetū Stream during maintenance – WGN120142 [33408]	Discharge Permit	01/02/2018
	To construct a temporary channel on the foreshore to direct treated wastewater from scour valves to the CMA – WGN120142 [31740]	Coastal Permit	25/08/2031
	Discharge of contaminants to air from the Seaview WWTP -WGN950162 (01)	Air Discharge Permit	05/12/2031
	Discharge of contaminants to air from the sewage outfall structure – WGN930193 (1)	Air Discharge Permit	17/01/2029
	Discharge of contaminants to air from the sewage outfall structure – WGN930193 (2)	Coastal Permit	17/01/2029
Porirua WWTP	Continuous coastal discharge -WGN200229 [36816]	Discharge Permit	21/06/2041
	Discharge to air – WGN200229 [36727]	Air Discharge Permit	21/06/2041
	Outfall structure – WGN980083 (03)	Coastal Permit	28/06/2034
Wainuiomata Pump Station discharge	Occasional wet weather discharges of screened and settled wastewater to Wainuiomata River - WGN110494 [31241]	Discharge Permit	19/12/2029
Malone Rd Pump Station discharge	Occasional wet weather discharges of wastewater to the Waiwhetū Stream -WGN090321 [32526]	Discharge Permit	12/04/2025
Hinemoa St overflow discharge	Occasional wet weather discharges of wastewater to Waiwhetū Stream – WGN090321 [32525]	Discharge Permit	12/04/2025
Global Stormwater Consent	Discharge monitoring consent – WGN180027 [34920]	Discharge Permit	30/11/2023
Global Dewatering Consent	Water permit to divert and take groundwater for the purpose of dewatering – WGN170366 [34868]	Water Permit	13/10/2037
	Discharge treated dewatering water to water and to land where it may enter water including the coastal marine area – WGN170366 [34869]	Discharge Permit	13/10/2037
	Installation and maintenance of bores and excavation of trenches where groundwater is intercepted -WGN170366 [34870]	Land use Consent	13/10/2037
Kaitoke Bulk Water Abstraction	To take, use, dam and divert water from the Hutt River – WGN000199 [36617]	Water Permit	17/08/2036
Waiwhetu Bulk Water Abstraction	To take water from the Waiwhetū Artesian Aquifer at Bloomfield Terrace and Mahoe Street -WGN970036 [33820]	Water Permit	12/08/2033
	To take water from the Waiwhetū Artesian Aquifer near the Gear Island Water Treatment Plant – WGN970036 [33821]	Water Permit	12/08/2033
	To take and use groundwater from an existing bore at intersection of Buick Street and Jackson Street, Petone -WGN090243 [27458]	Water Permit	13/02/2029

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Orongorongo River Abstraction	To take, use, dam and divert water from the Orongorongo River -WGN000200 [20540]	Water permit	17/08/2036
Big Huia Creek Water Abstraction	To take, use, dam and divert water from Big Huia Creek - WGN000200 [20544]	Water Permit	17/08/2036
Little Huia Creek Abstraction	To take, use, dam and divert water from Little Huia Creek - WGN000200 [20548]	Water Permit	17/08/2036
Telephone Creek Abstraction	To take, use, dam and divert water from Telephone Creek - WGN000200 [20550]	Water Permit	17/08/2036
Wainuiomata River Water Abstraction	To take, use, dam and divert water from Wainuiomata River -WGN000201 [20552]	Water Permit	17/08/2036
Upper George Creek Water Abstraction	To take, use, dam and divert water from Upper George Creek -WGN000201 [20554]	Water Permit	17/08/2036
Lower George Creek Water Abstraction	To take, use, dam and divert water from Lower George Creek -WGN000201 [20558]	Water Permit	17/08/2036

In addition to the above consents, Wellington Water holds/implements a range of consents for capital delivery and maintenance projects. Wellington Water also operates in accordance with a range of permitted activities and holds a range of additional discharge permits for discharges of lower-risk contaminants such as treated drinking water and byproducts from the treatment of drinking water.

Additionally, Wellington Water relies on a suite of district plan designations held by HCC, PCC, UHCC, WCC and GW. The designations Wellington Water operate under generally relate to:

- Water supply protection areas.
- Water supply reservoirs.
- Wastewater treatment and discharge areas.
- Wastewater pump stations.

The full set of designations Wellington Water operates under are set out in the city councils' district plans[22].

Expired consents currently being renewed

Section 124 of the RMA provides the ability for consent holders to exercise their existing resource consent while applying for a replacement resource consent. Wellington Water is currently relying on the following expired resource consents in accordance with section 124:

- Seaview WWTP – WGN120142 [33406] – To temporarily discharge treated wastewater to the Waiwhetū Stream during and/or immediately after heavy rain events.
- Western WWTP – WGN060283 [35674] and [35675] – Discharges of partially treated wastewater to the Karori Stream during and after heavy rain events.
- Stormwater network discharges – WGN180027 [34920]
- Specific wastewater network overflows in the Hutt Valley:
  - WGN960002 [23747] Silverstream Storm Tank discharge during overflow
  - WGN960002 [02] Barber Grove Pump Station discharge during overflow
  - WGN1010101 [20893] Wellington Road Pump Station discharge to Wainuiomata River
  - WGN180461 [35592] Point Arthur discharge to the main outfall sewer
  - WGN090321 [32525] and [32526] Malone Road and Hinemoa Street wet weather discharges

[22] Hutt City Council District Plan: huttcity.govt.nz/council/district-plan
Hutt City Council Proposed District Plan: haveyoursay.huttcity.govt.nz/proposed-district-plan
Porirua City Council Operative District Plan: poriruacity.govt.nz/your-council/city-planning-and-reporting/district-plan/operative-district-plan/
Porirua City Council Proposed District Plan: poriruacity.govt.nz/your-council/city-planning-and-reporting/district-plan/proposed-district-plan/
Upper Hutt City Council District Plan: upperhuttcity.com/Your-Council/Plans-Policies-and-Bylaws/District-Plan
Wellington City Council District Plan: wellington.govt.nz/your-council/plans-policies-and-bylaws/district-plan

Active resource consent applications

Wellington Water has lodged the following resource consent applications, but the timeframe for deciding on these applications has been extended under s37 of the RMA with Wellington Water's agreement, to allow time for the applicant/ Wellington Water to update the applications following notification of PC1 and the new delivery model for water services:

- Global stormwater consent (Hutt, Porirua, Upper Hutt and Wellington)
- Hutt / Wainuiomata Wastewater network wet-weather overflow consent
- Porirua Wastewater network wet-weather overflow consent
- Wellington Wastewater network wet-weather overflow consent
- Seaview Wastewater Treatment Plant – To temporarily discharge treated wastewater to the Waiwhetū Stream during and/or immediately after heavy rain events
- Maintenance of the main outfall pipeline from the Western WWTP.

B9.2 Regulatory compliance

The regulatory compliance status for water services infrastructure in metropolitan Wellington reflects mixed performance across wastewater, stormwater, and water supply activities.

While improvements are underway across multiple areas, the compliance profile underscores the need for enhanced operational management, targeted investment in asset upgrades, and stronger alignment with regulatory expectations to ensure long-term environmental and public health outcomes.

Water supply compliance

For water supply, key issues have been identified with data reporting and compliance with the Resource Management (Measurement and Reporting of Water Takes) Regulations 2010.

As of May 2025, three of the region's four water treatment plants (Wainuiomata, Te Marua and Gear Island) are fully compliant with the Water Services Authority's bacterial and protozoal standards under the Drinking Water Quality Assurance Rules. The Waterloo Water Treatment Plant is currently non-compliant with bacterial compliance rules since the chlorine contact time requirement increased in Taumata Arowai's 2022 Drinking Water Quality Assurance Rules. Work is underway to resolve these issues. Water safety is not affected and the plant remains compliant with protozoal rules.

Compliance with fluoride dosing levels is generally high across all plants however results have varied between January and May 2025. Upgrades and renewals are required to ensure all WTPs continue to provide suitable levels of fluoride in drinking water. Waterloo experienced lower fluoridation performance in January and February 2025 due to equipment issues and operational constraints. Te Mārua also experienced a temporary decline in fluoridation compliance (to 92.3% in April), largely due to shutdowns and equipment upgrades during DAF commissioning. *Appendix B4: Compliance status* provides further detail of the compliance status of each treatment plant over the January to May 2025 period.

B9.3 Wastewater compliance

All four WWTPs have experienced environmental compliance challenges in recent years, particularly relating to effluent quality and unconsented discharges.

Between January and May 2025, compliance across the four WWTPs has shown mixed performance.

Seaview and Moa Point WWTPs have been subject to multiple abatement notices and infringement notices due to non-compliant effluent and odour discharges, though both plants have active upgrade programmes in place to address these issues.

Porirua and Western WWTPs have also experienced discharge-related non-compliance, including sludge carryover events and UV disinfection failures, with mitigation and capital projects now progressing to improve resilience and treatment performance.

The Moa Point WWTP remains non-compliant as of May 2025 primarily due to faecal coliform exceedances (90th percentile limit) and multiple unconsented discharges during wet weather, exacerbated by clarifier renewal works. However, effluent quality is generally trending toward full compliance.

There has been widespread under-investment over many years in metropolitan Wellington's WWTPs. Funding provided for specific projects to improve compliance has often been spread across multiple years due to affordability challenges, delaying the delivery of the projects. Ultimately, the underinvestment in wastewater treatment plant upgrades and maintenance is a major factor that has contributed to historic enforcement action and the existing non-compliances. *Appendix B4* provides further detail of the compliance status of each treatment plant over the January to May 2025 period.

Beyond the treatment plants, the wastewater and stormwater networks continue to experience systemic issues related to sediment discharges during maintenance, delayed or incomplete overflow reporting, and general non-compliance with global consents. Several abatement notices and infringement notices have been issued by GW for breaches linked to network repair and monitoring failures.

B9.4 Meeting regulatory requirements in an uncertain environment

The environmental regulatory requirements that will apply to councils' three waters assets are in a state of reform, with significant changes likely in the second half of 2025. This creates uncertainty as to the ability of water services to comply, or the investment required to ensure compliance.

Currently the key piece of environmental legislation is the RMA. The Government has announced that the RMA will be replaced with two new acts that clearly distinguish between land-use planning and natural resource management, while putting a priority on the enjoyment of private property rights. The extent of the impacts of this change to the regulatory environment that will apply to the Metro Water is currently unknown.

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The Natural Resources Plan for the Wellington Region 2023 (NRP) currently regulates many of Wellington Water's activities (compliance with District Plans across the region is also required). Proposed Change 1 to the NRP is currently being considered by GW. This change seeks to achieve significant improvement in freshwater quality and will introduce new Target Attribute States (TAS) and Coastal Water Objectives (CWOs). Meeting the water quality objectives defined under TAS and CWO frameworks will require significant improvements across the stormwater and wastewater networks. This will drive significant investment in the wastewater and stormwater networks in the future.

In addition, Metro Water will need to have consents transferred to it and/or seek consents to continue taking drinking water and discharging wastewater and stormwater as existing consents expire.

Other changes have also been signalled to the environmental regulatory environment that create uncertainty. These include:

- Changes to the National Policy Statement for Freshwater Management 2020 (NPS-FM)
- Introduction of a new National Policy Statement for Infrastructure
- Changes to the National Policy Statement for Urban Development
- Introduction of Wastewater Environmental Performance Standards (WEPS) by Taumata Arowai
- Possible further change to the NRP (signalled by GW but not yet notified) that will change flow allocations.

Meeting compliance with Drinking Water Quality Assurance Rules

The provision of drinking water services across the Wellington metropolitan region is governed by the Water Services Act 2021 and associated Drinking Water Quality Assurance Rules (DWQAR), administered by Taumata Arowai. These rules establish robust operational, monitoring, and safety planning requirements to ensure the delivery of safe and reliable drinking water to all consumers.

Wellington Water, acting on behalf of councils, is actively progressing a comprehensive, long-term programme of work to achieve ongoing compliance with the DWQAR and alignment with broader regulatory obligations under the RMA.

The Keep-Reduce-Add strategy that metropolitan Wellington has adopted aims to improve network performance, reduce per capita demand, and responsibly expand water supply. These actions will support compliance with DWQAR and ensure that new development can be serviced within the limits of safe and sustainable supply.

Looking ahead, it is expected that Metro Water will be required to demonstrate that all lower-impact demand reduction interventions have been implemented before existing water-take consents are renewed and consents for large-scale supply augmentation (e.g. future water sources or treatment upgrades) are approved. Universal residential metering, volumetric pricing, and effective leak management are therefore critical enablers of future abstraction approvals and reflect anticipated regulatory expectations under Taumata Arowai and the regional planning framework.

Whaitua Implementation Plans (WIP) identified a desire for staged reductions in available source water allocation in the coming decades.

Metro Water will be responsible for seeking the new resource consents for drinking water abstraction (given all of the abstraction consents expire in 2036). Wellington Water is aware that GW is considering a further change to the NRP, in line with the recommendations in the WIPs, that will impact water-take consent applications. However, to date this proposed change to the NRP has not been notified. If it goes ahead, this change will particularly be important for critical sources such as Te Awa Kairangi and the Waiwhetū aquifer. The Pākuratahi Lakes scheme is proposed as a key regional response to mitigate the risks associated with reduced water availability, providing for increased storage of water during the winter months.

Full operational compliance with the DWQAR is required by November 2028. As of the date of this plan, metropolitan Wellington's drinking water services are not in breach of the Water Services Act, though the delivery of drinking water services in full accordance with the DWQAR is still in progress and requires additional investment. Water Safety Plans and Source Water Risk Management Plans were submitted to Taumata Arowai as required in 2022.

While controls are in place to manage hazards currently, additional risk reduction measures identified in Water Safety Plans and Source Water Risk Management Plans also require further investment to implement.

While metropolitan Wellington continues to receive safe drinking water, aging infrastructure and high network water losses pose significant risks to maintaining compliance over time. Significant investment in asset renewals, water loss leak reduction, metering, and system upgrades are essential for achieving and maintaining compliance.

Meeting requirements for wastewater discharges from WWTPs

Alongside aging infrastructure and the need to seek replacement discharge consents for several WWTPs (after existing consents expire), a major driver of investment over the next decade will be the implementation of the proposed Wastewater Environmental Performance Standards (WEPS) under the Water Services Act 2021, together with the requirements of the NRP.

The WEPS (as currently proposed) introduce new minimum effluent quality and dilution thresholds and most regional WWTPs will not meet these standards without major upgrades:[23]

[23] Source: Memo titled 'Wellington Water wastewater treatment plants – high level assessment against proposed wastewater environmental performance standards'. Cost for the Seaview outfall pipe has been rounded up to $700 million in this memo.

- **Seaview WWTP (Hutt/Upper Hutt):** Fails to meet nutrient and dilution requirements under WEPS. Two upgrade pathways are proposed, including upgrades to the outfall and nutrient removal processes. However, regardless of the WEPS requirements, the main outfall pipeline is in poor condition and under capacity for peak flows and will require replacement (if a discharge from this location is to continue, noting that the consent for this discharge expires in 2031). The current cost estimate for the Seaview Outfall Pipe is $698.2 million.
- **Porirua WWTP:** Will likely require odour and sludge handling upgrades (currently planned at $10m to $30m), with additional outfall upgrades likely needed to meet dilution requirements.
- **Western WWTP:** Requires outfall extension or WWTP nutrient upgrades, or complete redirection of flows to Moa Point. Cost estimates range from $30m to $200m, depending on the option. Outfall replacement from WWTP to coast will likely be required as this asset is in poor condition and at end of life.
- **Moa Point WWTP:** The plant is designed to meet 'Open Ocean' discharge quality standards under the WEPS. Completion of the programme of renewals underway at Moa Point WWTP, and bringing the Sludge Minimisation Facility online is expected to address current compliance issues.

Preliminary assessments suggest that achieving WEPS compliance across metropolitan Wellington may require capital investment ranging from $90 million to over $930 million depending on the selected upgrade pathway at each plant (noting $698.2 million to renew the Seaview outfall pipe is required regardless of the WEPS). To manage this regulatory risk, councils will need to align growth planning, infrastructure investment, and consenting timelines with WEPS compliance milestones. WWTP discharge consents are scheduled for renewal between 2031 and 2040.

Further, the NRP requires improvements to be made to WWTPs over the term of the consents. Plan Change 1 also requires investment in network upgrades and adds new requirements in relation to the management of dry weather discharges of wastewater. The full costs to meet compliance have likely not been included in the capital investment plan due to the uncertainty of the required interventions at this time.

The WWTPs all experience periods of non-compliance, generally relating to effluent quality monitoring results and unconsented bypasses. For example, throughout February 2025, both the Moa Point and Seaview WWTP were non-compliant with the effluent quality limits in their respective resource consents. Based on the mixed compliance record of the WWTPs that Wellington Water manages, it can be anticipated that these plants will have issues complying with future regulatory requirements.

Global stormwater and wastewater consents

Change 1 to the NRP, introducing new TAS and CWOs, will also have an impact on wastewater and stormwater discharges. Metropolitan Wellington's stormwater discharge consents are structured in two stages under a global consent model:

- **Stage 1 (Years 1–5):** Focuses on characterising discharges and developing catchment-level understanding.
- **Stage 2 (From Year 6):** Implements targeted actions to progressively improve stormwater quality and meet regulatory standards.

The Stage 1 consent was granted in 2018 and is currently being implemented. The Stage 2 Global Stormwater consent (GSC) was lodged in July 2023 and seeks to authorise the existing stormwater discharges with a proposed 35-year term. This GSC will drive a programme of work to improve the quality of stormwater discharges. Given the changes to the NRP (including the introduction of the TAS and CWO), and possible changes to the NPS-FM, Wellington Water is currently reviewing its resource consents strategy and the consent application is currently on hold.

Wellington Water also applied for Global Wastewater network overflow discharge consents (GWC) in May 2023. Given the changes proposed to the NRP and the broader system changes, the timeframe for processing these consent applications has been extended and these consent applications are also essentially on hold.

There is currently insufficient funding allocated for improvements to meet the likely requirements of the NRP, particularly as the timeframes for achieving improvements are currently uncertain.

B9.5 Moving towards compliance

While establishing Metro Water won't immediately eliminate all compliance challenges, it offers a more capable platform to meet the increasingly complex and uncertain regulatory demands.

As both the asset owner and operator, Metro Water will be directly accountable for maintaining and upgrading infrastructure, enabling better alignment between operational responsibilities and long-term asset management. This integrated structure supports more efficient, evidence-based investment decisions and allows for a whole-of-system approach to compliance and resilience. Under this model, Metro Water will have the tools to ensure revenue sufficiency, including access to dedicated funding streams and greater borrowing capacity. This will enable investment in large-scale upgrades to be progressed alongside business-as-usual activity.

Compared to the current model, this offers greater funding stability, investment coordination, and the ability to better align infrastructure delivery with long-term regulatory and environmental timelines.

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C: Economic and Financial Analysis

Section summary

This section presents a comprehensive financial sustainability assessment. It evaluates the plan against the three interdependent pillars of financial sustainability defined in the Local Government (Water Services) Act 2024: investment sufficiency, financing sufficiency, and revenue sufficiency.

Investment sufficiency is met through a targeted programme that prioritises renewals, compliance, and growth. The proposed 10-year capital investment programme of $6.8 billion[1] and forecast operating expenditure of $2.83 billion[2] significantly exceeds current Long Term Plan (LTP) levels. The 30-year investment profile shows capital investment peaking in the mid-2030s. An independent market assessment indicates Wellington's delivery sector can scale in line with the proposed investment.

Financing sufficiency is achieved through a debt strategy that targets a Funds From Operations (FFO)-to-debt ratio of 9% by FY2034. Debt levels rise to support capital investment and are matched by corresponding growth in operating revenue.

[1] Uninflated and pre-efficiency assumptions.

[2] Inflated and post-efficiency assumptions.

Revenue sufficiency is achieved when Metro Water's operating income is adequate to fully cover day-to-day costs, debt servicing, renewals and regulatory obligations. This will be achieved by increasing water-user charges, higher development contributions, and other funding sources.

Average residential charges are forecast to rise from approximately $2,100 per connection today to between $5,700 ($4,800 in today's dollars) based on the target financial strategy of this WSDP and $4,800 ($4,100 in today's dollars) based on the lower-end financial scenario by 2034.

These forecast cost increases are lower than increases likely under the status quo, because of Metro Water's financing strategy and efficiency gains, but will still present a challenge for many households. This WSDP recommends a strong ongoing focus on affordability, including engaging early with the Commerce Commission and developing affordability support mechanisms.

This WSDP proposes an ambitious target strategy to deliver sufficient investment to meet service level, growth, and regulatory requirements.

Reflecting that there is inherent uncertainty, a number of variables were tested including potential constraints on capacity to deliver all the works required and the level of cost-recovery from development.

This has identified a plausible lower-end investment scenario based on delivery of 80% of proposed investment in the first 10 years and an assumption of higher development contributions. This would result in more moderate increases in charges for water users.

In practice, actual investment and resultant financing arrangements and charges are likely to land between the target level of investment proposed in the WSDP and the lower-end scenario.

Greater certainty will be provided in successive Water Services Strategies.

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C1. Introduction

Delivering financially sustainable water services is a fundamental requirement under the Local Government (Water Services Preliminary Arrangements) Act 2024. This section assesses this WSDP against the three core components:

Investment Sufficiency

Ensuring that the projected levels of capital and operating investment are sufficient to meet service level, growth, and regulatory requirements across drinking water, wastewater, and stormwater networks.

Financing Sufficiency

Confirming that Metro Water will have access to sufficient and appropriate financing sources — and maintain financial headroom — to fund the required investments without breaching borrowing limits or financial covenants.

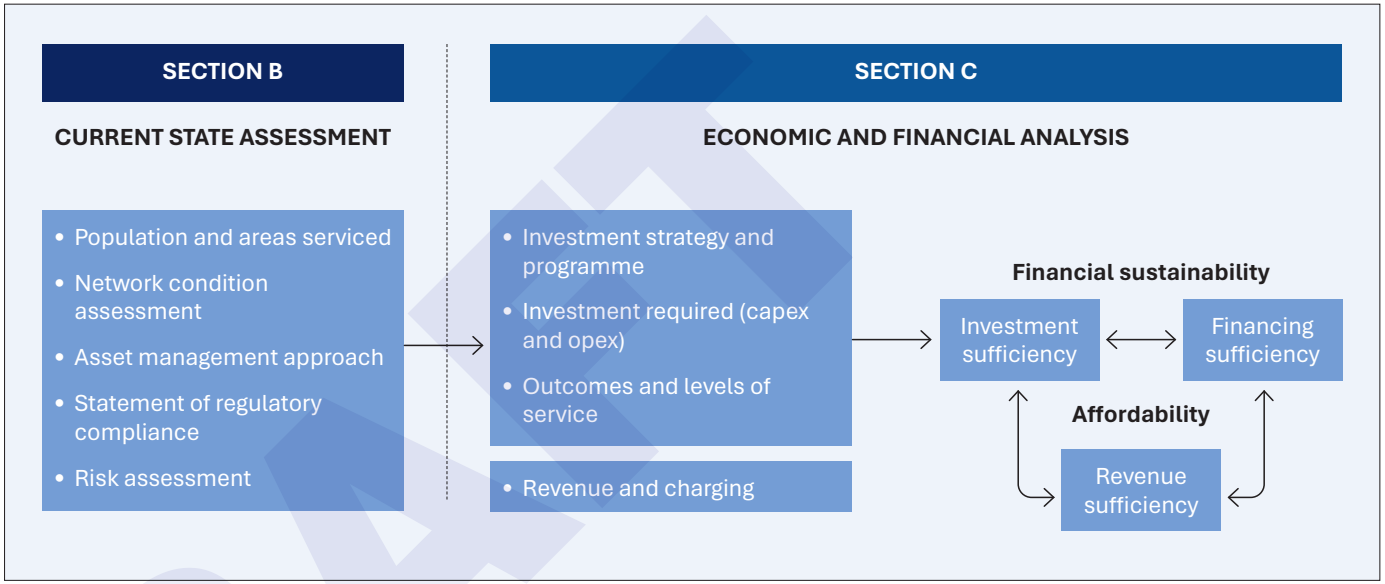
Revenue Sufficiency

Demonstrating that customer charges and other funding sources are sufficient to cover the full cost of service delivery, including operating costs, asset renewals, and debt servicing.

These three dimensions are interdependent. Achieving financial sustainability requires a strategy that balances the scale and timing of investment, the structure and prudence of financing, and the community's ability to fund services through water charges.

This section builds on the current state assessment in Section B and outlines the investment strategy, capital programme, and prioritisation approach to restore network performance and support future growth. It also sets out the proposed approach to structuring debt and managing financial risk in line with New Zealand Local Government Funding Agency (LGFA) requirements. Finally, it assesses how projected revenues will ensure long-term viability and assess affordability impacts for households and businesses across the region.

Figure 6: *Assessment and analysis overview*



C2. Investment strategy and sufficiency

C2.1 Investment strategy and prioritisation

The investment strategy guiding this WSDP aims to deliver sustainable, compliant, resilient, and growth-enabled water services. The investment strategy supports councils' commitments to restoring te mana o te wai and working towards achieving compliance with regulatory requirements.

The investment strategy is underpinned by six interconnected categories of investment; keep up, catch up, build up, clean up, address faults and improve resiliency. These investment categories are outlined below.

Note: Unless otherwise stated, all figures reported in the *Investment strategy and prioritisation*, and *Investment required – capex and opex* parts of this section are uninflated and do not reflect efficiency assumptions (which are discussed later in the document). This approach has been used to ensure consistency in the comparative analysis of investment patterns over time, independent of inflation, delivery method, or implementation maturity.

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Keep up investment

This category focuses on sustaining existing service levels and addressing timely asset renewals, at the end of their service life. This investment enables continuation of existing service levels while adjusting to operational changes and regulatory shifts.

Based on the councils' combined $17.96 billion three waters optimised replacement cost, over $200 million is estimated to be required per year to simply maintain the network in its current state through ongoing renewal[3]. This investment totals over $6.1 billion over the 30-year WSDP period.

An additional $1.9 billion is anticipated to be needed over the 30-year period to continue to meet levels of service through compliance-related activities (excluding water quality), resource consents, and ensuring an adequate and reliable water supply is available for fire protection.

Catch up investment

Historic underinvestment in asset renewals means a portion of the asset base is overdue for renewal. This category addresses this historic underinvestment with a goal of "catching up" by around 2045.

Catch up investment is focused on network assets (accounting for over 70% of the councils' asset base by value) and water and wastewater treatment plants. In total it is anticipated $3.3 billion is required to address the backlog in overdue asset renewals.

Build up investment

This category addresses known capacity constraints to support urban and population growth across the metropolitan Wellington area. As noted in Part B of this plan, many investments required to support growth also address existing levels of service gaps caused by past growth that was not fully supported by required water investment. Thus, while investment in this category is driven by growth, it is only partially attributable to future growth.

Building capacity in the network to support increased population growth will cost at least $6.5 billion over 30 years[4] but is expected to be much more than this. Build up investment in the WSDP capital programme includes all known growth-related activity derived from existing growth studies and the region's water supply and demand strategy however, there remains significant knowledge gaps in this area, as noted in Part B of this plan.

The limited understanding of growth investment requirements for all areas of metropolitan Wellington, means a complete picture of investment need in this area is not fully understood.

Much more work is required to determine the full 'build up' investment need and this will require ongoing engagement between Metro Water and the councils.

The $6.5 billion investment estimate currently includes the Te Mārua Water Treatment Plant scheme expansion stages 1 (Pākuratahi Lakes) and 2 but does not include costs for a potential new water source that may be required towards the end of the 30-year period. The new water source is expected to cost over $1 billion and planning and consenting of it may be required to start in the next 30 years. However, it is highly dependent on the success of the other Keep-Reduce-Add strategy investments noted in part B5.1 of this plan. Therefore, it has not been included in in the forecast growth-related investment requirements within the next 30 years.

Clean up investment

Clean up investment focuses on meeting environmental and public health compliance standards for water quality, particularly for wastewater. Decades of underinvestment have resulted in infrastructure that contributes to persistent water quality issues, including untreated or partially treated discharges into rivers, harbours, and coastal environments.

Compliance will require a combination of asset renewals, targeted infrastructure upgrades, improved monitoring, and integrated catchment planning. This investment is necessary not only to meet legal requirements but also to restore mauri (life force) to waterways in alignment with te mana o te wai principles, ensuring safe recreational environments, resilient ecosystems, and the long-term sustainability of water services.

At least $3.6 billion over 30 years is anticipated to be required to clean up. However, as noted in Part B of this plan, there is uncertainty regarding the timeframe for achieving water quality standards, particularly around wastewater and additional investment is likely to be required.

Faults investment

This category acknowledges the reality that until the backlog of overdue renewals is addressed, there will be a need for reactive renewal and maintenance as assets break. Over time, as existing faults are addressed and the average age of the assets come down, investment in faults-related activity will decline.

It is estimated that over $1 billion will go towards faults-related investment over the next 30 years – approximately 4% of total capital expenditure.

While this will contribute towards renewing the assets, it is more costly. Until the backlog in deferred renewals is addressed, and significant upgrades are made at the treatment plants, it is prudent to ensure budget is allocated for reactive works. It is expected to be higher in the early years of the WSDP term and decrease over time as the age and condition of the assets improve.

Resilience investment

The resilience category focuses on reducing the risk of flooding, seismic events and other natural hazards such as climate change. The investment to address flooding and seismic risks over the next 30 years is relatively unknown – further work is required to understand the scale of investment needed and current costs to do so.

Flooding is a costly natural hazard with growing impacts due to growth, increasing urbanisation and climate

[3] Excluding renewal that is anticipated to occur through reactive faults related investment, detailed later in this section.

[4] Inclusive of development contributions. Anticipated development contributions are accounted for in the financial modelling.

change. The effects of flooding can be long lasting on communities and households, therefore reducing flood risks must remain a focus for the region. It is estimated that over $3.4 billion investment is needed across metropolitan Wellington to mitigate flooding of all buildings in a 10% Annual Exceedance Probability (AEP) event[5]. This is investment will need to be shared between Metro Water and the councils and has therefore not been addressed in its entirety in the WSDP.

The regional water network is highly vulnerable to seismic activity, particularly along fault lines like the Wellington and Ohariu Faults. Earthquakes in recent years have accelerated system failures, prompting urgent network assessments. Core infrastructure upgrades required to reduce seismic risk will require significant investment however, seismic risk tolerance is a governance decision that will need to be addressed by Metro Water. Therefore, while the WSDP includes some investment to address seismic risk, the investment level and delivery timing of these activities may shift based on the risk tolerance placed on mitigating seismic risk at a regional level. A regional approach to seismic strengthening needs to be taken rather than assessing and improving individual assets in isolation.

While this programme includes investment to reduce seismic and flood risks, further work is required to understand the full scale of investment needed to respond to climate-related risks such as sea level rise, drought, and extreme weather events which can cause extensive damage to three waters assets from slips, subsidence and other events.

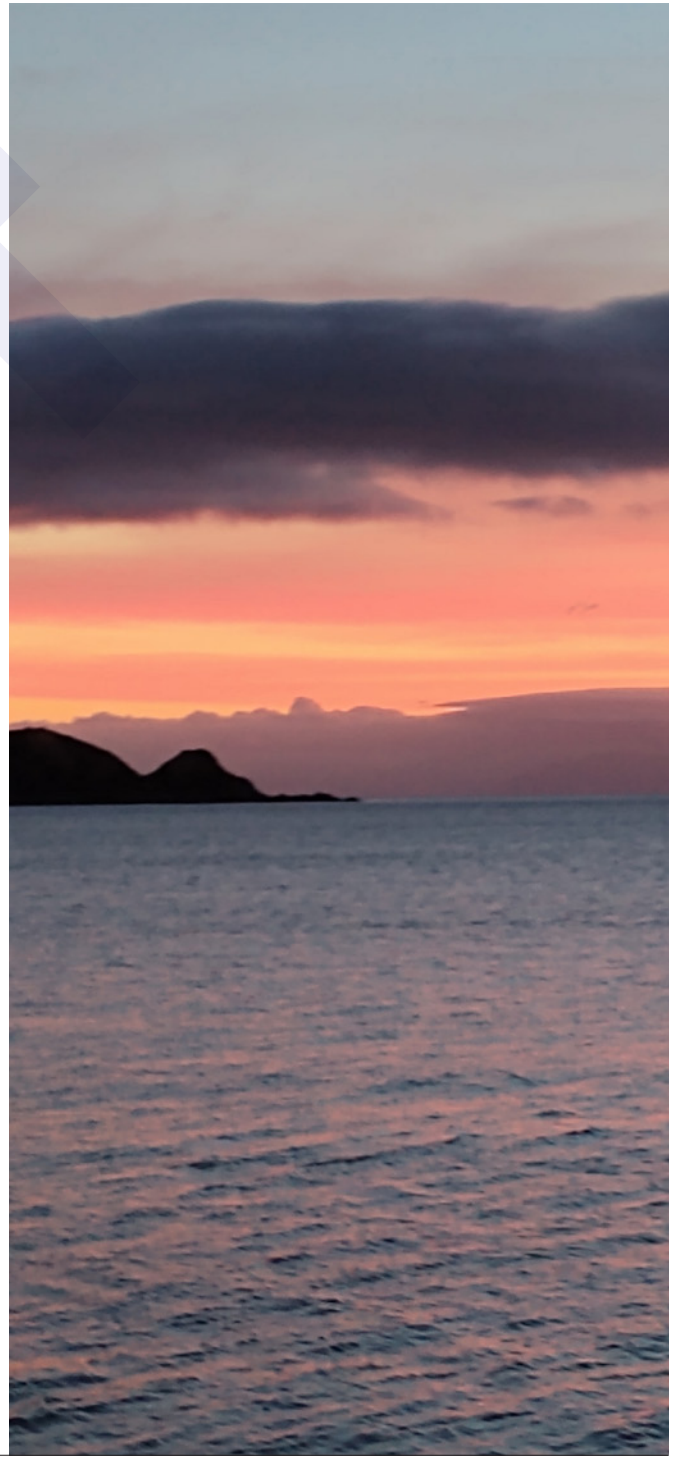
Linking the WSDP investment strategy to existing priorities

The above investment strategy of keep up, catch up, build up, clean up and address faults and resiliency risks largely aligns with the existing core strategic investment priorities that councils have directed Wellington Water to consider when building its water investment programmes to date. The following are the existing core strategic priorities adopted by Wellington Water, and how they relate to the investment strategy for the WSDP.

- Look after existing infrastructure (keep up, catch up and faults).
- Support growth (build up).
- Improve water quality of our rivers, streams and harbours (clean up).
- Ensure sustainable water supply for the future (including providing a suitable firefighting water supply) (keep up).
- Increase resilience to natural hazards (resilience)
- Activity to reduce our carbon emissions and adapt to the impacts of climate change (not specifically part of WSDP Investment Strategy, but will need to be integrated within the overall programme).

C2.2 Achieving regulatory compliance

Regulatory compliance activity is embedded across all investment categories of the investment strategy. *Keep up* ensures ongoing compliance through timely renewals; *catch up* addresses legacy non-compliance by replacing overdue or degraded assets; *build up* incorporates compliance into infrastructure needed for growth; *clean up* directly targets regulatory obligations related to environmental and public health standards, particularly for wastewater and stormwater discharges. The *resilience* category also contributes by ensuring compliance with seismic design standards, flood protection requirements, and emergency management obligations under civil defence and lifeline utility legislation. Faults investment, while reactive by nature, also plays a supporting role in regulatory compliance by enabling rapid response to unplanned asset failures that could otherwise result in breaches of service level, safety, or environmental standards.



[5] Source: Wellington Water Memo: Regional Stormwater Flooding Overview, 2025

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It is anticipated it will cost Metro Water over $15 billion over the next 30 years across these investment categories to achieve ongoing regulatory compliance however the full costs are not certain, and further work is required to confirm these costs, including the timing of delivery. The table below outlines the key regulatory requirements that the new water organisation must comply with in relation to providing three water services. It also includes a current estimate of the costs to achieve compliance in each area, noting many of the cost estimates are currently highly uncertain.

Table 18: *Regulatory requirements and estimated compliance costs*

Regulatory Instrument	Requirement	Applies to	Entity Obligation	Estimated Compliance Cost (capex and opex)
Water Services Act 2021	Compliance with drinking water quality assurance rules issued by Taumata Arowai and the Drinking Water Standards Implementation of Drinking Water Safety and Source Water Risk Management Plans.	Drinking water	Ensure source-to-tap safety, implement water safety plans, monitor contaminants, report to regulator.	**~$600 million +** To continually upgrade and renew water treatment plants and ensure reservoir water quality meets standards.
Taumata Arowai Wastewater Environmental Performance Standards (WEPS) (proposed)	Meet effluent standards for BOD, TSS, TN, TP, E. coli; meet dilution ratios via CORMIX.	Wastewater	Upgrade treatment plants and outfalls, validate dilution through modelling, meet consent conditions.	**~$1 billion +** $50M–$150M per WWTP depending on location and method plus renewal of the Seaview Outfall Pipe[6].
Resource Management Act 1991 (and replacements)	Obtain and comply with discharge consents for stormwater and wastewater.	All three waters	Operate within consented volumes/ quality, maintain reporting and catchment modelling, manage overflows.	**~$2.7 billion +** Based on current cost estimated to deliver the stormwater and wastewater network discharge programme.
NPS for Freshwater Management (2020)	Achieve Target Attribute States (TAS) for rivers and maintain/improve stream health.	Wastewater, stormwater	Prioritise investments based on sub-catchment compliance risk; reduce E. coli, copper, zinc, sediment.	**~$6.6 billion** To retrofit stormwater treatment network-wide; ~$3.3B by 2040 for highest-risk areas[7].
Civil Defence Emergency Management Act 2002	Maintain lifeline services during civil emergencies.	Drinking water and wastewater	Ensure network redundancy, emergency storage, rapid repair capability, community preparedness.	**~$? billion (Quantum of investment unknown)** To upgrade key infrastructure and/ or build new infrastructure to meet seismic standards[8].

Potential impact of regulatory changes

There are several anticipated changes to the regulatory environment that may change the timing and quantum of investment required to meet compliance obligations. These changes have not yet been priced into current investment forecasts as their final form and timing remain uncertain. Depending on their outcomes, these changes could either increase or reduce the scale and cost of future infrastructure investment.

National direction on growth planning

One example that is likely to increase investment requirements is the forthcoming national direction on growth planning, which is expected to require councils and infrastructure providers to use 75th percentile growth forecasts rather than the 50th percentile currently used in most future development strategies and housing and business development capacity assessments. This shift is intended to ensure that infrastructure and zoning do not constrain housing supply in high-demand areas. If adopted, it will increase the scale and pace of

[6] Source: Wellington Water memo – Regional WWTP assessment against WEPS 2 April 2025.

[7] Source: Appendix of Statement of Evidence of Liam Foster for Wellington Water.

[8] Source: Wellington Water 80-30-80 Strategy

infrastructure upgrades required to support growth. Metro Water may need to reassess the timing, capacity, and sequencing of network investments, particularly in areas identified for intensification, and revise financial forecasts accordingly. This would affect anticipated connections, development contributions, prioritisation decisions and delivery risks. Future investment planning including through the Water Services Strategy will need to align with updated strategies and assessments once this new national policy is in place.

National Policy Statement for Natural Hazard Decision-making

Another regulatory development with potential financial implications is the proposed National Policy Statement for Natural Hazard Decision-making. If adopted, it will introduce new requirements for assessing and managing the risk of natural hazards such as flooding, landslides, and coastal inundation when planning and delivering infrastructure. While primarily targeting land use decisions, it is expected to influence where and how three waters assets can be constructed or upgraded. This may lead to additional costs for risk assessments, asset relocation, design modifications, and protective infrastructure, particularly in hazard-prone areas. These potential cost pressures have not yet been incorporated into the current investment forecasts.

Wastewater Environmental Performance Standards and NPS for Freshwater Management

Conversely, some upcoming changes may reduce infrastructure costs. For example, the proposed revision of the Wastewater Environmental Performance Standards (WEPS) may lower the compliance burden compared to current assumptions. Similarly, potential amendments to the NPS for Freshwater Management could alter how stormwater discharges are regulated, possibly reducing the scale or complexity of future stormwater infrastructure requirements. The financial implications of these possible regulatory changes have not yet been incorporated into current estimates.

Taken together, these pending policy changes represent a material source of uncertainty. As national direction becomes clearer, Metro Water will need to review and update its investment assumptions and financial projections to ensure they remain aligned with the evolving legislative and planning environment.

C2.3 Investment prioritisation

The WSDP investment programme has been developed using a bottom-up, risk-focused approach while maintaining alignment to the investment strategy - keep up, catch up, build up, clean up, faults, and resilience. The best available asset and risk data has been used to prioritise interventions; however, Metro Water will be required to develop a thorough investment prioritisation framework to test and refine the timing of proposed investment in the WSDP. This is expected to be an ongoing and iterative process that also responds to the direction of the Statement of Expectations, economic regulation and the development of the Water Services Strategy.

For asset renewals, budgets in the WSDP investment programme are aligned to the councils' valuations, age-based asset data for the network assets and assumed useful lives for all other assets. The prioritisation framework developed by Metro Water will determine which assets the proposed budget should be allocated to within each asset class. Priority must be given to very highly critical assets in very poor and poor condition.

C2.4 Investment required – capex and opex

Baseline and adjustments

The base capital and operating expenditure forecasts are drawn from the 2024–34 Long-Term Plans (LTPs) for each participating council. These were updated to incorporate proposed adjustments from the 2025/26 Annual Plans. In consolidating this information at the regional level, joint venture and GW bulk revenue charged through other councils were normalised to avoid duplication.

While these provide a robust and practical starting point, the councils LTP budgets – though varying between councils – are overall significantly below the levels that were recommended by Wellington Water during the LTP development process. This reflects a range of factors, including council debt constraints, affordability pressures, and the need to balance competing priorities across services. As a result, the collective investment set by the councils' LTPs carries an elevated risk profile, including increased likelihood of asset failure, worsening water security, regulatory non-compliance, and constraints on future growth.

The metropolitan area is facing a significant and escalating bow wave of investment need and due to affordability challenges faced by the councils, many high-cost and high-risk investment requirements were excluded from the councils' LTPs. Some of these requirements can be progressed under Metro Water, however competing priorities, timing of investment, financing constraints and deliverability challenges mean the WSDP programme still carries some risk.

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Regional overview of capital investment

Over the first 10 years of the WSDP (2024/25 to 2034/34) a total capital investment programme of $6.82 billion is proposed. This represents an increase of $2.68 billion above the original LTP baseline of $4.13 billion[9] [10]. Table 19 below illustrates how the LTP and WSDP capital investment is allocated against the WSDP investment strategy categories.

Table 19: *10-year capital investment by investment category*

Investment Category	LTP capital investment ($M)	WSDP capital investment ($M)	Additional capital investment ($M)
Keep up	832.1	1,975.0	1,142.9
Catch up	1,513.3	1,840.9	327.6
Build up	627.2	1,354.9	727.7
Clean up	710.0	843.7	133.6
Address faults	259.4	412.9	153.5
Resilience	189.9	388.3	198.4
Total	**4,131.8**	**6,815.6**	**2,638.8**

The increased funding enabled through the Metro Water model will allow for major/ high-cost infrastructure that is unaffordable for the councils under the current approach to be progressed, while also continuing to increase investment in general renewals, water quality, growth and compliance activity. However, it is anticipated that full compliance will be challenging to achieve within the first 10 years of the WSDP and will be dependent on timing and prioritisation of investment, legislative and regulatory requirements and consenting conditions.

10-year capital investment

The key outcomes of this additional $2.68 billion investment are detailed in Figure 7 below (note, these are outcomes over and above investment that was planned through LTPs):

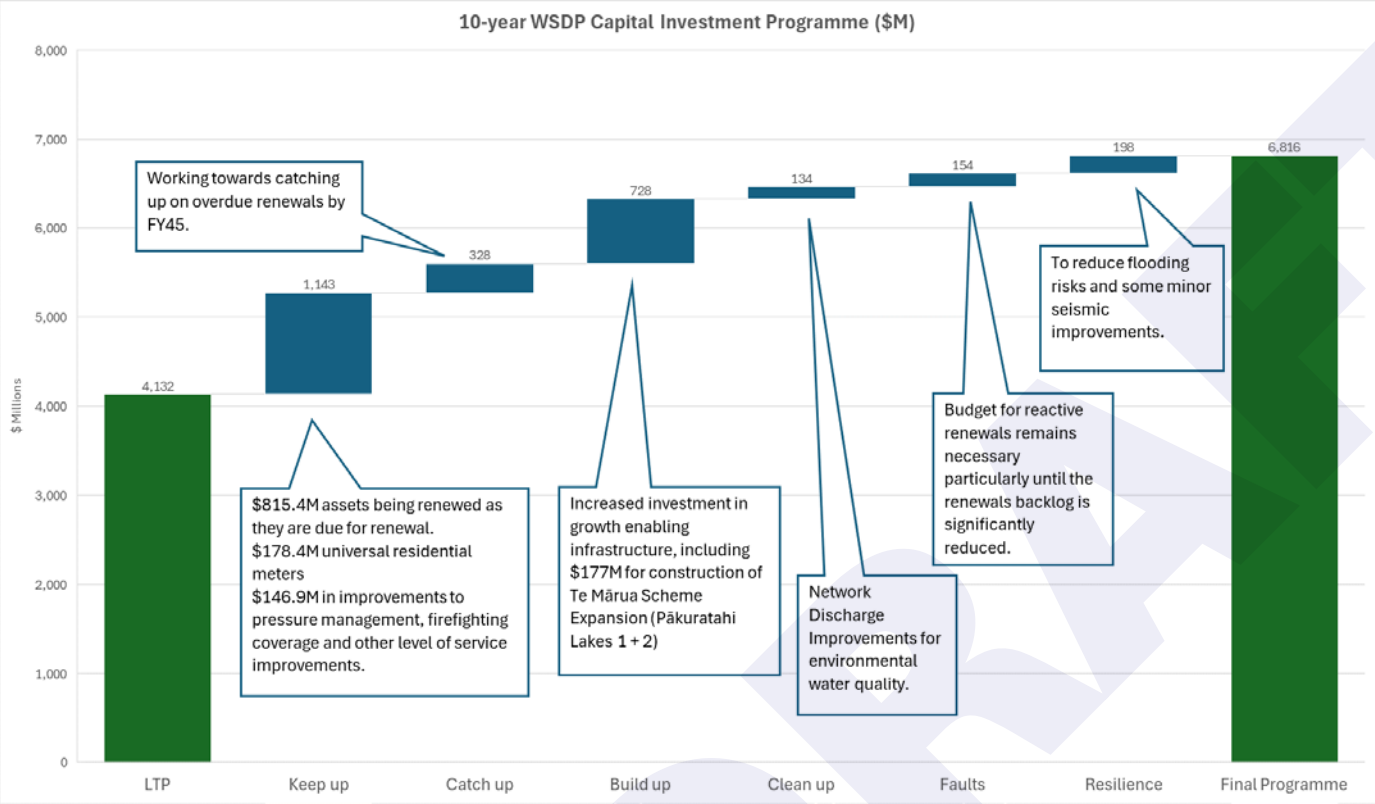
- **Keep up:** $1.14 billion uplift in investment in renewals and meeting levels of service:
  - $815.4 million increase in renewal of the network, treatment plants, pump stations, reservoirs and control systems, including $278 million to start construction of the Seaview and Moa Point outfall pipes (completed beyond the 10-year period of the WSDP) and $65 million for the Porirua Sludge Reduction Dryer.
  - $178.4 million to roll out universal residential meters across all metropolitan areas.
  - $146.9 million in improvements to pressure management, firefighting coverage and other three waters network improvements.
- **Catch up:** $327.6 million increase in investment to address overdue renewals and other upgrades with focus on network assets and the treatment plants. This includes $226.0 million for renewal of the Seaview outfall pipeline.
- **Build up:** $727.7 million in infrastructure to enable growth throughout metropolitan Wellington, including $177.0 million to start construction of the Pākuratahi Lakes and $85 million for a critical wastewater trunk main upgrade through Paremata.
- **Clean up:** $133.6 million to improve environmental water quality through network discharge and drainage investigation improvements.
- **Address faults:** $153.5 million allocated to addressing faults as they arise with focus on network assets.
- **Resilience:** $198.4 million to improve resilience with a focus on flooding risks mainly in Wellington and Porirua ($185.2 million) and $13.2 million to improve seismic resilience.

[9] Note, all figures specified in this section, relating to capital and operational expenditure are uninflated and pre-efficiencies.

[10] Note, while this section refers to the 'first 10 years of the WSDP' additional investment above the LTP does not start until FY2027/28 - Year 4 of the 10-year period. These figures are inclusive of projects currently being delivered directly by the councils ($358.5 million in total).

The figure below provides a visual representation of the additional capital investment proposed in the WSDP, over and above the LTP baseline investment, in the first 10 years of the plan.

Figure 7: *Capital investment programme – 10-year investment above the LTP baseline*



30-year capital investment

Over the 30-year period, $25.36 billion in capital investment is anticipated. This forecast investment need is based on:

- current understanding of the network and its critical risks,
- knowledge of growth needs where studies have identified investment requirements, and
- known investment required to meet existing regulatory requirements.

Table 20: *10 and 30-year WSDP capital investment by investment category*

Investment Category	10-year capital investment ($M)	30-year capital investment ($M)
Keep up	1,975.0	8,001.1
Catch up	1,840.9	3,305.8
Build up	1,354.9	6,517.0
Clean up	843.7	3,582.7
Address faults	412.9	1,119.4
Resilience	388.3	2,838.2
Total	**6,815.6**	**25,364.1**

For this investment, metropolitan Wellington can expect to see widespread improvements:

- There will be a period of catching up, but the backlog in overdue asset renewals should be addressed by FY2045/46.
- A general reduction in asset failures and service interruptions as investment in renewals increases across all councils. While this improvement will be gradual, it reflects a shift toward proactively addressing aging infrastructure and catching up on deferred renewal programmes. Greater benefits for water use efficiency and conservation due to the recommendations of the Keep–Reduce–Add strategy being delivered.
- Water supply security increases and becomes more sustainable when the Pākuratahi Lakes are completed. These will support the additional demand from population growth and accommodate reductions in water takes anticipated when these are reconsented in the early 2030s.
- Improved water quality and reduced compliance risks at all wastewater treatment plants due to upgrades such as sludge minimisation and renewal of the outfall pipes.

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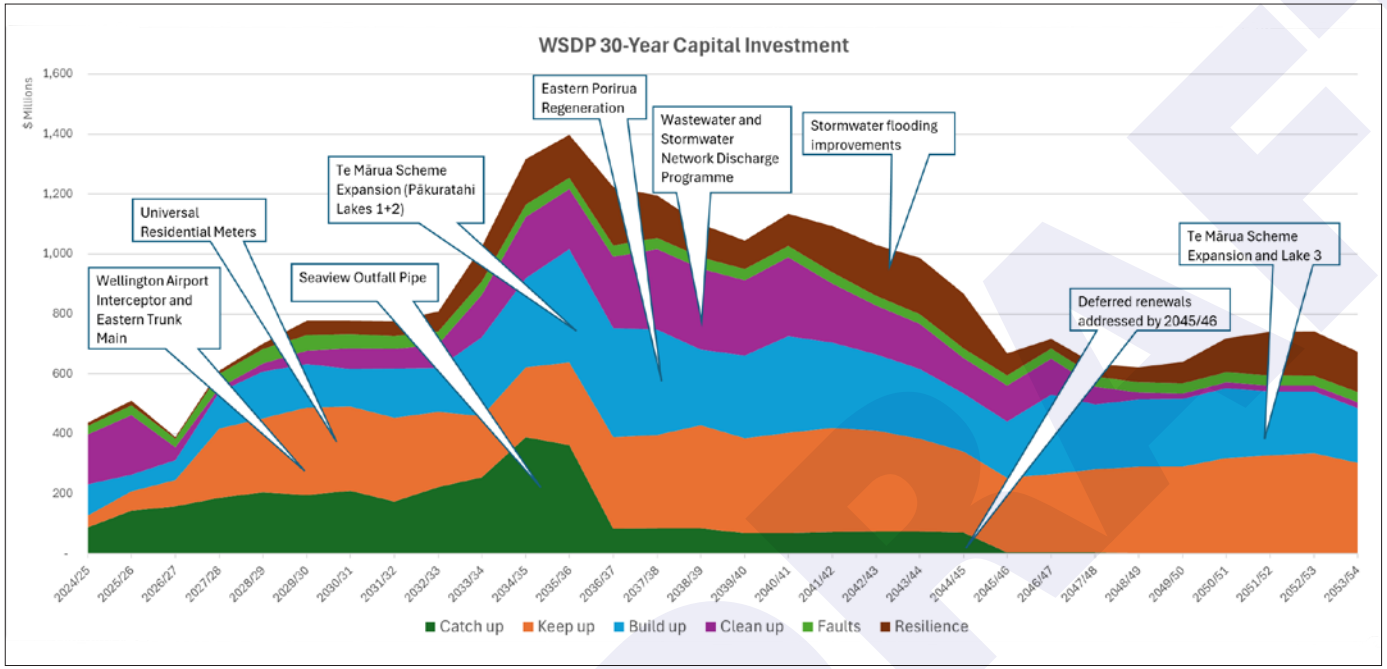
- Improved environmental water quality by delivering the Network Discharge Consent programme and ongoing investment in network water quality improvements.
- Safe drinking water through sustained investment at the water treatment plants, ongoing investment in reservoir water quality renewals.
- Growth can be better supported across metropolitan Wellington.
- Flooding in some high-risk areas is reduced where there are known interventions to address the flood risks.

Figure 8: *30-Year capital investment profile*



Appendix C13 provides an overview of the 10-year and 30-year investment outcomes for each of the councils.

Investment in information technology systems

Metro Water will need to be a more capable organisation than Wellington Water, with better systems and processes. Wellington Water is missing core systems needed for any effective water utility organisation and is not right sized for the work needed to deliver for their shareholders or to deal with the challenges the region faces with water infrastructure. Investment has started into critical 'end-of-life-systems', integrated asset and financial systems, and customer systems, and will need to continue through the first few years of Metro Water and be followed by ongoing investment in digital capability to ensure Metro Water's systems stay up to date and keep pace with technology change. Notable benefits of this investment include: mitigation of significant operational and cyber risk; the ability to be more efficient in building, operating, and maintaining the water assets and the services they deliver; increased ability to effectively monitor Metro Water's operations and performance and be more transparent in its reporting on the delivery of safe, reliable, complaint and affordable drinking water, stormwater, and wastewater services.

The shareholding councils have agreed to provide additional funding to Wellington Water to replace its aging IT systems, including asset-management systems. This funding aims to rectify deficiencies in financial oversight and procurement processes, which rely heavily on contractor-managed systems. Investment in these systems will transfer to Metro Water. Wellington Water is currently running a procurement process in relation to these needs which will help to confirm anticipated costs, prioritisation and sequencing of investment by late 2025.

C2.5 Outstanding risks

While the WSDP capital programme reflects a significant uplift in investment for metropolitan Wellington, some critical investment will not be fully delivered when recommended or currently legislatively required. This will require ongoing review and consideration of investment decisions and trade-offs by Metro Water in conjunction with regulators to ensure balanced and affordable investment.

Regional rollout of universal water meters

- **$412.3 million to rollout ($178.4 million in addition to the baseline LTP)**

Regional rollout of universal water meters plays a critical role in Wellington's approach to securing drinking water services for the future. As part of the metropolitan Wellington's Keep–Reduce–Add strategy, they are central to managing demand, optimising the existing network, and deferring the need for costly new water sources. Universal metering will enable:

- Accurate measurement of water use.
- Faster identification and resolution of leaks in both the customer supply pipes and the publicly owned water supply network.
- Real-time data to support targeted water conservation efforts.
- Ability to implement volumetric charging.

These gains from the roll out of universal metering are needed as soon as possible, ideally by 2030. The longer it takes, the higher the risk of water shortage and summer

water restrictions. Investment timing in this WSDP currently anticipates that meters are fully rolled out by FY2031/32. This is considered the fastest pace metering could be rolled out due to investment only ramping up from FY2027/28 under the WSDP. Ongoing business case development, procurement approaches and investment prioritisation decisions are being worked through in relation to this programme.

Construction of Te Mārua Scheme Expansion Pākuratahi Lakes 1 and 2

- **$649.6 million total investment ($613.7 million in addition to the baseline LTP)**

The Pākuratahi Lakes (Stage 1) are needed to increase storage capacity to address water supply security and resiliency challenges facing metropolitan Wellington. The Pākuratahi Lakes are required in part by anticipated reductions in allowable water takes during summer months, driven by new environmental flow requirements under the NPS for Freshwater Management. Summer water take reductions are expected to take effect from 2036. The Pākuratahi Lakes Stage 1 therefore need to be in place before this time. Planning is underway for the Pākuratahi Lakes Stage 1, however, based on current investment timing in the WSDP for the construction phase, the lakes will not be fully constructed until FY2037/38. If this is the case, there is an elevated likelihood of summer water restrictions for metropolitan Wellington until the lakes are in operation.

The reason for this investment timing in the WSDP is the scale of investment required and timing of such investment with other critical high-cost infrastructure (this challenge is discussed in more detail in Section C2.10 Deliverability of Investment Programme). Further work will be needed to assess delivery options and explore how this critical investment can be brought forward to meet emerging water security needs while considering the context of the wider WSDP capital delivery programme.

Seaview outfall pipeline replacement

- **$698.2 million total investment ($678.2 million in addition to the baseline LTP)**

As noted in Section B of this plan, wastewater environmental performance standards (WEPS), developed under the Water Services Act 2021, propose national minimum discharge quality standards for all treated wastewater outfalls. Compliance with WEPS will require either upgraded treatment processes, extended outfall pipes, or both. Although not yet in force, they are expected to apply at the time of resource consent renewal for each wastewater treatment plant.

Investment has been included in the WSDP for upgrade of the Porirua, Moa Point, Western and Seaview outfall pipelines prior to their consent renewal dates. However, a confirmed position of the upgrade requirements is yet to be determined so the budget for these outfall renewals is indicative.

The consent for the Seaview outfall pipeline lapses in August 2031 and the current cost estimate of $698.2 million means meeting the August 2031 timeline is a challenge. It is currently scheduled in the WSDP for completion by FY2035/36. This could potentially result in non-compliance for several years dependent on decisions in relation to consents and conditions before this time.

Flooding risk

- **$3.3 billion+**

As noted in Section B of this plan, further work is required to develop formal levels of service for stormwater management. If using the measure of mitigating flooding in a 10% AEP event, investment requirements are substantial - estimated at over $3.3 billion[11]. The WSDP does not propose committing to a definitive investment solution currently. Instead, the residual flood risk to thousands of properties is acknowledged and will be transparently carried forward.

Responsibility for determining how best to manage this risk is a multi-agency requirement which will require integrated planning between Metro Water and the councils. This work will need to consider whether these risks are best addressed through capital investment or other solutions taking an integrated approach at a catchment level working with a range of partners and stakeholders, including consideration of urban design, land use and integration with roads, parks and private property.

This approach recognises that any decision on this scale should be made by Metro Water with full visibility of priorities across all water service functions and a broader mandate for integrated stormwater planning and delivery. Section D of this plan provides further detail on the position of stormwater management as part of the new water organisation, including the interface between each council and Metro Water.

Climate change

Climate change presents a broad and growing risk profile that is only partially understood at this stage.

While some direct impacts such as household flooding and saline intrusion into aquifers have been identified, other systemic effects remain uncertain, particularly those relating to sea level rise, coastal erosion, extreme drought, and increased temperatures.

A significant proportion of the region's three waters infrastructure is located within low-lying and coastal areas, placing it at risk from sea-level rise and storm surge. Given this, future resilience planning must include comprehensive climate risk assessments, adaptive design standards, and ongoing monitoring. The full investment requirement to address long-term climate risks is not yet known and is not reflected in this programme. Metro Water will need to work with councils, iwi, and central government partners to determine the scope and scale of required investments and ensure that climate resilience is integrated into future planning and capital delivery.

[11] Source: Wellington Water Memo: Regional Stormwater Flooding Overview, 2025

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Exclusions and pricing gaps

As noted in Section C2.2 – Achieving regulatory compliance, this programme has not priced in costs to address anticipated regulatory changes or risks that are not clearly defined with known solutions to address them, or where information is not readily available. For example, there will be substantially more investment required to enable metropolitan Wellington to grow than is currently priced into the WSDP. However, until detailed growth studies are completed for all parts of metropolitan Wellington outlining the requirements, these costs have not been factored in. As noted in Section B4.1 many areas identified for growth are served by ageing and underperforming infrastructure that lacks the capacity and resilience to meet current or future demand. As a result, a significant share of investment that will be identified through the growth studies will also be required to remedy existing service shortfalls and bring networks up to an acceptable standard. Therefore, only some of the cost of the investments identified through growth studies will be offset with development contributions through the 'growth pays for growth' approach.

Similarly, seismic upgrades to critical infrastructure such as reservoirs is required, however a programme of work detailing the investment requirements is not yet available.

Appendix C4: Addressing known risks provides an overview of the critical risks metropolitan Wellington faces and how they have been addressed in the WSDP, *Appendix C1: Assumptions and uncertainties* provides the key assumptions that have informed development of the WSDP investment programme; and *Appendix C11: Sensitivity scenarios* outlines a range of sensitivity tests, including changes to the scale of the capital programme.

C2.6 Proportion of investment by water and LGA categorisation

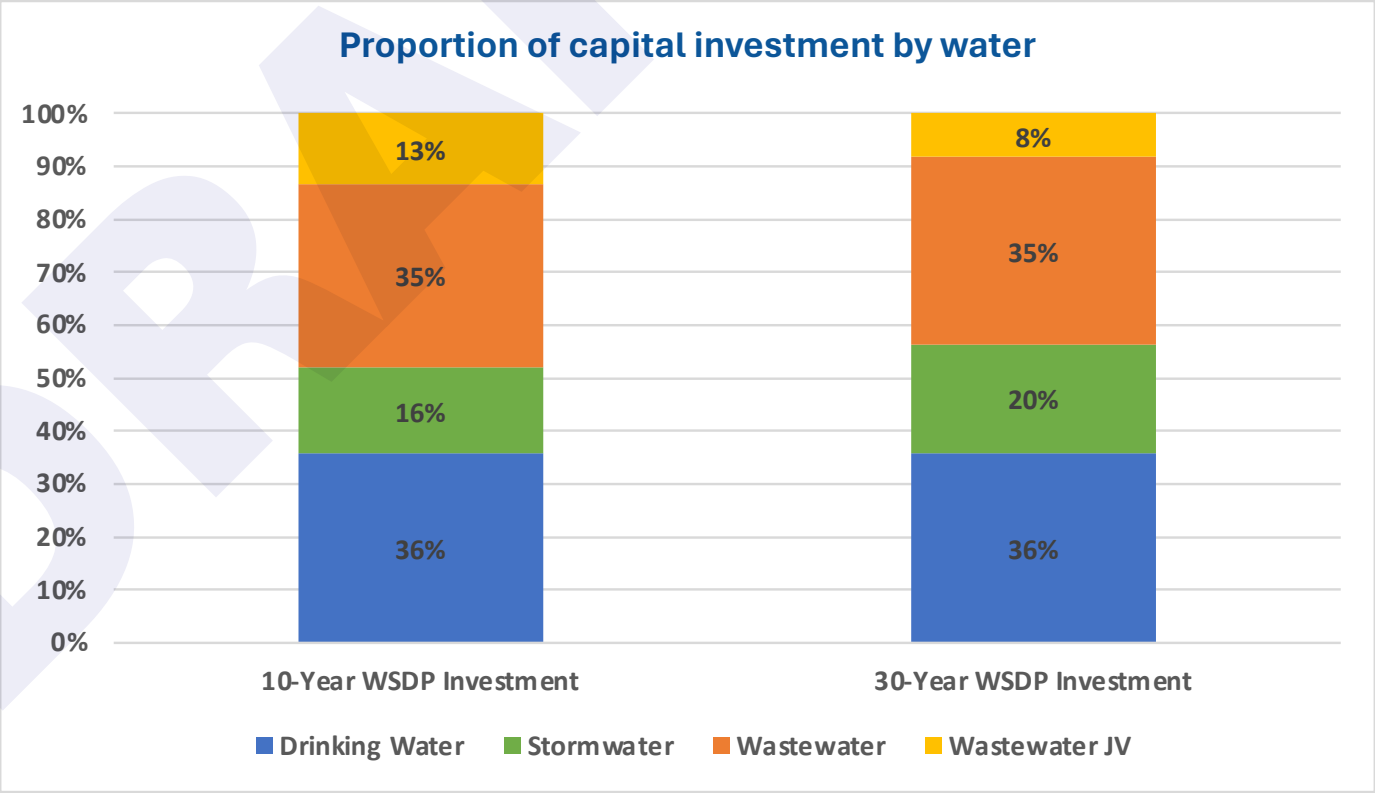
Capital investment by water

The proportion the asset base that each water makes up is roughly equal:

- Drinking water – 32%
- Stormwater – 30%
- Wastewater (including Joint Venture) – 38%

The proportion of investment by water does not directly reflect the value of the three waters assets by value. Stormwater is slightly under-represented when comparing directly to asset valuations, however this is largely a reflection of the regulatory requirements for wastewater and investments in universal residential metering and the Pākuratahi Lakes for water supply. Stormwater investment in this plan does not include broader integrated investment that will be required working with councils and landowners, such as the management of parks, road and land use.

Figure 9: *Proportion of capital investment by water*[12]



[12] Note, Wastewater JV refers to the jointly owned wastewater treatment plant assets (Seaview WWTP for HCC and UHCC and Porirua WWTP for PCC and WCC).

Capital investment by LGA categorisation

The WSDP Capital programme balances investment over the Local Government Act Investment categorisation (LGA categorisation) of renewal, level of service and growth. In the first 10 years, under the LTP baseline, the majority of investment (49.7%) is directed to renewals, followed by 37.8% for level of service improvements, and only 12.5% to support growth. This reflects a continuation of current investment settings, where focus is placed on addressing deteriorating assets and achieving basic service compliance, but where limited provision is made for enabling new development.

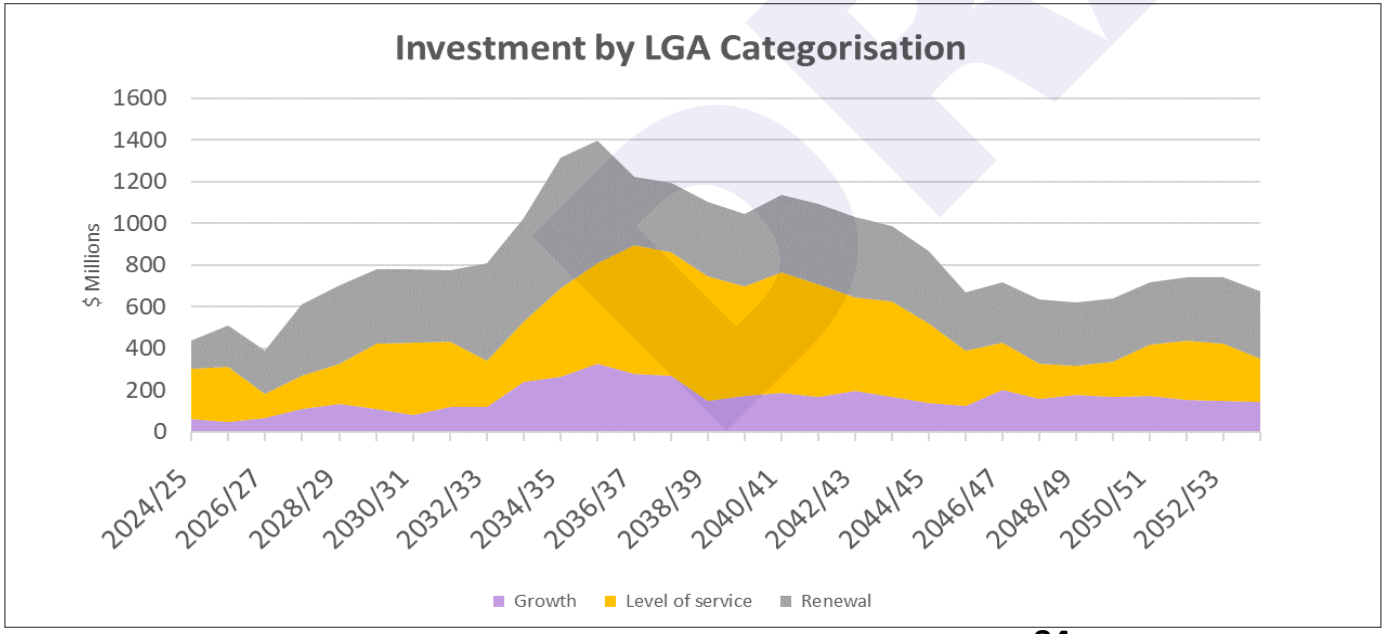
The increased capital investment in the WSDP allows the balance of spending to better reflect the region's actual needs across the three waters network. Over the 10-year horizon, the allocation changes to 47.9% for renewals, 36.1% for level of service, and 16% for growth. Over 30 years, this rebalancing is even more pronounced, with growth-related investment rising to 19.1%, while renewals reduce to 41.1% and level of service investment increases slightly to 39.7%.

This allocation of investment is illustrated in the table and figure below.

Table 21: *Investment by LGA categorisation*

LGA categorisation	LTP capital investment ($M)	10-year capital investment ($M)	30-year capital investment ($M)
Growth	12.5%	16%	19.1%
Level of Service	37.8%	36.1%	39.7%
Renewal	49.7%	47.9%	41.1%
Total	**100%**	**100%**	**100%**

Figure 10: *WSDP Capital investment by LGA categorisation*



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C2.7 Operating expenditure

Operating expenditure projections in this WSDP have been built up from the councils' LTPs. Additional expenditure above the LTP's rates has been applied to Upper Hutt and Porirua as the LTP levels have been shown to be insufficient to cover all operating activity without carrying significant risk.

From this baseline, council-covered operational expenditure, and consequential operating expenditure has been added. This approach aims to ensure a robust and realistic expenditure forecast that accounts for uplifted capital expenditure impacts and improved organisational capacity, while also reflecting efficiency expectations over time. Assumptions are noted in *Appendix C8*.

Currently, operational activity is relatively reactive to issues in the network. As the backlog in renewals is addressed it is expected activity will shift from a reactive approach to a predominantly proactive approach.

Consequential operating expenditure

Consequential operating expenditure reflects the ongoing costs associated with new or upgraded assets. These are calculated using a combination of council-specific growth rates and a set of standardised assumptions applied to major capital projects[13]. Specifically,

- A 4% consequential opex rate is applied to the value of growth and level-of-service-related capital expenditure above $20 million.
- For the Pākuratahi Lakes, a lower 1% rate has been applied.

Unique consequential operating expenditure has been applied to the universal residential meters and the sludge minimisation facility, based on latest knowledge. Further detail on the application of consequential opex is provided in *Appendix C14*.

Metro Water specific cost assumptions

From 1 July 2026, operating expenditure reflects the costs
of a fully operational water organisation. This includes:

- new regulatory related costs
- additional maintenance costs applied in some areas based on advice from Wellington Water
- costs associated with new systems, governance, and compliance structures.

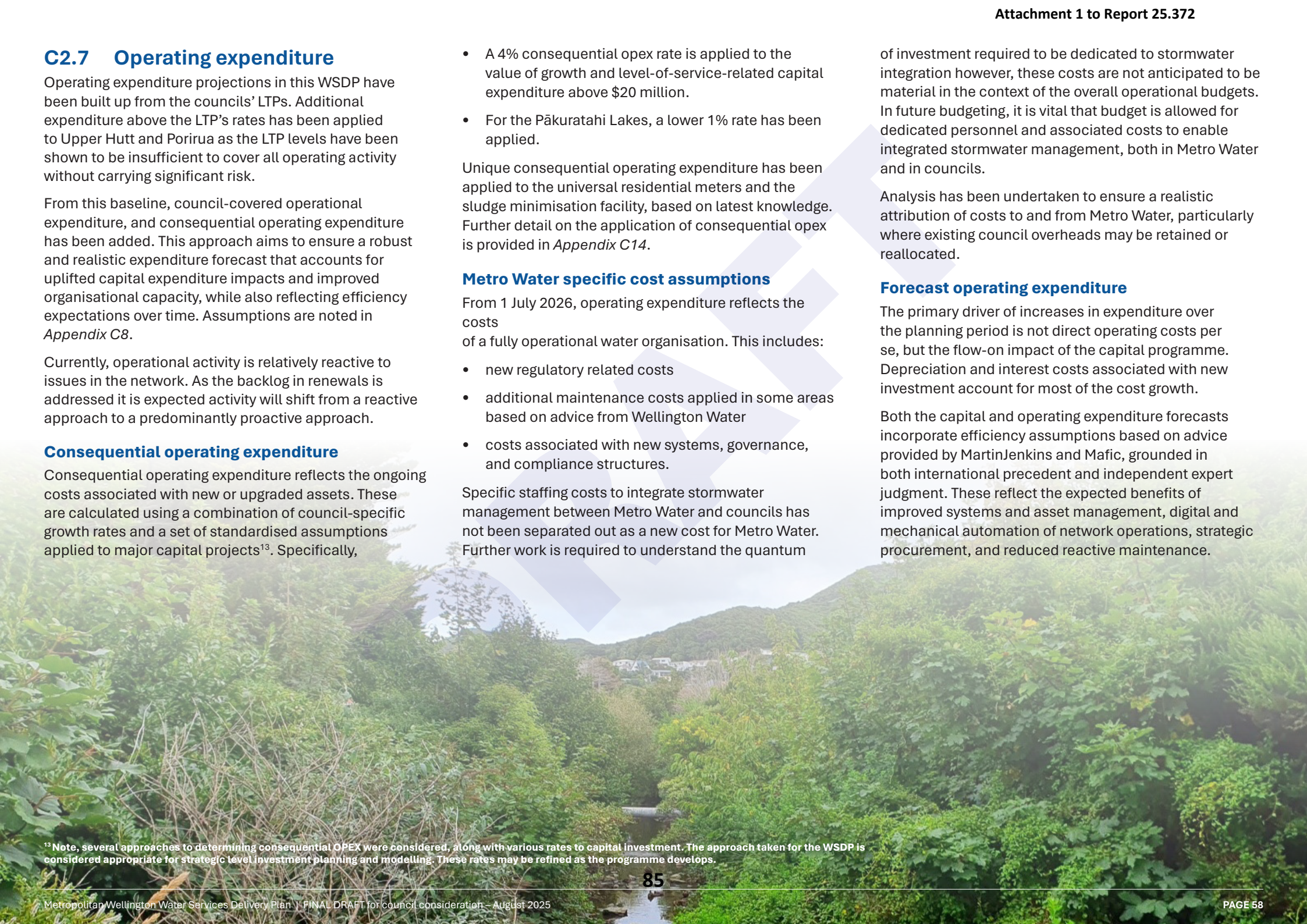
Specific staffing costs to integrate stormwater management between Metro Water and councils has not been separated out as a new cost for Metro Water. Further work is required to understand the quantum of investment required to be dedicated to stormwater integration however, these costs are not anticipated to be material in the context of the overall operational budgets. In future budgeting, it is vital that budget is allowed for dedicated personnel and associated costs to enable integrated stormwater management, both in Metro Water and in councils.

Analysis has been undertaken to ensure a realistic attribution of costs to and from Metro Water, particularly where existing council overheads may be retained or reallocated.

Forecast operating expenditure

The primary driver of increases in expenditure over the planning period is not direct operating costs per se, but the flow-on impact of the capital programme. Depreciation and interest costs associated with new investment account for most of the cost growth.

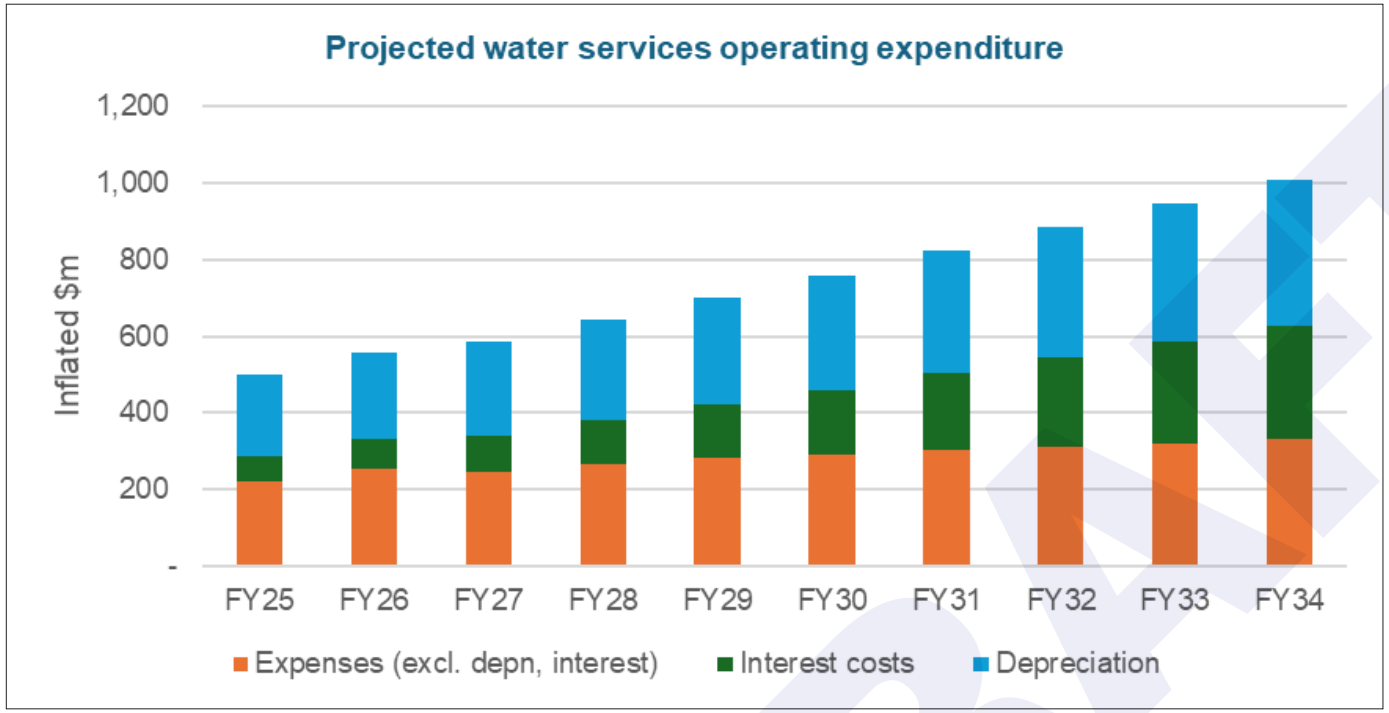
Both the capital and operating expenditure forecasts incorporate efficiency assumptions based on advice provided by MartinJenkins and Mafic, grounded in both international precedent and independent expert judgment. These reflect the expected benefits of improved systems and asset management, digital and mechanical automation of network operations, strategic procurement, and reduced reactive maintenance.



[13] Note, several approaches to determining consequential OPEX were considered, along with various rates to capital investment. The approach taken for the WSDP is considered appropriate for strategic level investment planning and modelling. These rates may be refined as the programme develops.

From Financial Year (FY) 2026/27, a 2.25% annual operating expenditure efficiency is applied.

Figure 11: *Projected operating expenditure*



Note: *figures in the above are inflated and post-efficiencies*

C2.8 Assessment of investment sufficiency

Having sufficient planned investment is fundamental to achieving the objectives of this WSDP and complying with regulatory expectations under the Local Government (Water Services Preliminary Arrangements) Act 2024.

Investment sufficiency means that Metro Water's projected capital and operating programmes are sufficient to meet levels of service, regulatory requirements and provide for growth while also addressing historic underinvestment and service level gaps.

The assessment that follows draws on investment programme modelling, capital delivery projections, and analysis of asset management and regulatory requirements. It demonstrates that:

- projected investment levels provide a pathway to meet levels of service, regulatory requirements and provide for growth, subject to the key risks and compliance challenges outlined in this report
- investment is appropriately funded through a combination of projected revenues and borrowing, within prudent financial limits, as shown in the financial and revenue sufficiency assessments
- delivery capacity and phasing have been tested to ensure realistic implementation without overwhelming the market.

Key financial metrics, including the Asset Sustainability Ratio (ASR), Asset Investment Ratio (AIR), and Asset Consumption Ratio (ACR), are presented to support this assessment and demonstrate that the investment pathway is aligned with long-term infrastructure stewardship obligations.

The investment figures presented in the remainder of this section are inflation-adjusted and incorporate efficiency assumptions. They are sourced from the financial model underpinning Metro Water's financial sustainability assessment, ensuring consistency across the investment, financing, and revenue sufficiency analyses.

C2.9 Projected water services investment

The projected investment profile under this WSDP reflects a sustained uplift in capital expenditure across drinking water, wastewater, and stormwater networks detailed above. Financial years 2024/2025 to 2026/2027 reflect existing council LTPs and include council-delivered projects such as Wellington City Council's sludge minimisation plant, with the uplifted programme of Metro Water increasing investment levels from FY2027/2028 onwards.

Capital expenditure efficiency gains of 1.55% per annum have been applied from FY2026/27, informed by independent analysis from MartinJenkins and Mafic. From FY2028/29, a further step change efficiency improvement of 15% is expected as Metro Water benefits from optimised procurement, and improved programme delivery practices.

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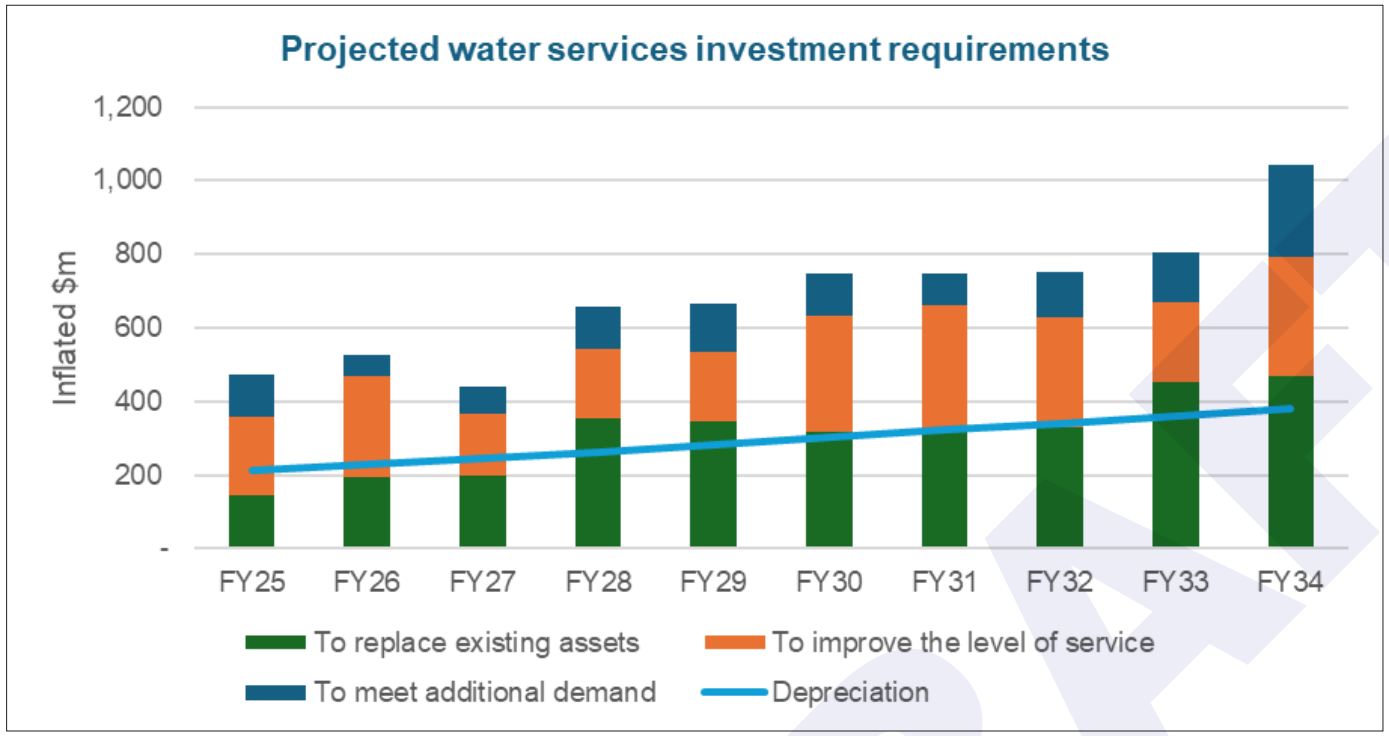
Figure 12: *Projected investment requirements*



Note: *In the graph above numbers are inflated and post efficiencies*

The investment categories used in the earlier section of this WSDP (e.g. catch up, fix up, keep up etc) are tailored to describe the strategic intent and focus of the investment programme, whereas the categories used in the above graph follow Council Financial Impact Statements (FISs) standardised classification to support national comparability of metrics across regions.

Renewals requirements for water services

The asset sustainability ratio provides a key indicator of whether Metro Water is investing sufficiently to replace network assets in line with their rate of deterioration. Where the ratio is positive, this means that there is more projected renewals investment than projected depreciation. Where this ratio is negative, this means that projected renewals investment is less than projected depreciation.

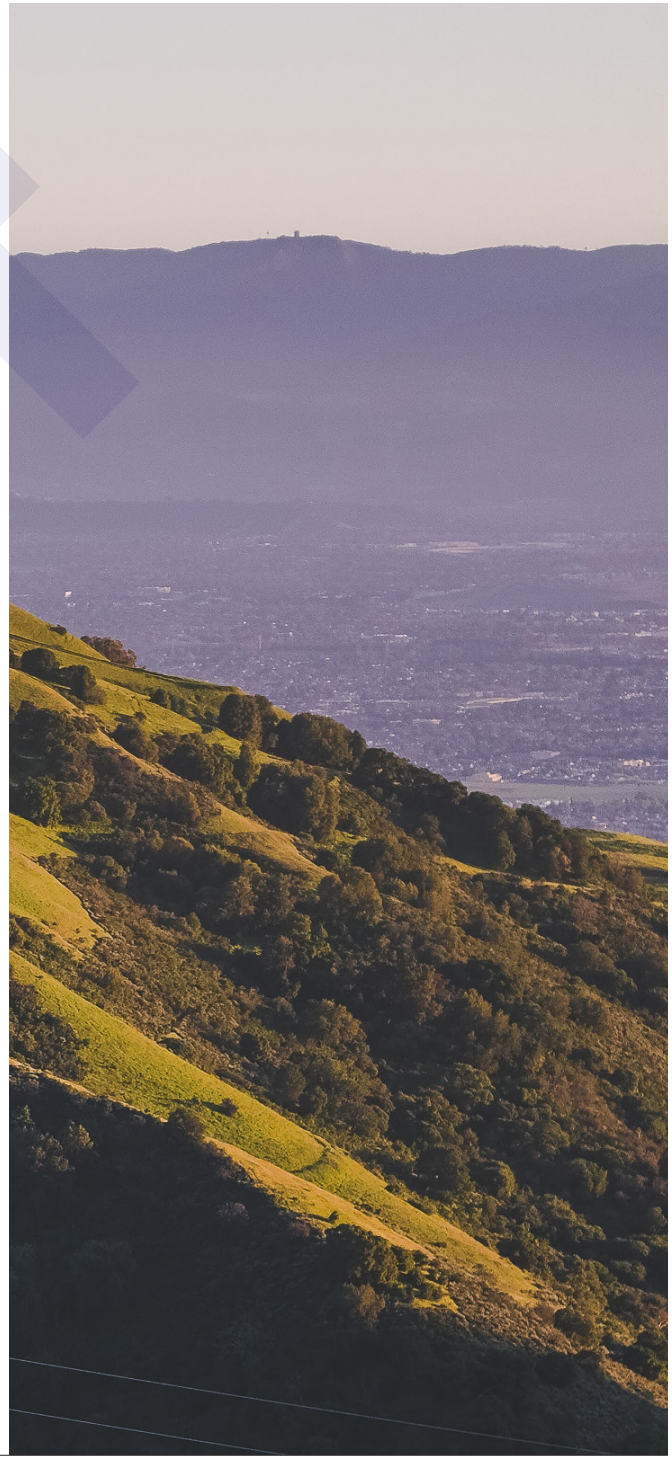


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Table 22: *Asset sustainability ratio*

Asset sustainability ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Capital expenditure on renewals	146,602	192,157	196,898	352,362	344,365	317,284	315,635	331,223	452,277	470,481
Depreciation	212,456	228,431	245,575	261,868	281,368	301,065	321,442	341,154	360,714	379,894
Asset sustainability ratio	**(31.0%)**	**(15.9%)**	**(19.8%)**	**34.6%**	**22.4%**	**5.4%**	**(1.8%)**	**(2.9%)**	**25.4%**	**23.8%**

Under current council Long-Term Plans, renewals investment is below depreciation for the first three years. From FY28 onward, however, Metro Water's investment strategy delivers a sustained increase in renewals investment, broadly in line with or exceeding projected depreciation for the remainder of the period with an average asset sustainability ratio of 15.2% from FY28 to FY34.

This signals a shift towards addressing historic underinvestment and provides confidence that Metro Water's investment strategy will, over time, fully address asset condition risks and support sustainable network management.

Total water services investment required over 10 years

The Asset Investment Ratio (AIR) measures total capital expenditure (including renewals, growth, and service level improvements) relative to depreciation over the 10-year planning period. This metric provides an important indicator of whether investment is sufficient not only to maintain the existing network, but also to enhance its capacity, performance, and resilience.

Table 23: *Asset investment ratio*

Asset investment ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Capital expenditure	474,635	524,590	439,455	659,009	665,546	745,924	746,957	752,660	803,638	1,044,332
Depreciation	212,456	228,431	245,575	261,868	281,368	301,065	321,442	341,154	360,714	379,894
Asset investment ratio	**123.4%**	**129.6%**	**78.9%**	**151.7%**	**136.5%**	**147.8%**	**132.4%**	**120.6%**	**122.8%**	**174.9%**

Across the full 10-year period, the average AIR is 134%, indicating that the overall level of capital investment materially exceeds asset consumption, consistent with good asset management practice and the goal of ensuring long-term service sustainability.

This investment profile provides confidence that:

- Metro Water's capital programme is not limited to asset replacement, but also addresses historic underinvestment, growth demands, and regulatory compliance
- the region's three waters networks will progressively improve in condition, capacity, and resilience over the life of the WSDP
- the investment pathway is aligned with the broader objectives of financial and service sustainability set out in the WSDP.

Average remaining useful life of network assets

As part of the assessment of infrastructure condition and renewals sufficiency, the Asset Consumption Ratio (ACR) for the region's water infrastructure has been calculated. This ratio compares the current book value of infrastructure assets to their estimated replacement value.

- Asset Consumption Ratio = Book value of infrastructure assets ÷ replacement value of infrastructure assets.

The ratio provides a proxy for the average remaining useful life of the network. A higher ratio suggests that assets are relatively new or have undergone recent reinvestment, while a lower ratio indicates that a significant portion of asset life has already been consumed. Where the ratio trends downward over time, this reflects increasing pressure on future consumers to fund asset replacement.

Table 24: *Asset Consumption ratio*

Asset consumption ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Book value of infrastructure assets	8,583,229	9,339,498	9,935,799	10,750,251	11,572,034	12,442,083	13,270,029	14,077,681	14,877,014	15,909,370
Total estimated replacement value of infrastructure assets	18,296,871	19,517,000	20,591,094	21,746,137	22,923,195	24,165,256	25,349,782	26,499,834	27,494,128	28,720,356
Asset consumption ratio	**46.9%**	**47.9%**	**48.3%**	**49.4%**	**50.5%**	**51.5%**	**52.3%**	**53.1%**	**54.1%**	**55.4%**

The ACR for the region's water infrastructure improves steadily across the 10-year forecast period, rising from 46.9% in FY 2024/25 to 55.4% in FY 2033/34. This implies that, on average, over half of the useful life of water infrastructure assets will remain at the end of the 10-year period, up from slightly less than half at the beginning. This gradual increase indicates that the current investment programme is sufficient to not only offset asset consumption but to modestly improve the overall condition of the asset base.

C2.10 Deliverability of investment programme

Delivering a capital programme of the scale recommended in this WSDP presents both opportunities and challenges.

There are significant opportunities to achieve economies of scale in financial terms. Larger, regionally coordinated programmes allow for bundling of similar projects, streamlined procurement, and greater purchasing power for materials and services. This can reduce per-unit costs for construction and asset components, enable longer-term contracts that offer better value, and lower overheads by spreading design, consenting, and project management costs across multiple work packages. Over time, these efficiencies contribute to more predictable delivery and improved whole-of-life value for investment.

There are however also significant challenges in delivering capital projects at the scale and pace proposed.

To support the development of a financially and operationally sustainable WSDP, the five councils commissioned an independent industry deliverability assessment in early 2025. The assessment evaluated whether the scale and pace of capital investment proposed under the WSDP could be realistically delivered by the regional construction and consultancy market, taking into account key constraints and enablers across the sector.

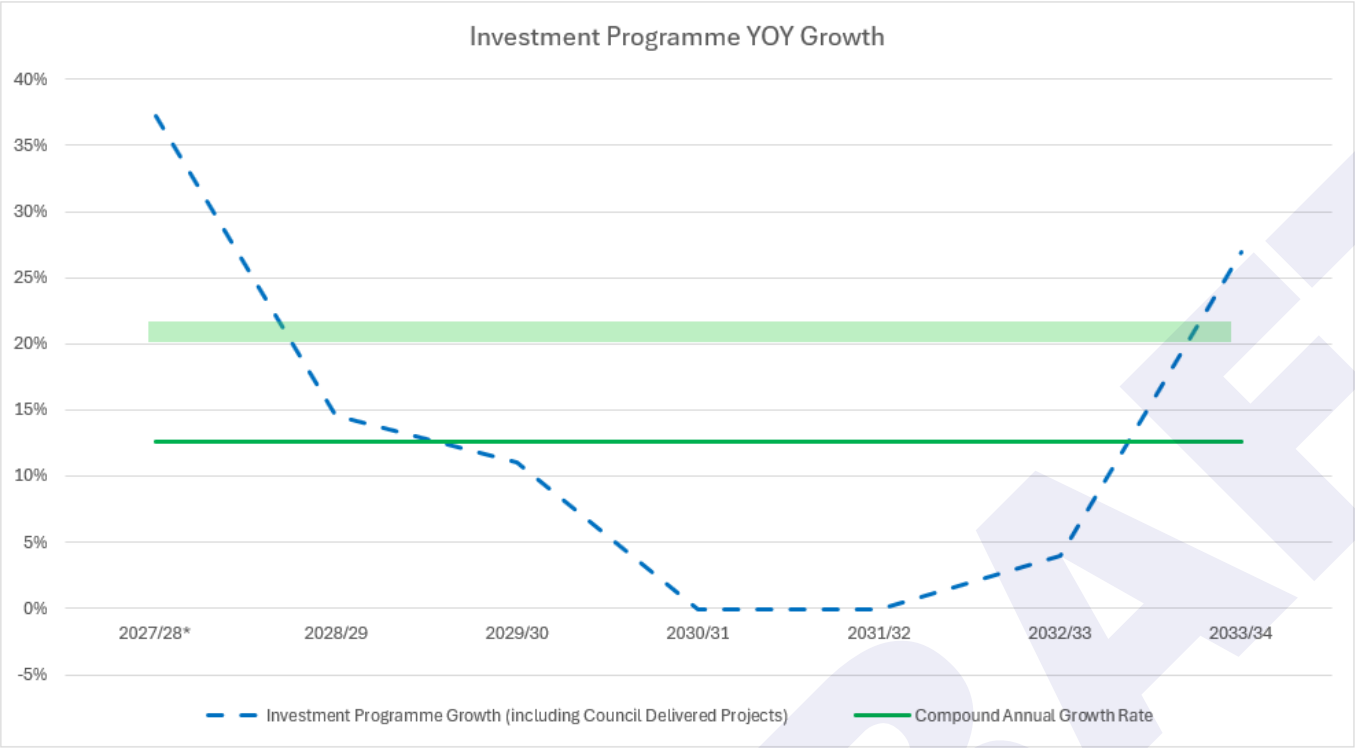
The review involved 21 interviews with 15 organisations from the design, construction, and water services sectors, supplemented by independent expert analysis. The key findings were:

- A sustainable annual growth rate for the water services capital programme was recommended to be in the range of 20–22%, based on observed market capacity, historic delivery rates, and the need to maintain value-for-money outcomes.
- A 30% year-on-year growth rate could be achieved under ideal circumstances but is considered unlikely given the current stage of development and the maturity of the Wellington water sector.
- To support a sustained 30% uplift in investment delivery, four critical preconditions must be met:
  - a visible 10-year investment pipeline
  - secure and hypothecated funding
  - fit-for-purpose delivery models
  - a highly capable client-side delivery organisation with robust systems.

The investment programme modelled in the WSDP reflects a Compound Annual Growth Rate (CAGR) of approximately 13% from FY28 to FY34 – comfortably within the sustainable growth range. However, FY28 exceeds this guidance, with investment growing by 37% relative to the preceding three-year average, when including council delivered projects[14].

[14] In assessing the deliverability of the proposed WSDP capital investment programme, it is important to consider the full scope of infrastructure delivery occurring across the Wellington water sector (including known council-delivered infrastructure such as the sludge minimisation facility), not just projects delivered directly by Wellington Water. This provides a more realistic view of current delivery relative to that proposed under the new water organisation.

Figure 13: *Investment programme year on year growth*



*** Growth calculated on average of FY 2024/25 to FY 2026/27**

This increase in FY2027-28 is driven in part by the rollout of universal residential water meters across metropolitan Wellington—a large-scale, discrete programme that could be delivered through a bespoke or parallel delivery track, rather than through traditional infrastructure pipelines. Excluding this metering programme from the calculation brings growth in line with the recommended 20–22% range. In this context, the short-term exceedance is considered manageable, particularly given the likely maturing of client-side delivery systems and improved investment visibility leading up to Metro Water's establishment.

A second period of elevated investment is forecast between FY2032/33 and FY2034/35, when annual capital expenditure is projected to exceed $1 billion per year.

This reflects the convergence of several high-cost, time-sensitive projects:

- Construction of the Pākuratahi Lakes – timing driven by reconsenting of water takes and water security risk.
- Construction of the Seaview Outfall pipe and Moa Point Outfall pipe – timing driven by WEPS and reconsenting requirements.
- Rollout of the network discharge programme – timing driven by the global stormwater and wastewater consents.
- Construction of some high- risk infrastructure committed in the councils' LTPs – Bell Road and Moi-e-te-Ra Reservoirs, Stormwater Improvements in the Hutt, and the Silverstream Wastewater Storage Tank
- Construction of some new high priority infrastructure – stormwater improvements in Wellington City and wastewater storage in Wellington and Plimmerton.

Although the investment levels during these two years exceed the forecast sustainable annual growth range, they are concentrated and time bound. It is anticipated that by FY2032, the four critical preconditions for delivery scale-up are expected to have been met, allowing this investment to be delivered effectively.

Appendix C2: Historical capital delivery provides a brief overview of deliverability over the FY2018/19 to FY2023/24 period.

Ongoing focus on deliverability

The deliverability assessment indicates that while delivery pressures will arise, particularly in FY2027/28 and the early 2030s, the investment programme is largely aligned with plausible growth in regional market capacity.

Delivery capacity will need to be a critical focus for Metro Water, requiring ongoing testing, active planning, and investment decision trade-offs. This will require significant focus and ongoing dialogue with regulators, councils and the community.

Metro Water will need to manage delivery planning within the context of a potential significant uplift in water investment nationwide as other areas also look to deliver on WSDPs. This will constrain market capacity and may also impact on efficiency of investment.

While the current assessment is that delivery of the investment programme is ambitious but broadly plausible, there is inherent uncertainty about how much can be achieved within the planned timeframes. It is recognised that the pace of delivery and the level of investment outlined in this WSDP is likely to be at the high end of what is feasible.

In preparing this WDSP, a number of scenarios have been tested to help understand the impact of a number of variables, including uncertainties of costs and potential deliverability constraints. These are discussed further in Section C3 below and are available in *Appendix C11*.

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C3 Finance Strategy and Sufficiency

A critical element of financial sustainability under this WSDP is ensuring that sufficient financing capacity exists to support the planned level of investment, while maintaining prudent debt levels and compliance with borrowing covenants over time.

The financing sufficiency assessment evaluates whether:

- Metro Water can access the funding needed to deliver its investment programme
- projected debt levels remain within acceptable and sustainable limits
- financial resilience is maintained through appropriate headroom and liquidity management
- the financial strategy is consistent with Local Government Funding Agency (LGFA) lending criteria and economic regulation requirements.

Under the proposed regional model, Metro Water will primarily fund its investment programme through external borrowings from the LGFA, supplemented with other capital contributions (e.g., development contributions and grants). Metro Water's financial strategy targets a Funds from Operations (FFO) to debt ratio of 9% by FY2034. This is above LGFA guidance of 8% for water entities with over 50,000 customer connections to allow for financial headroom in case this is required.

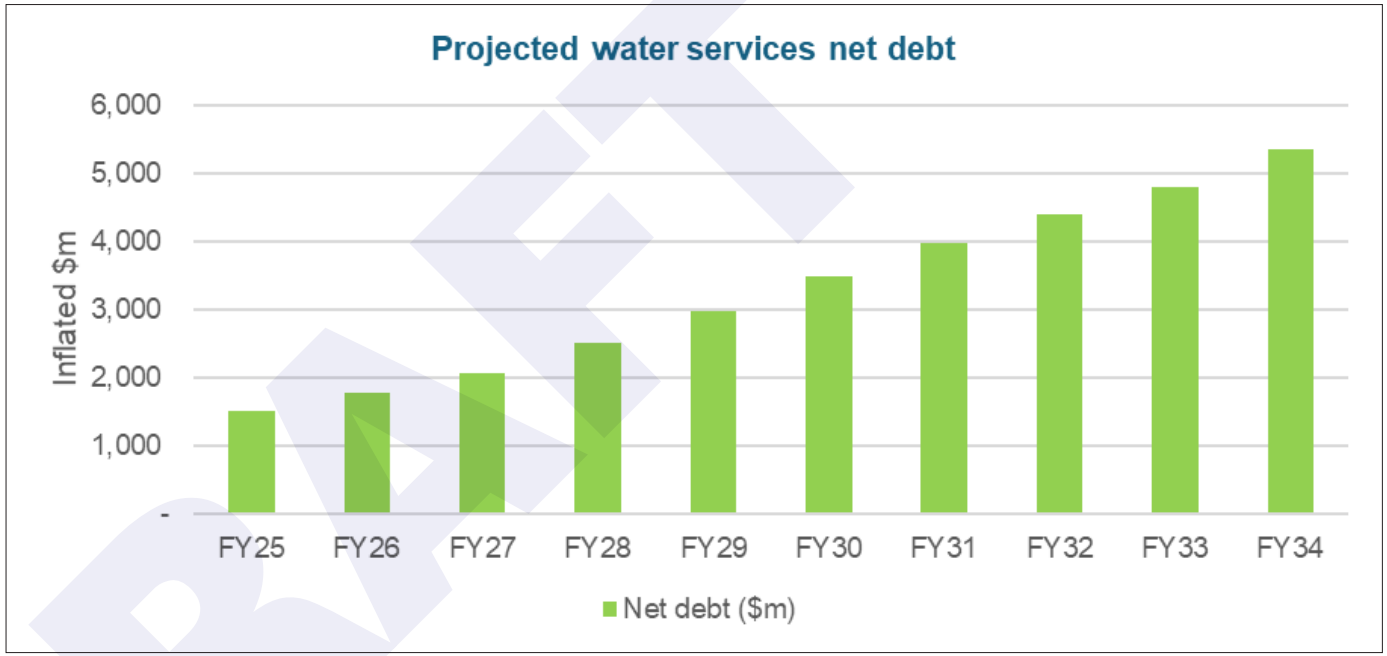
Metro Water's financial projections confirm that while a staged glide path will be required to reach the covenant threshold, Metro Water borrowings remain within sustainable levels throughout the plan period and that sufficient borrowing headroom is achieved by FY2034, providing resilience against unforeseen cost escalations or investment timing shifts.

The following sections present the key financing metrics and indicators that underpin this assessment, including projected debt profiles, borrowing headroom calculations, and FFO-to-debt performance over the WSDP period.

Further financial and debt arrangements are detailed in *Appendix C3*.

3.1 Projected borrowings for water services

Figure 14: *Aggregate net borrowing requirement over the first decade*



Borrowing requirements for Metro Water reflect a step change in investment levels, particularly from FY28 onward outlined earlier in this section. Debt for the first three years (FY25–FY27) reflects investment drawn directly from the councils' adopted LTPs and proposed Annual Plans for FY26.

Borrowing Limits and Financial Capacity

Metro Water will be subject to LGFA borrowing covenants. The primary financial leverage metric is the FFO-to-debt ratio, which measures the proportion of debt that can be serviced from free operating cashflows each year.

For entities with more than 50,000 connections, LGFA guidance sets a minimum covenant of 8%. With approximately 155,000 connections across the participating councils, Metro Water qualifies for this threshold.

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Table 25: *Free funds from operations (FFO) to debt and interest ratios*

Free funds from operations (FFO) to debt ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Operating revenue (minus interest income)	353,389	400,267	451,680	512,304	581,131	659,453	748,534	849,643	964,752	1,095,771
Less Expenses (minus depreciation and non-cash items)	(288,843)	(330,832)	(340,945)	(379,857)	(421,247)	(458,179)	(504,510)	(543,418)	(585,047)	(628,468)
Plus Development contributions (75%)	6,272	8,587	10,909	11,219	14,865	16,763	16,998	17,208	17,910	18,165
Free funds from operations (FFO)	**70,818**	**78,022**	**121,644**	**143,666**	**174,749**	**218,037**	**261,021**	**323,433**	**397,616**	**485,468**
Total net debt	1,553,612	1,813,431	2,104,491	2,566,714	3,015,166	3,537,465	4,017,734	4,441,225	4,841,277	5,394,086
Free FFO to debt ratio	**4.6%**	**4.3%**	**5.8%**	**5.6%**	**5.8%**	**6.2%**	**6.5%**	**7.3%**	**8.2%**	**9.0%**

Free funds from operations (FFO) to interest ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Free funds from operations (FFO)	70,818	78,022	121,644	143,666	174,749	218,037	261,021	323,433	397,616	485,468
Interest	69,281	74,918	93,442	112,576	138,431	168,403	202,479	233,890	264,551	296,826
FFO to interest ratio	**2.02x**	**2.04x**	**2.30x**	**2.28x**	**2.26x**	**2.29x**	**2.29x**	**2.38x**	**2.50x**	**2.64x**

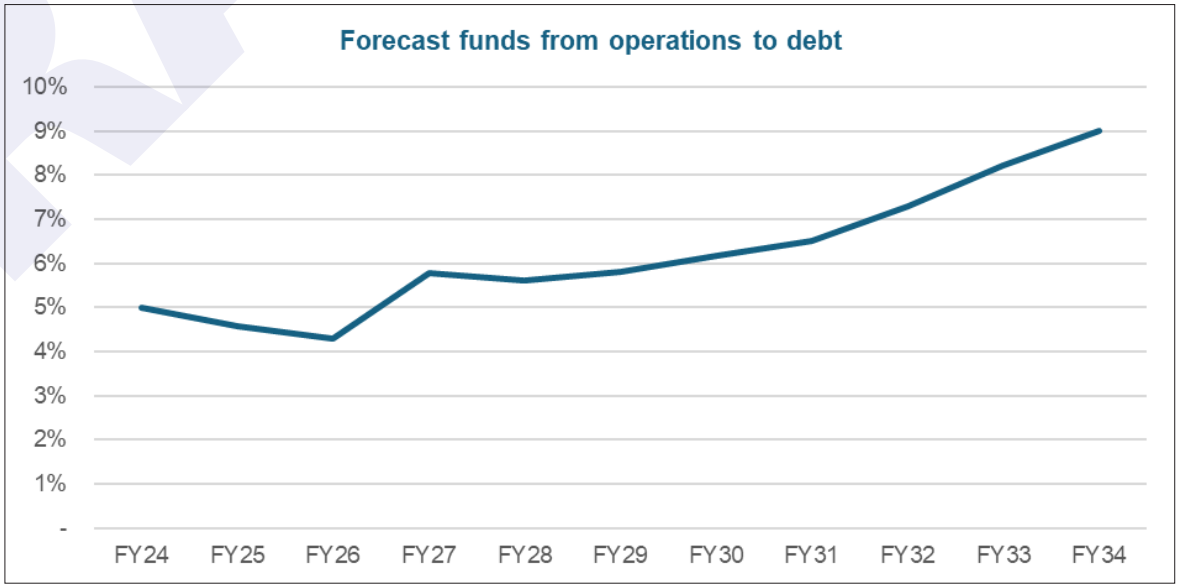
Financial modelling projects that Metro Water will reach 8% FFO-to-debt compliance by FY33, with a long-term target of 9% from FY34 to provide prudent borrowing headroom. The ratio is expected to remain below 8% in the early years, as Metro Water scales up investment while phasing in revenue increases to support affordability.

LGFA's guidance allows up to five years from establishment for water entities to reach covenant compliance, with any longer glide path requiring approval by the LGFA Board. For Metro Water, this five-year window would conclude in FY31.

LGFA has confirmed they will consider a longer seven-year transition, allowing Metro Water to achieve the 8% compliance target by FY33. Accelerating compliance to FY31 would require steeper price increases between FY27 and FY31, compared with a smoother path under current modelling, or a slower pace of investment and consequential borrowing. A scenario testing these alternative glide paths is included in *Appendix C11*.

LGFA's guidance sets a minimum benchmark FFO-to-Interest Coverage Ratio of 1.5x for water CCOs with over 50,000 connections. Metro Water comfortably exceeds this threshold across all forecast years. The coverage ratio is forecast to range from 2.02x in FY25 to 2.64x in FY34, reflecting a strong and improving ability to service interest obligations from operating cashflow.

Figure 15: *Forecast funds from operations to debt*



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Metro Water's debt headroom must also be considered in the context of its broader risk and insurance arrangements (see *Appendix C5*). The insurance strategy assumes full coverage for 40% of insurable assets, with the remaining 60% expected to be met by central government following a major incident.

If an unanticipated event occurs before covenant headroom is fully achieved, several mitigations are available. In the first instance, capital investment can be reprioritised or deferred, allowing funding to be redirected toward urgent asset repairs. This would likely align with market delivery constraints, as the sector's ability to scale construction rapidly is limited and already reflected in programme phasing. In more severe cases, Metro Water could call on the fallback support of shareholder councils via the uncalled capital facility or guarantees. These mitigations ensure that the entity retains flexibility to manage shocks while progressing toward long-run financial sustainability.

C4 Revenue Strategy and Sufficiency

Ensuring that revenue is sufficient to fund the full cost of water service delivery is a core pillar of financial sustainability under this WSDP. Revenue sufficiency means that Metro Water will generate enough operating income to fully cover day-to-day costs, debt servicing, renewals and regulatory obligations over the life of the WSDP.

This assessment evaluates whether:

- projected revenues are sufficient to cover the costs (including servicing debt) of water services delivery
- revenue settings reflect full cost recovery principles consistent with economic regulation expectations
- charges remain affordable to the community.

The approach outlined in this section balances affordability for customers with the long-term financial sustainability of Metro Water, while providing flexibility for councils and Metro Water to respond to evolving regulatory, economic, and community needs.

The following sections present an analysis of projected water service revenues and affordability metrics (including charges as a percentage of median household income), and key financial ratios related to operating surpluses and cashflows. These indicators collectively demonstrate the revenue sufficiency of the WSDP.

Metro Water will be responsible for setting pricing in accordance with economic regulation and pricing principles agreed through shareholder Statements of Expectations and the Water Services Strategy. Current and potential charging and billing arrangements are outlined in *Appendix C12*.

4.1 Water services revenue requirements and sources

Water services revenue requirements under this WSDP are driven by the need to fund the full lifecycle costs of providing safe, reliable, and resilient drinking water, wastewater, and stormwater services. These include operating expenses, renewals and upgrades of aging infrastructure, regulatory compliance, investment to support growth, and financing costs associated with borrowing. Metro Water will operate as a public benefit utility and will not target a commercial profit margin.

Photo credit: Mark Tantrum

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Table 26: *Revenue sources*

Revenue sources										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
General and targeted rates	333,593	379,628	-	-	-	-	-	-	-	-
Fees and charges	12,374	16,607	446,861	507,190	575,680	653,583	742,217	842,831	957,486	1,087,900
Operating subsidies and grants	3,943	1,283	1,371	1,407	1,441	1,475	1,509	1,542	1,574	1,608
Other operating revenue	3,479	2,749	3,448	3,707	4,010	4,395	4,808	5,270	5,692	6,263
Total operating revenue	**353,389**	**400,267**	**451,680**	**512,304**	**581,131**	**659,453**	**748,534**	**849,643**	**964,752**	**1,095,771**
Development and financial contributions	8,362	11,449	14,545	14,959	19,820	22,351	22,664	22,945	23,881	24,220
Other capital revenue	119,377	184,070	23,115	49,380	37,390	-	-	-	-	-
Total revenue	**481,128**	**595,786**	**489,340**	**576,643**	**638,341**	**681,804**	**771,198**	**872,587**	**988,633**	**1,119,991**

The primary sources of revenue to meet these requirements are:

- **Household and commercial charges**
  - Initially based on a mix of uniform fixed charges and transitional arrangements.
  - Moving over time to a combination of fixed and volumetric charges for drinking water, and fixed or estimated charges for wastewater and stormwater services.
- **Development Contributions (DCs)**
  - Levied on developers to fund growth-related water infrastructure, supporting the principle that growth should pay for growth.
  - Applied in accordance with council policies initially, transitioning toward regionally consistent arrangements where feasible.
  - The Government has signalled an intention to replace development contributions with development levies, which would be a funding tool available to territorial authorities and water organisations to fund growth-related capital expenditure on water services infrastructure. However as at the date of preparing the WSDP legislation providing for development levies has not yet been introduced into Parliament. The introduction of development levies and/or uplift in existing DC policy settings could enable greater alignment with the "growth pays for growth" principle and reduce reliance on household and commercial tariffs to fund new capacity.
  - Analysis on Development Contribution applied to this plan is provided in *Appendix C10* and sensitivity tests on the application of varying levels of DCs are provided in *Appendix C11*.
- **Fees and user charges**
  - Charges for specific services such as new water connections, compliance inspections, late payment penalties, trade waste discharges, and other customer-requested services.
- **Operating subsidies and grants**
  - Operating subsidies and grants refer to external funding received to support the day-to-day delivery of water services.
- **Other capital revenue**
  - Capital income from third party funding arrangements such as Wellington City's Infrastructure Funding and Finance (IFF) Special Purpose Vehicle (SPV) for the sludge minimisation plant, and other central government grants such as the Infrastructure Acceleration Fund (IAF). Only currently confirmed other capital revenue sources are included; no additional or future capital grants are assumed.
- **Other income**
  - Minor revenue streams such as rental income from surplus properties, interest income on operating reserves, and revenue from shared use of water assets (e.g. network co-location with utilities).

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4.2 Projected water services revenues cover projected costs

The financial model shows that Metro Water's operating revenue pathway is sufficient to cover the full costs of delivering three waters services.

In the early years, operating revenue will not fully offset all expenses, reflecting an approach of several councils to phase in full funding of depreciation over time in the context of sharp asset revaluations from FY22. The operating balance will average to break even over time but with a targeted capital structure, will fluctuate with capital expenditure.

Figure 16: *Projected 10-year revenue and expenses*

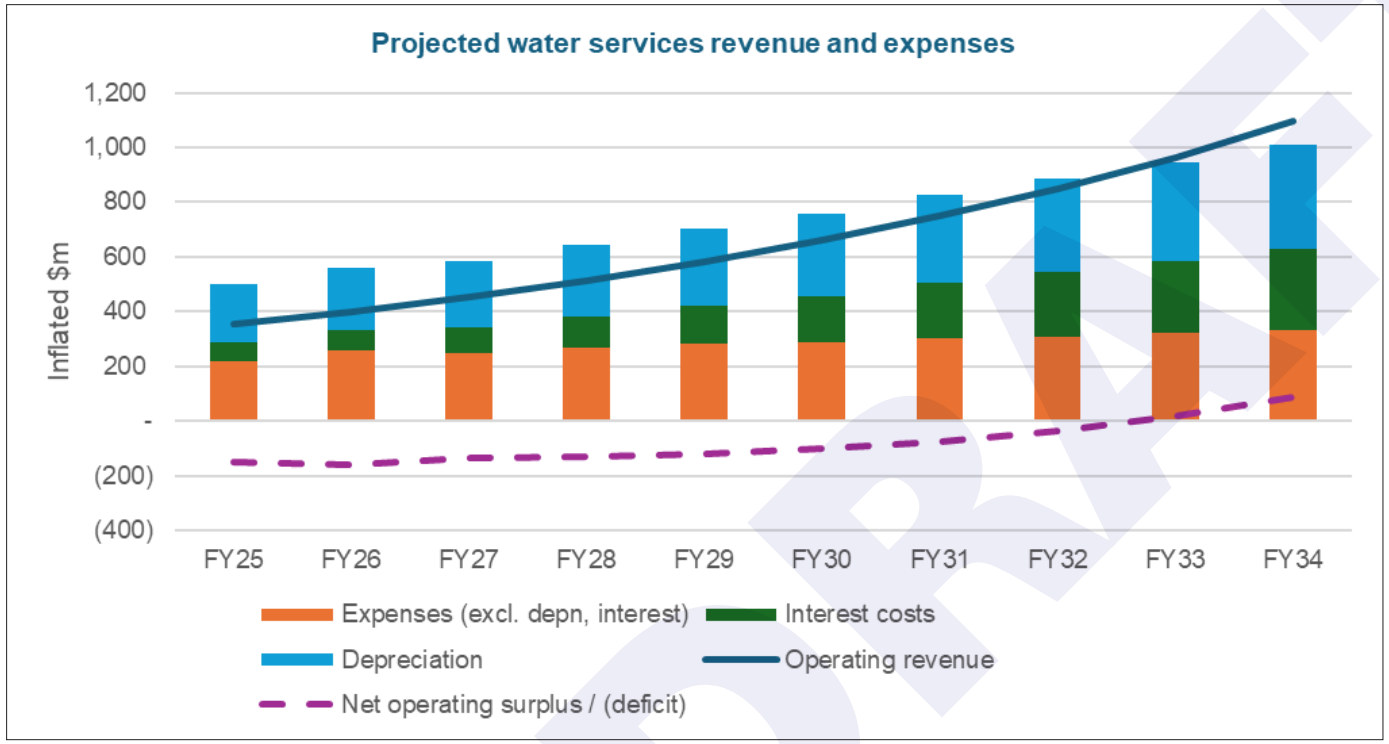

Table 27: *Operating surplus ratio*

Operating surplus ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Operating surplus/(deficit) excluding capital revenues	(147,910)	(158,996)	(134,840)	(129,421)	(121,484)	(99,791)	(77,419)	(34,929)	18,991	87,408
Total operating revenue	353,389	400,267	451,680	512,304	581,131	659,453	748,534	849,643	964,752	1,095,771
Operating surplus ratio	**(41.9%)**	**(39.7%)**	**(29.9%)**	**(25.3%)**	**(20.9%)**	**(15.1%)**	**(10.3%)**	**(4.1%)**	**2.0%**	**8.0%**

Longer-term modelling shows that as capital delivery levels stabilise and revenue streams mature, Metro Water's operating position will progressively strengthen, supporting long-term financial sustainability.

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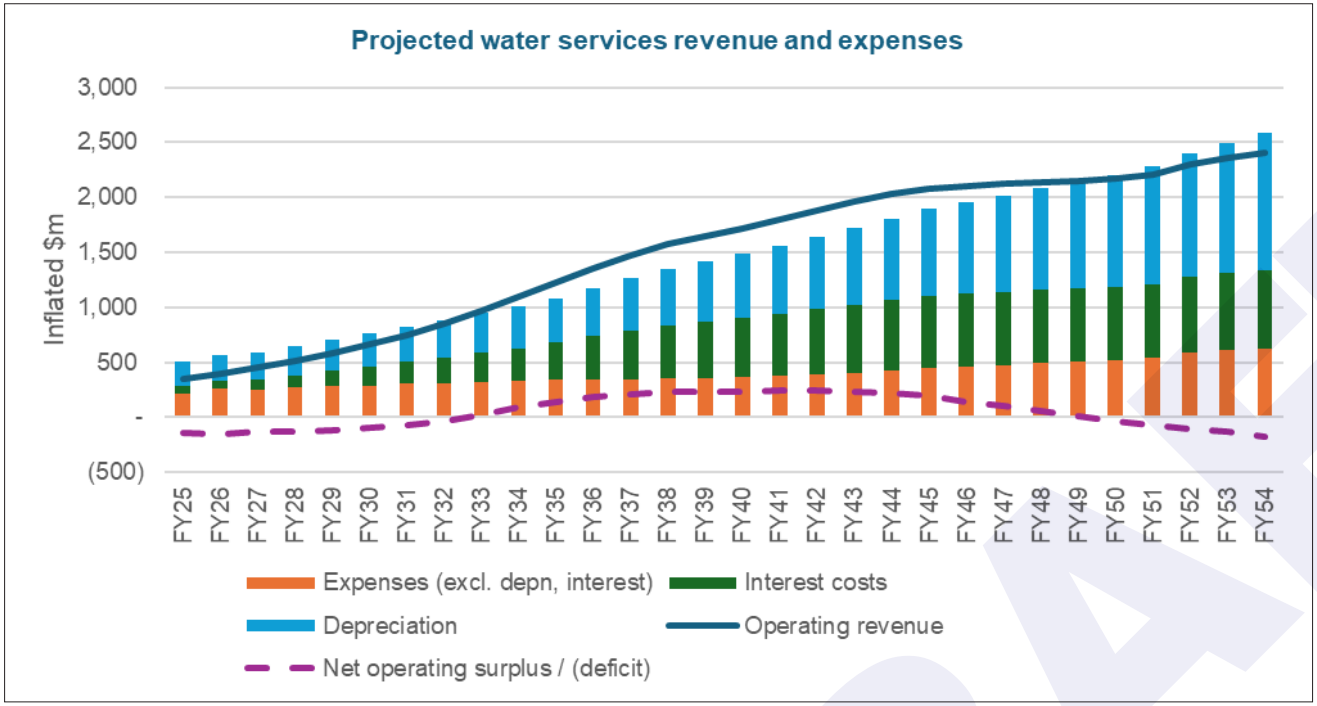
Figure 17: *Projected 30-year revenue and expenses*



Projected operating cash surpluses for water services

The operating cash ratio measures whether water services operations generate sufficient internal cashflow to meet debt servicing requirements — including interest and principal repayments. It is calculated as:

Table 28: *Operating cash ratio*

Operating cash ratio										
Inflated $000	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Operating surplus/(deficit) + depreciation + interest - capital revenues	133,827	144,353	204,177	245,023	298,314	369,676	446,503	540,115	644,257	764,128
Total operating revenue	353,389	400,267	451,680	512,304	581,131	659,453	748,534	849,643	964,752	1,095,771
Operating cash ratio	**37.9%**	**36.1%**	**45.2%**	**47.8%**	**51.3%**	**56.1%**	**59.7%**	**63.6%**	**66.8%**	**69.7%**

Operating Cash Ratio = (Operating surplus + Depreciation + Interest – Capital revenue) ÷ Operating revenue

Across the 10-year forecast, the ratio improves steadily from 37.9% in FY25 to 69.67% in FY34, averaging 57.23%.

The increase in the ratio is driven not by rising operating margins, but by a growing share of total costs comprising depreciation and interest — reflecting the significant increase in the capital investment programme. These surpluses are applied to interest and principal repayments.

Although revenues are sufficient, achieving financial sustainability requires significant price increases over time to fund the step-change in investment needed to address historical underinvestment, meet regulatory compliance standards, and support regional growth.

Projected average charges for residential households

Average residential charges are forecast to rise from approximately $2,100 per connection today to between $5,700 ($4,800 in today's dollars) based on the target financial strategy of this WSDP and $4,800 ($4,100 in today's dollars) based on the lower end financial scenario outlined below by 2034.

The projected average residential charges set out in the following tables are indicative only and reflect the investment and financing strategies set out above (the WSDP target strategy). They are based on forecast expenditure, current council revenue and connection data, using existing rating policies to estimate the split between residential and non-residential customers. Figures have been extrapolated using forecast revenue requirements and projected growth in water supply connections. Final pricing decisions will be determined by Metro Water once established. Note that Wellington City Council's sludge minimisation levy will be charged outside of Metro Water and is excluded from these residential charge estimates.

Table 29: *Average charge per connection*

Average charge per connection										
Inflated $	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Revenue requirements ($000s)										
Residential	238,466	271,922	309,881	353,248	402,808	459,465	524,253	598,362	683,159	780,216
Other	95,127	107,706	121,830	137,839	155,991	176,575	199,927	226,423	256,498	290,642
Total revenue requirement	**333,593**	**379,628**	**431,711**	**491,087**	**558,799**	**636,040**	**724,179**	**824,785**	**939,657**	**1,070,858**
Projected number of residential connections	145,984	147,206	148,427	149,659	150,904	152,159	153,426	154,705	155,996	157,299
Projected number of non-residential connections	8,741	8,814	8,886	8,959	9,033	9,107	9,183	9,258	9,335	9,412
Total connections	**154,725**	**156,019**	**157,313**	**158,619**	**159,936**	**161,267**	**162,609**	**163,964**	**165,331**	**166,711**
Average charge per residential connection (including GST)	**1,879**	**2,124**	**2,401**	**2,714**	**3,070**	**3,473**	**3,930**	**4,448**	**5,036**	**5,704**
Projected increase		13.1%	13.0%	13.1%	13.1%	13.1%	13.2%	13.2%	13.2%	13.3%
Projected median household income	133,983	138,714	143,612	148,682	153,932	159,367	164,994	170,820	176,851	183,095
Water services charges as % of household income	**1.4%**	**1.5%**	**1.7%**	**1.8%**	**2.0%**	**2.2%**	**2.4%**	**2.6%**	**2.8%**	**3.1%**

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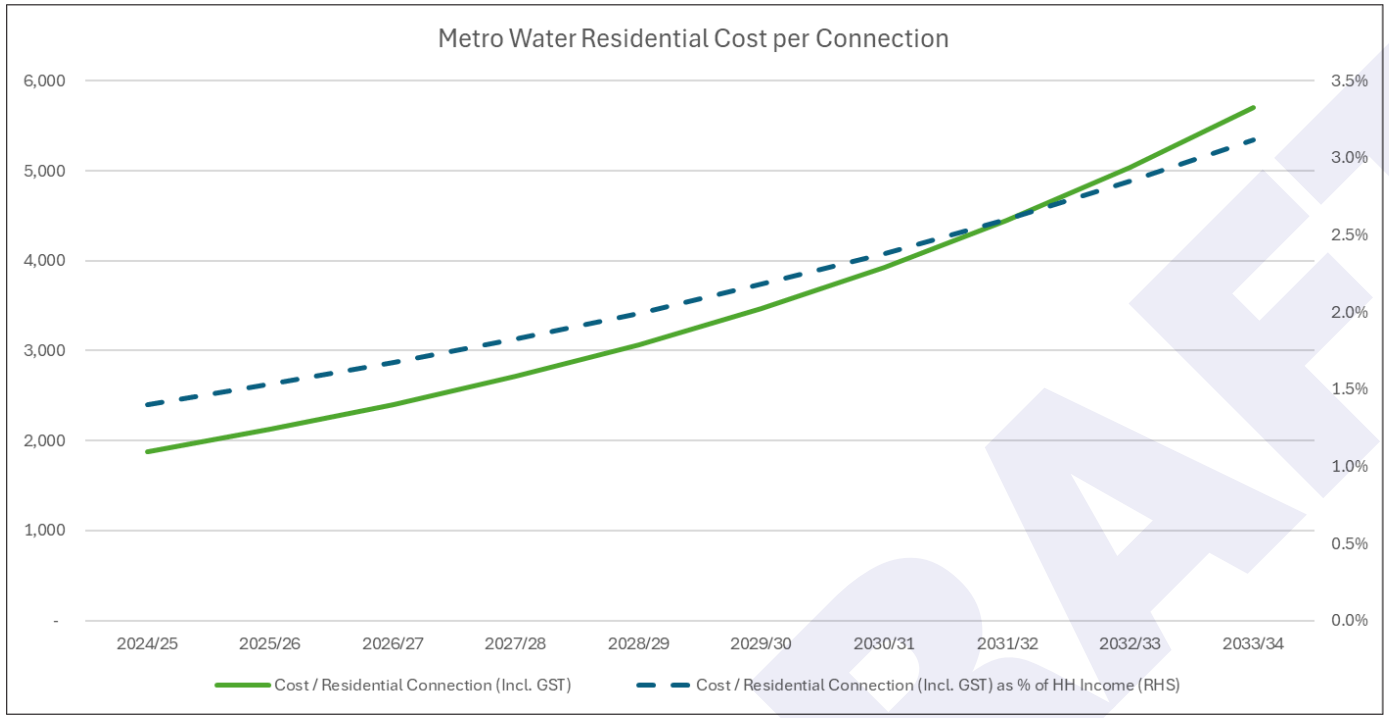
The chart below illustrates the projected average increase in residential water service charges over the 10-year period residential cost per connection across the region—the primary metric used to assess household affordability.

Figure 18: *Residential cost per connection*



This represents a substantial increase on what households pay today. Based on modelling, these proposed costs would be about a third less than if status quo arrangements continued.

Ensuring water charges are affordable for users is expected to be a priority for Metro Water. This is discussed in more detail below.

It is important to note that all forecasts in this WSDP are subject to a range of uncertainties and variables (*see Appendix C1: Assumptions and uncertainties*). Forecast costs and charges will be reviewed and refined as further information becomes available and Metro Water makes investment decisions. Updated forecasts will be included in Metro Water's successive Water Services Strategies.

Sensitivity testing

Noting the uncertainties outlined in this plan, to assess the robustness of the proposed financial settings and the affordability of water services over time, a set of sensitivity tests have been undertaken.

These tests evaluate how changes in key financial assumptions could impact revenue requirements and household charges. These also help identify potential risks to affordability and guide the development of mitigation strategies.

The key variables tested include:

- operating and capital efficiency assumptions
- the size and timing of the capital investment programme – which helps to understand uncertainties of costs and potential deliverability constraints
- development contributions and growth-related revenues
- borrowing parameters and LGFA leverage headroom
- interest rate movements
- earlier FFO-debt compliance.

The resulting scenarios are not forecasts, but tools to explore how different financial settings may affect affordability. They are presented in *Appendix C11: Sensitivity scenarios* with commentary on implications for household bills and pricing resilience.

Lower end financial scenario

The investment, financing and revenue strategy set out in this WSDP is expected to deliver financially sustainable, affordable water services that over time will meet water quality and environmental standards and support growth.

It is ambitious, and at the higher end of what's possible, given likely sector constraints.

However, when forecasting decades into the future, there is inherent uncertainty. A number of variables have been tested to understand impacts of these, and to inform a plausible lower-end financial scenario. This includes understanding the potential impact if delivery of the needed improvements to water services in practice occurred at a slower pace due to constraints on sector capacity to deliver all works required.

Should this occur, addressing network risks and regulatory compliance issues may take longer to resolve. It may also result in increased operational and reactive costs to fix network failures. This scenario would also change the timing of investment, rather than overall total investment required.

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However, this may also result in more moderate cost increases for residential water users in the short to medium term. This is outlined in more detail below.

The actual investment trade-offs, risks and compliance issues have not been developed in detail, as this scenario modelling was intended to help understand financial implications.

A feasible lower-end alternative financial scenario would see lower capital investment over the first decade due to constraints on deliverability, and higher cost-recovery for growth-related work from development contributions.

This has been tested on the basis of delivering 80% of the planned investment programme over the first 10 years, and charging a development contribution of $45,000 per new connection.

Under this scenario, average residential charges in FY 2033/34 are forecast to be approximately $4,800 per connection.

This scenario would have both benefits and risks.

The benefits would include making increased charges more affordable for residential users over time. A slower pace of delivery would reduce borrowing needs and therefore the revenue required to service loans. It would also be less likely to exacerbate supply-side constraints, including near-term scarcity of labour, materials and machinery, and avoid adding to inflationary pressures in the sector. Allocating more costs to growth-related developments would further ease the costs on residential users.

The risks include delays in addressing critical network performance issues and compliance-related upgrades. This means it would take longer to realise the benefits for residents including increased resilience and for the environment. It may also reduce flexibility to optimally sequence projects - particularly those with time-bound regulatory consents or interdependencies - increasing the risk of misalignment with statutory or service level obligations.

Higher development contributions may also affect the pace or location of growth, depending on how they interact with housing supply economics and local market conditions.

In practice, actual investment and resultant financing arrangements and charges are likely to land between the target level of investment proposed in the WSDP and the lower-end scenario.

Providing an increased level of certainty will depend on Metro Water developing and refining the investment programme over time to confirm the timing of proposed investment, financing arrangements and actual costs for water users. This is expected to be an ongoing and iterative process. Metro Water will respond to direction set in the Statement of Expectations and economic regulation as it develops successive Water Services Strategies.

Focus on affordability

Metropolitan areas with both higher infrastructure investment needs and a greater proportion of water revenue drawn from residential users – notably Porirua - face more significant affordability pressure. The extent of this pressure, however, will depend on the degree and speed of transition from cost-to-serve pricing toward regional harmonisation, as slower or partial transitions may result in more pronounced short-term impacts for higher-cost areas.

In addition, the planned shift to volumetric charging may change who pays for some water services. Property owners will be liable for charges but may be able to on-charge renters for the volumetric part of charges under the terms of the Residential Tenancies Act. If landlords do not adjust rent to recognise any on-charging it may create new affordability challenges for a group of consumers who are more likely to be on lower incomes and already experiencing housing cost pressures.

While the main analysis presents consolidated average charges across the Metro Water service area, further detail is provided in *Appendix C12: Projected charges*, which sets out the projected average residential household charges over the 10-year period for each participating council's residents.

Metro Water can influence this balance of where costs fall through the use of differentials or commercial charging structures, which adjust the mix of cost recovery between residential and non-residential users. Shifting a greater share of charges toward commercial or industrial users, particularly in areas with a strong business base, can help ease the burden on households without compromising overall revenue sufficiency. However, increasing charges on businesses may have downstream economic impacts, including reduced competitiveness, higher costs for goods and services, or disincentives for investment, particularly in sectors with thin margins or in regions seeking to attract and retain employers.

Addressing equity and hardship considerations

Shareholding councils have expressed a strong desire for Metro Water to develop a Customer Charter to ensure clear expectations of service and outline principles for consideration of equity and hardship.

In New Zealand, Auckland Council and Watercare offer hardship support mechanisms, including tailored payment plans and targeted utility relief.

It is expected that Metro Water will consider formalised affordability and hardship frameworks as part of a broader pricing and revenue strategy, including investigation of:

- tiered or concessionary tariffs for low-income households
- flexible payment plans, including smoothing and hardship write-offs
- targeted grants or credits, particularly during pricing transitions.

Further consideration of options will be undertaken by Metro Water once established.

This WSDP therefore notes that:

- while average projected charges are within affordability guidelines, additional affordability support may be required for low-income or high-burden households

- there is a strong case for Metro Water to develop a targeted hardship policy, informed by best practice and aligned with its obligations under future economic regulation
- acknowledging affordability concerns and responding with proportionate mitigation strategies is critical to ensuring public trust and long-term support for the transition to the new model.

Independent oversight of affordability and sustainability

To support long-term financial sustainability and ensure that customer affordability remains a central focus, the WSDP recommends that Metro Water engage early with the Commerce Commission to develop an appropriate form of information disclosure and regulatory oversight as soon as practical.

This will require a transitional approach to development of a clear and credible regulatory framework that will:

- strengthen assurance to customers, councils, and central government that investment and pricing decisions are aligned with long-run value and community outcomes
- improve the quality of data which will support the development of an optimal information disclosure and, when feasible, price/quality pathway, balancing network performance, resilience, and affordability over time
- reinforce the role of efficiency incentives, transparency, and benchmarking as central tools to manage costs and build trust
- provide a structured basis for transparent information and independent review of financial forecasts and pricing strategies, improving accountability and investment confidence.

While formal economic regulation may be phased in over time, early engagement with the Commerce Commission will be critical to shaping proportionate, fit-for-purpose arrangements for Metro Water that reflect its scale, risk profile, and public accountability obligations.

Photo credit: Caleb Smith

D: Proposed water services delivery model

Section summary

The proposed water services delivery model for the Wellington metropolitan area is a joint water services council-controlled organisation. This new organisation will have legal status as a water organisation (WO) under the terms of the Local Government (Water Services Preliminary Arrangements) Act 2024.

For the purposes of planning, the proposed new organisation has the temporary name Metro Water.

This section outlines how the owners – Hutt City, Porirua City, Upper Hutt City and Wellington City Councils and Greater Wellington Regional Council, working in partnership with mana whenua partners Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika – will go about finalising ownership and governance arrangements and legal instruments.

The benefits are outlined – Metro Water will have the resources, independence, and region-wide perspective to effectively manage and improve drinking water, wastewater and stormwater services for current and future communities, rather than being limited by council funding, electoral and decision-making cycles.

The governance and ownership arrangements and foundation documents, together with the appointment of an Establishment Board and interim Chief Executive, will provide strategic direction and leadership that will distinguish Metro Water from the current service provider Wellington Water.

For pragmatic reasons, Metro Water will absorb the current operational and support teams from Wellington Water (tier 3 managers and below) on Day One to ensure that critical work continues.

This is reflected in the organisation structure and functions outlined in this section.

D1. The Proposed Water Services Delivery Model

D1.1 Proposed model and legislative framework

As outlined in Section A, Hutt City, Porirua City, Upper Hutt City and Wellington City Councils and Greater Wellington Regional Council working in partnership with mana whenua partners Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika have committed to establishing a joint water services council-controlled organisation to deliver water services within the territorial boundaries of the four city councils from 1 July 2026. This section provides detail on this proposed water services delivery model.

The new organisation will have legal status as a water organisation (WO) under the terms of the Local Government (Water Services) Act 2025.

This legislation will set the statutory objectives of a WO, including to provide water services that:

- are reliable
- are resilient to external factors, for example, climate change and natural hazards
- are of a quality that meets consumer expectations
- meet all applicable regulatory requirements.

A WO will be required to ensure that it provides water services in a cost-effective and financially sustainable manner by:

- planning effectively to manage assets used to provide water services in the future
- sharing the benefits of efficiency gains with consumers, including when setting charges for water services
- using water resources efficiently when providing water services.

A WO will also be required to:

- perform its functions in an open, transparent, and accountable manner and in accordance with sound business practice
- act in the best interests of current and future consumers
- support housing growth and, if applicable, urban development in its service area, and
- be a good employer.

As an interim measure, the new organisation has been given the working name of Metro Water, pending decisions on legal and trading names and branding. This placeholder name is intended to assist planning and communication and is not intended to be permanent.

Metro Water will be a full-breadth water utility, owning all assets, revenues and liabilities and providing all water services (drinking water, wastewater and stormwater) to customers in the metropolitan Wellington area, and billing them directly for water usage and services provided.

Over the first year from establishment, interim billing arrangements are likely to be in place while Metro Water systems and processes are established, with each council continuing to bill customers for water services and then passing on the revenues to Metro Water. The preferred approach and arrangements for this process are still being confirmed.

Over time, water meters are likely to be introduced to facilitate volumetric charging (see *Appendix C6* for further details on the potential charging approach to be adopted).

There are two areas of water management that are not included in this service delivery model – ownership of drinking water catchments and broader stormwater management including overland flows.

Drinking water catchments

GW will retain ownership of drinking water catchment areas in Kaitoke and Wainuiomata to support broader outcomes including for ecosystems, recreation and climate change mitigation. Details including operational arrangements will be confirmed in the transitional arrangements for the establishment of Metro Water.

Stormwater overland flows

Under the Local Government (Water Services) Act 2025, councils retain control over land-use planning, urban design, open spaces, and roading, all of which influence stormwater catchment characteristics and overland flows.

Councils plan to transfer reticulated stormwater network responsibilities (ownership, operations, investment, and consenting) to Metro Water. The councils will retain influence and work together with Metro Water to deliver an integrated approach to stormwater service levels and outcomes, through performance expectations, land-use planning, community engagement, regulatory mechanisms and direct ownership of parks and roads.

Rationale for including the stormwater network

There is a consensus that the reticulated stormwater network must be retained within the scope of Metro Water. This decision reflects a strong preference to align service delivery with operational efficiency, resilience, and regulatory requirements.

The rationale for this integrated model is based on:

- **System interdependence:** While the stormwater and wastewater networks are not directly interconnected, there is interaction between them. This is a characteristic of underground piped systems and historical practices (including constructed overflows) that lead to infiltration and inflow and occasional discharge, and requires coordinated planning and investment.

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- **Operational capacity:** The councils lack dedicated internal stormwater capabilities. Wellington Water currently manages these networks on behalf of the councils, and this centralised model ensures technical expertise, consistency, and efficiency. This operational capacity will transfer from Wellington Water to the new organisation.
- **Regulatory alignment:** Stormwater management is critical to achieving broader environmental and public health outcomes, including te mana o te wai. Mana whenua partners strongly support a three waters approach, opposing the fragmentation that a two waters model would introduce. They have called for a holistic, integrated water management approach for the region.

D1.2 Benefits

As noted in Section B, the Wellington metropolitan area has an interconnected water system, with drinking water from the Hutt Valley supplying the whole metropolitan area and communities sharing wastewater treatment plants.

Metro Water will have the resources, independence, and region-wide perspective to effectively manage and improve drinking water, wastewater and stormwater networks for current and future communities, rather than being limited by council funding, electoral and decision-making cycles.

The key benefit of a jointly owned water organisation is that water charges will be lower than under the alternative option consulted on by councils of modified status quo provision by Wellington Water.

Based on financial modelling, water charges would be about a third less than the status quo by 2033/34, noting that even this level of increase is challenging from an affordability perspective. See Section C for more detail.

There are a number of reasons why water charges will be lower under this proposed model, in particular:

- Metro Water will own all the water services infrastructure covered by the five councils and be able to generate its own income and manage its own debt. It would be expected to deliver economies of scale and have a strong focus on efficiency and value for money.
- Metro Water will have a greater ability to borrow money than councils currently do. This means that costs to fund assets that typically have very long lives and serve many generations of residents will be able to be spread over a longer period of time.

Beyond the financial benefits, Metro Water will also be better positioned to deliver for customers.

Wellington Water currently takes direction from six different councils meaning it is constantly reacting to issues within each area. Metro Water will consider the network as a whole, enabling a holistic and longer-term approach to planning, and resulting in a more reliable water network.

Metro Water will provide one single point of contact for all service requests (when it has established full operational capacity).

While ownership of the water networks and control over its own revenue and financing will give Metro Water the ability to make decisions itself, it will operate in a much more regulated environment. This will provide a strong focus on water and service quality, customer-focused delivery and value for money.

In summary, the benefits of the chosen delivery model are:

- **Focus on accountability** – Metro Water is a new dedicated water organisation that takes full responsibility and accountability. Owning its assets will help Metro Water deliver better financial results and service to customers, shareholders, mana whenua, and government regulators.
- **Simplicity** – Metro Water provides a single point of contact where customers can address their water-related concerns.
- **Effectiveness in decision making** – Metro Water will ensure clear, aligned, long-term decision making and reduce variations that currently occur as a result of short-term political cycles, changing priorities and direction from six councils.
- **Efficiencies through economies of scale** – A single larger organisation can achieve greater efficiency and better value for money and will be able to plan and invest more effectively.
- **Better access to debt financing** – Means cost can be spread over a longer period.
- **The new model better provides for the involvement of mana whenua** – Mana whenua have been around the table from the start and the new model will continue this practice. This includes being part of governance arrangements through the Partners' Committee that will oversee the performance of the Metro Water Board.
- **Optimise growth** – This model will improve the ability to meet population growth through access to greater borrowing.
- **Consistent levels of service** – Metro Water can be expected, in time, to deliver more consistent levels of service to communities across its entire service area. This will be due to its ability to take a strategic, network-wide approach to investment and prioritise parts of the network that are in the greatest need of renewal or repair.
- **Water charging** – Metro Water can be expected to take a more consistent approach to charging for water services across the region: currently, the average household or commercial water user in Porirua, Wellington, Hutt and Upper Hutt pays different amounts for water services through the rates set by each council.
- **Customer service** – Communities across the region can expect the same approach to invoicing, customer enquiries and complaints from the new water organisation, regardless of where they live.

D1.3 Ownership structure

Metro Water will be jointly owned by Hutt City, Porirua City, Upper Hutt City and Wellington City Councils and Greater Wellington Regional Council. This will ensure ongoing public ownership of the water network.

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The rights and responsibilities of shareholders and mana whenua partners will be laid out in Metro Water's Constitution and Partners' Agreement. The intent is that these documents will be agreed in draft by councils and mana whenua partners ahead of incorporation of Metro Water on Day Zero (October 2025) and finalised in late 2025.

Constitution

The Constitution outlines the rules for managing the company, including the rights and responsibilities of shareholders, directors, and officers, and any limitations or restrictions to be applied to the company, helping to prevent conflicts and ensuring legal compliance.

Partners' Agreement

The Partners' Agreement will set out the key terms for the governance and management of the relationship between the shareholding councils, mana whenua and Metro Water that are not addressed in the Constitution. However, unlike the Constitution, it will primarily provide the framework for the governance and management of the relationship between the individual shareholding councils and mana whenua.

The Partners' Agreement will include provisions relating to the rights and obligations of both shareholding councils and mana whenua partners.

The Partners' Agreement primarily provides the framework for the governance and management of the relationship between the individual shareholding councils, including the following:

- Share allocation structure.
- Mana whenua participation.
- Reserved decisions for shareholder voting.
- Director appointment and removal process.
- Process for agreeing the joint Statement of Expectations.
- Establishment of a Partners' Committee of representatives.
- Process and basis for adding new shareholders or partners.
- Restrictions on dividends.

Further foundational documents are discussed below that will, together with the Constitution and Partners' Agreement, articulate the full governance framework.

D1.4 Governance arrangements

A Partners' Committee of representatives from each shareholding council and mana whenua representatives will be established to oversee Metro Water and represent the ownership ownership and partner interest.

This body will enable the coordination of multiple council and mana whenua interests, issue Statements of Expectation to Metro Water, monitor the implementation of the Statement of Expectations and Metro Water's financial and non-financial performance, and appoint and remove directors of Metro Water's Board.

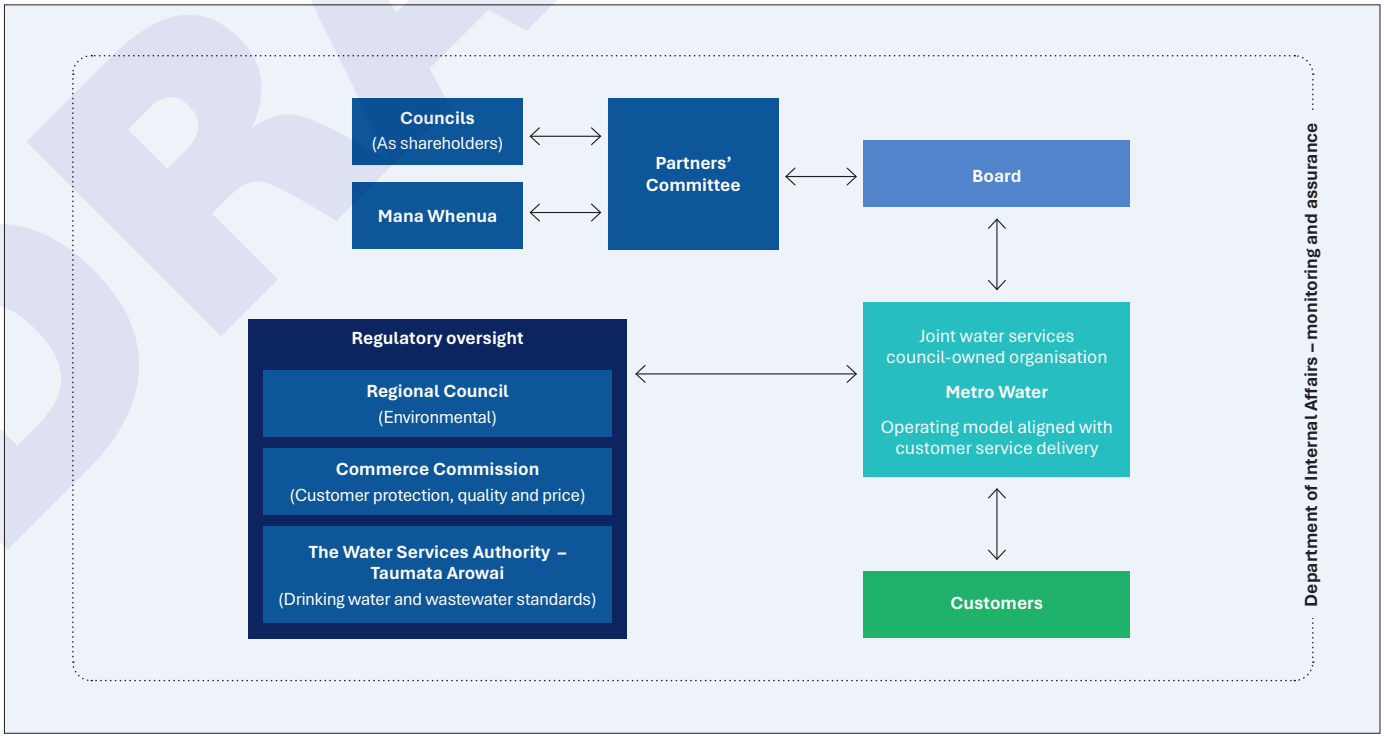
The Board will comprise skills-based professionals who will govern Metro Water and appoint and manage the performance of the Chief Executive.

Regulatory oversight will be provided by:

- The Commerce Commission, which will monitor compliance with economic regulations for customer protection and price.
- The Water Service Authority – Taumata Arowai, which will ensure compliance with drinking and wastewater standards.
- Greater Wellington Regional Council will continue to oversee environmental compliance.
- The Department of Internal Affairs will continue to monitor and seek assurance that the water organisation continues to be financially sufficient and meeting the obligations of the water services legislation.

These governance arrangements are depicted in the diagram below:

Figure 19: *Proposed Metro Water governance arrangements*



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D2. Legal instruments

The accountabilities and expectations of owners, partners and Metro Water, including for control and financial rights, will be enshrined in a number of legal instruments that give clear direction on accountabilities, roles and responsibilities. These are the Constitution and Partners' Agreement as outlined earlier as well as key foundation documents, the Statement of Expectations and Customer Charter.

Metro Water is also required to prepare and adopt a Water Services Strategy as soon as practicable after Day Zero, building on the direction set in this WSDP.

The Water Services Strategy will respond to matters in the Statement of Expectations, set prices, charges and annual budgets consistent with Metro Water's intended approach to funding, revenue, and pricing for the relevant years of the strategy. Metro Water must have a Water Services Strategy before it commences operations on Day One.

D2.1 Statement of Expectations

The Statement of Expectations will be one of the key planning mechanisms that the shareholding councils and mana whenua will have to influence Metro Water's priorities and strategic direction, because Metro Water is required by legislation to give effect to the Statement of Expectations.

The Local Government (Water Services) Act 2025 sets out a range of mandatory matters that the Statement of Expectations must address, including outcomes that the shareholders expect Metro Water to achieve by delivering water services. The Statement of Expectations can also address other matters that are important to the partners, such as a requirement to undertake community or customer engagement, and the contents of that engagement.

Councils are required to provide a Statement of Expectations for Metro Water at least six months before it is required to prepare a Water Services Strategy and no later than six months after the date on which it is established. This means the Statement of Expectations has to be finalised by 31 December 2025 in order to meet Metro Water's planned establishment date of 1 July 2026.

D2.2 Customer Charter

Councils want a Customer Charter to be developed that articulates Metro Water's commitments, expectations, and the standards of service that customers can expect when interacting with the organisation. The Customer Charter will be expected to include how customers will be treated and what actions Metro Water will take to resolve any issues.

Aspects of the customer experience will also be governed by economic regulations overseen by the Commerce Commission.

Whilst a Customer Charter would be Metro Water's document to develop and implement, councils have a significant interest in ensuring that a charter adequately caters for the rights and interests of customers. To this end, the principles that would underpin a Customer Charter will be developed and agreed by councils as a key foundation document and provided to the Establishment Board.

D2.3 Governance framework documents

The foundation documents will provide direction for a range of key ownership and governance issues including:

- Shareholding allocation.
- Partners' Committee: composition and decision making, including proportional voting.
- Cost to serve and harmonisation principles.
- Reserved matters for shareholders and Partners' Committee.
- Appointment and removal of directors.
- Exit and entry requirements.
- Transfer arrangements including for debt, assets and liabilities.

The foundation documents will be endorsed by councils and mana whenua in late August 2025 and finalised in late 2025.

D3. Organisation structure and functions

The governance and ownership arrangements and foundation documents, together with the appointment of an Establishment Board and interim Chief Executive, will provide strategic direction and leadership that will distinguish Metro Water from the current service provider Wellington Water.

For pragmatic reasons, Metro Water will take on the current operational and support teams from Wellington Water (tier 3 managers and below) on Day One to ensure that critical work continues. In practice this means the interim organisation structure for Metro Water is based on the current structure of Wellington Water, noting that this current structure was developed in 2024 to functionally align the operating model to the asset management lifecycle and to improve lines of accountability and shareholder confidence.

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The current Wellington Water structure incorporates the finance function in its corporate services group and the customer function in its network operations group. In the new operating model for Metro Water, these two key functions will require their own functional groups that report directly to the Chief Executive. This is described in the following section.

Given the pace and compressed timeframes to stand up Metro Water, keeping the current Wellington Water structure will ensure continuation of water services provision for communities throughout the transition period.

As Metro Water defines its vision, strategy and objectives, the structure may need to be reorganised. There may also be changes as the permanent Chief Executive and Board of Metro Water look to further shape the organisation.

D3.1 Current Wellington Water organisation structure

The current Wellington Water model is a traditional functional organisation based on the asset management lifecycle. The operational functions of Wellington Water are strategy and planning (water and assets) and operations which consists of three groups:

- capital projects
- treatment and control systems
- network operations.

The network operations group oversees the main contractors Fulton Hogan and Veolia within a contracting model.

The operational functions are supported and enabled by corporate services, risk and compliance and the Office of the Chief Executive.

Areas to address

At present, Wellington Water as an organisation lacks complete self-sufficiency in various operational services and corporate functions. Wellington Water leverages the following services:

- Contractors Fulton Hogan and Veolia for their asset management systems and process.
- Council call centres currently receive customer water queries that are triaged to Wellington Water.
- Councils include water billing within their rates collection.
- Key people and workforce functions such as payroll are managed through Wellington City Council.
- Finance systems are managed through Wellington City Council.

With Metro Water being established as a full breadth water utility, owning all assets, revenues and liabilities and providing all water services to customers, it is intended that out-sourced functions will be brought in-house and incorporated into Metro Water's operating model and structure. As an interim measure, some of these arrangements will remain in place after Day One until Metro Water is fully established with a full suite of functioning capabilities, systems and processes.

Metro Water indicative organisation structure

The future high-level Metro Water indicative organisational structure (following page) adds two additional critical functional areas led at the second tier of the organisation and reporting directly to the Chief Executive:

- **Customer.** The customer function signals the change in stakeholder focus and requirement for a customer-centric model where meeting customer needs (both commercial and residential) will inform decision making and investment planning. Currently this function sits within the network operations function within Wellington Water.
- **Finance.** The finance function, led by a Chief Financial Officer will be accountable for areas including investment, treasury, financial strategy, planning and policy, financial performance, reporting, financial controls, revenue strategy and billing. Given the size and scale of future investment in water infrastructure and the importance to remain financially sustainable as outlined in this WSDP, finance is a critical enabler to the success of the water organisation. The Chief Executive, and the Board will need to have confidence in the finance function's performance. Currently this function sits within the corporate services group of Wellington Water.

The economic regulation by the Commerce Commission outlines its expectations for water organisations, particularly regarding assurance and accountability, investment, and asset management. This highlights the need for the relevant leadership roles – such as Customer and Finance – to be elevated to tier two in the organisational structure.

Photo credit: Mark Tantrum

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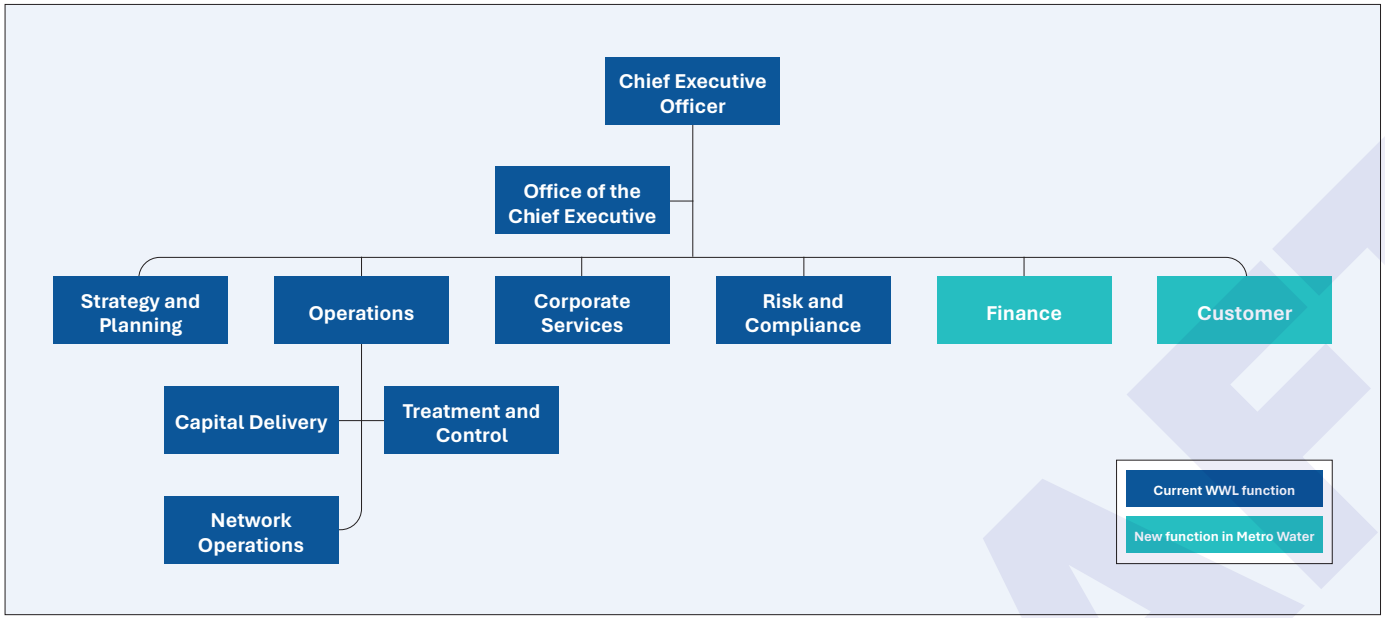
Figure 20: *Proposed Metro Water high level organisational structure*



The following functions build on those evident in the current Wellington Water structure:

- **Office of the Chief Executive Officer**
  The office of the Chief Executive Officer manages the strategic relationships and partnerships between the organisation, shareholders and mana whenua. It also provides strategic advice to the CE and executive assistance.
- **Strategy and Planning**
  This function is accountable for leading the development and performance of water services strategy for the metropolitan area and asset management plans. This function defines the annual capital expenditure plans, assesses investment options, and ensures annual and rolling three-year budgets are approved. This group undertakes land development services and regulatory compliance to protect the environment as well as investigations engineering.
- **Operations**
  Service delivery will continue to be undertaken in this functional group which has three key groupings: capital delivery; treatment and control; and network operations.

  The operations function is accountable for ensuring the design and delivery of the three-year rolling capital programme as provided by strategy and planning is implemented, overseeing the operation, maintenance and upgrades of water treatment plants, and providing engineering support, including operations and maintenance activities. The operations group also monitors the performance of contractors Fulton Hogan and Veolia.

  Key functions are:

  – **Capital Delivery:** This group leads the design and delivery of the three-year rolling work programme to deliver infrastructure solutions for councils.

  – **Treatment and Control:** This group is responsible for leading the operation and maintenance of the treatment plants and ensures controls and systems are in place to avoid disruptions to the delivery of water, storm and wastewater. This group is responsible for the monitoring and performance of the wider reticulation networks.

  – **Network Operations:** This group provides operational support services such as operational performance and oversight of Fulton Hogan and Veolia contracts.
- **Corporate Services**
  This function is accountable for providing strategic and operational support across the business including people and capability, communications and engagement, health and safety, IT products and services, business planning and reporting and transformation.
- **Risk and Compliance**
  The risk and compliance function is accountable for legal services, internal auditing, compliance, risk and emergency management[1], governance and Local Government Official Information Management Act (LGOIMA) requirements. The function ensures the organisation's integrity, reputation and operational resilience through operating within the legal framework, robust internal controls and meeting regulatory requirements.
- **Finance**
  The finance function is accountable for the financial strategy and operations of the organisation. This includes managing financial planning, treasury functions, budgeting, and forecasting to ensure the organisation's financial health and sustainability. Financial insights would be used to inform decision making and oversee investment strategies and ensure compliance with financial and economic regulations. The function also includes commercial activities such as procurement and contracting.

[1] In recognition of these risks, Metro Water is expected to become a designated lifeline utility under the Civil Defence Emergency Management Act 2002.

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- **Customer**
  The customer function is accountable for the customer experience, the design and delivery of the customer interface with the organisation and how the organisation engages with its communities. It provides the key commercial customer relationship management as well as the call centre. Community engagement and education would be delivered by this function.

Future scalable functions

To support growth and comply with the Local Government (Water Services) Act 2025, some parts of the organisational structure will need to be scaled and new functions added. Outsourced functions such as billing and customer engagement will be brought in-house to enhance the delivery model.

Other areas identified as needing increased capability and capacity are:

- Regulation and compliance, including the ability to meet future economic regulation requirements.
- Billing customers from Metro Water.
- Treasury functions including managing financial risks, borrowing, investment and cash management.
- Asset management with the water assets transferred to Metro Water.
- Capital delivery and contract management as there will be an increase in the number of projects and renewals underway or in the pipeline. Possible that a project management office would need to scale up.
- Enhanced IT infrastructure and system expertise.
- HRIS capability such as payroll and health and safety.
- Call centre capability in-house.
- Mana whenua partnerships and relationships with Metro Water.
- Stakeholder relationships with councils.

It will be the role of the permanent Chief Executive and Board to consider the capability and capacity of these functions alongside legislative requirements and the service delivery operating model.

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E: Implementation plan

Section summary

This section outlines the implementation plan aimed at successfully establishing a joint water organisation dedicated to delivering quality water services to people in the Wellington metropolitan area.

The implementation plan details the target approach for establishing Metro Water. This includes governance and leadership arrangements, the Establishment Plan, and programme management workstreams, as well as risks and mitigation strategies.

In conjunction with this section of the WSDP are two key appendices that provide further information on the detailed establishment approach, plan and milestones. These are:

- *Appendix E1: The Day Zero and Day One target end states and outcome statements*
- *Appendix E2: Establishment Roadmap*

The implementation approach described here, including the target milestones, is subject to decision-making on the WSDP by the Secretary of Local Government; and to the direction set and decisions made by governing bodies including the Establishment Board.

This implementation plan is therefore intended as directional and strategic and is subject to change through the establishment phase.

E1. Target implementation approach

The implementation plan to deliver this WSDP outlines the steps required to successfully establish Metro Water. It sets out the key approach, target milestones, resources and responsibilities, to ensure stakeholders and the programme team are aligned, and the programme is able to deliver on these.

This implementation plan is intended to be directional and strategic and will be used as a starting point for ongoing detailed Metro Water establishment planning.

This work will be conducted and implemented by an Establishment Team at the direction of an Interim Chief Executive and Establishment Director and overseen by an Establishment Board. As such this implementation plan is not intended to be a full programme or project plan.

As detail is developed, the establishment plan will evolve and change during the actual establishment of the organisation.

E1.2 Staging and target end states

The establishment of Metro Water will be conducted in three stages:

- **Pre-establishment** (30 May 2025 – 1 October 2025). In this stage planning for the establishment of Metro Water will occur, an Establishment Board will be appointed, and Metro Water will be incorporated.
- **Establishment** (1 October 2025 – 1 July 2026). In this stage Metro Water will establish the minimum level of capability necessary for the organisation to be operational from 1 July 2026.
- **Post-establishment (1 July 2026 onward).** Establishment activities and capability development will continue for up to several years beyond 1 July 2026 until Metro Water reaches full operational capability, or Day Two. The timeline for the achievement of Day Two capability will be determined by the Establishment Board and will to a large extent be dependent upon the development of the full suite of Metro Water IT systems.

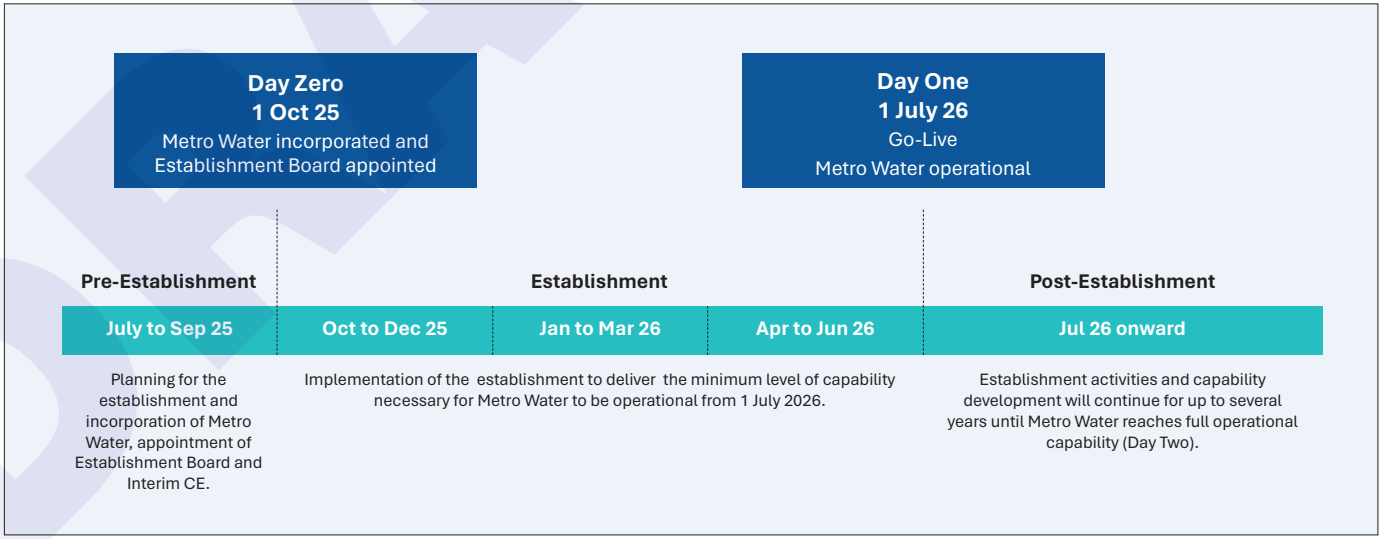
The target end states set out what must have been achieved by each of 1 October 2025 (Day Zero) and 1 July 2026 (Day One). In brief, these are:

- **Day Zero** - Metro Water has been incorporated, and establishment funding is in place. An Establishment Board has been appointed and is accountable for establishing Metro Water through an Establishment Director and Interim CE.
- **Day One** - Accountability and ownership of the customer relationship, assets, compliance and capital works have been transferred to Metro Water. Funding arrangements and terms for debt transfer are in place along with critical staff and workable systems for Metro Water to operate. Some functions and support will continue to be provided by councils in the interim where necessary.

These target end states and related outcome statements providing further detail are attached as *Appendix E1*. These outline the what, rather than the how. The minimum viable product (MVP) required to achieve the target end state for Day One will be reviewed and, if necessary, amended by the Establishment Board in late 2025.

Detail regarding Day Two (full operational capability), including target end state and date will be a matter for the Establishment Board, and then enduring Board, to determine.

Figure 21: *Timeline*



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E2. Draft Establishment Roadmap

A draft Establishment Roadmap has been developed that graphically outlines the critical activities, decision points and milestones required to achieve the target end states for Day Zero and Day One. It is intended that this remains draft until it is ratified by the Establishment Board in early 2026.

The roadmap provides the basis for more detailed planning. It integrates the various workstreams for the establishment of the water organisation and the related interdependencies and impacts on councils and Wellington Water in a single document. It also highlights the points of influence and the critical decision points for elected members.

A detailed set of Establishment Plan deliverables have also been developed which clarify what actions or deliverables are required to achieve each of the MVP outcomes (i.e. the 'how').

The road map contains activities, milestones and decision points grouped by functional workstream. It is intended that each workstream will have a functional lead who will work with the Establishment Director to create a detailed establishment plan for their area of responsibility. The functional leads will track key milestones and deliverables, and support the Establishment Director in relation to monitoring, reporting, risk management, and overall leadership of the establishment programme.

The indicative establishment workstreams are:

- **Governance and Leadership.** Managing and supporting governance arrangements, ensuring key governance and leadership roles are filled, and ensuring critical foundation documents are in place to enable the incorporation and establishment of Metro Water.
- **Finance, Commercial and Legal.** Developing and implementing investment, price and finance plans and pass-through billing arrangements. Developing and implementing provisions (articulated in a Transfer Agreement) for the transfer of debt and revenue, pricing, billing, contract novation, asset transfers, and transfer of powers at Day One. Delivering the legal and commercial aspects of incorporation.
- **Customer Experience.** Defining customer journey, customer system requirements, developing the customer interface and channels for Day One, and communication and engagement with customers.
- **Information Technology and Systems.** Ensuring essential IT systems or a substitute, or work-around capability, are in place, and (where required) a clean, minimum data set has been migrated from Councils and Wellington Water to Metro Water systems.
- **People and Workforce.** Developing and implementing staff transfer plans, recruitment, and detailed organisational structure.
- **Asset Management and Operations.** Developing and implementing provisions (articulated in a Transfer Agreement) for the transfer of assets, contracts, work in progress, operations, and health and safety, business continuity and emergency management responsibilities at Day One.
- **Regulatory Compliance.** Reviewing and identifying regulatory elements that will need to be transferred, liaising with the regulatory bodies and ensuring compliance issues are understood and addressed.
- **Corporate Support.** Planning and implementing the establishment of enabling functions that allow Metro Water to operate, such as administrative support, facilities management, finance, legal, procurement, and HR services.

The establishment roadmap is attached as *Appendix E2*.

E3. Governance and leadership

E3.1 July - October 2025

Until Day Zero (1 October 2025) current governance and leadership arrangements (established to oversee the development of the Water Services Delivery Plan) will largely remain in place. These are:

- The Advisory Oversight Group (AOG) continues to provide high-level oversight and guidance to the programme, noting that it has limited delegations to make some key decisions as detailed below.
- The Chief Executives' Group continues to steer the programme, with the programme being delivered by the Programme Director, supported by the Programme Team, specialist advisors and the Responsible Officers Group.

Leading into Day Zero new governance and leadership arrangements will be added to oversee the establishment of Metro Water, as follows:

Advisory Oversight Group

The current AOG has specific delegations to support the incorporation of Metro Water. The AOG comprises one elected member from each of the shareholding councils and one representative from each of the mana whenua partners, Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

The AOG has an independent chair and holds limited delegations to:

- appoint the Establishment Board; and
- finalise draft foundation documents (as required) with these documents to be ratified by each council in late 2025.

Some decision delegations related to the formal incorporation of Metro Water will be reserved for shareholding council representatives only. The AOG will be replaced by a Partners' Committee, constituted in accordance with the Partners' Agreement by incoming councils (after local body elections) by December 2025.

Establishment Board

The Establishment Board will comprise three to four members with specialist knowledge and experience in the areas of CCOs and regulated utility establishment, three waters operations and asset management, financial controls, treasury and capital structuring, an understanding of te ao Māori and the ability to work closely with mana whenua. Corporate legal functions will be appointed.

The Establishment Board will set the direction for the establishment of Metro Water and oversee the finalisation and implementation of the establishment plan. The Establishment Board will also look beyond Day One and oversee the development of the first Water Services Strategy in preparation for the enduring Board. The Establishment Board is responsible for:

- overseeing and leading the establishment of the organisation
- ensuring governance structures and systems are set up to meet regulatory and compliance requirements
- engaging with mana whenua, shareholders, key stakeholders and partners to influence, understand and build support
- overseeing key programme milestones
- overseeing development of the Water Service Strategy
- making decisions that enable the progress of establishment
- developing and approving the Customer Charter.

The Establishment Board will be replaced by an enduring Board, appointed by the Partners' Committee at some point after Day One.

Steering Group

The Steering Group will evolve to comprise the Interim Chief Executive of Metro Water (Chair), council Chief Executives and the Wellington Water Chief Executive.

The Steering Group will oversee all aspects of the establishment of Metro Water, ensuring that Day One MVP is delivered and that activities across all the entities involved are aligned and that interdependencies are effectively managed.

Delivery of the full Metro Water capability beyond Day One will become the sole responsibility of the Metro Water Board and Chief Executive, as such it is intended that the Steering Group will be disestablished from Day One.

Interim Chief Executive

An Interim Chief Executive will be appointed by the Establishment Board in late 2025 to lead the establishment of Metro Water to Day One and beyond. It is anticipated that this would be a fixed-term engagement of one to three years' duration, reporting to the Establishment Board and potentially the enduring Board once that is appointed. The role is responsible for:

- leading the establishment of Metro Water and the development of Metro Water capabilities including the appointment of key staff
- overseeing the implementation of the Establishment Plan by the Establishment Director and Team
- supporting the Establishment Board and the establishment governance structure between councils, Wellington Water and Metro Water
- developing a Water Services Strategy in response to the 2026/27 Statement of Expectations
- giving effect to direction from the Establishment Board
- building partnerships with mana whenua and upholding the Treaty of Waitangi/Te Tiriti o Waitangi and te mana o te wai
- working closely with the councils and Wellington Water to ensure common understanding on direction and timing of establishment activities
- managing establishment risks and mitigations.

Establishment Director and team

An Establishment Director was appointed by the Steering Group in July 2025 to lead the establishment of Metro Water including managing the establishment team and key interdependencies with councils and Wellington Water.

The role is responsible for:

- development and implementation of the programme of work including key interdependencies with councils and Wellington Water to deliver on Day Zero and Day One MVP outcomes
- leading the establishment team who are responsible for key workstreams
- programme oversight through workstream plans, monitoring and reporting
- establishing and maintaining programme governance structures with shareholders and partners
- supporting the Establishment Board and the establishment governance structure between councils, Wellington Water and Metro Water
- giving effect to direction from the Interim Chief Executive and Establishment Board
- working closely with the councils and Wellington Water to ensure common understanding on direction and timing of establishment activities
- managing programme budget and resources
- managing programme risks and mitigations.

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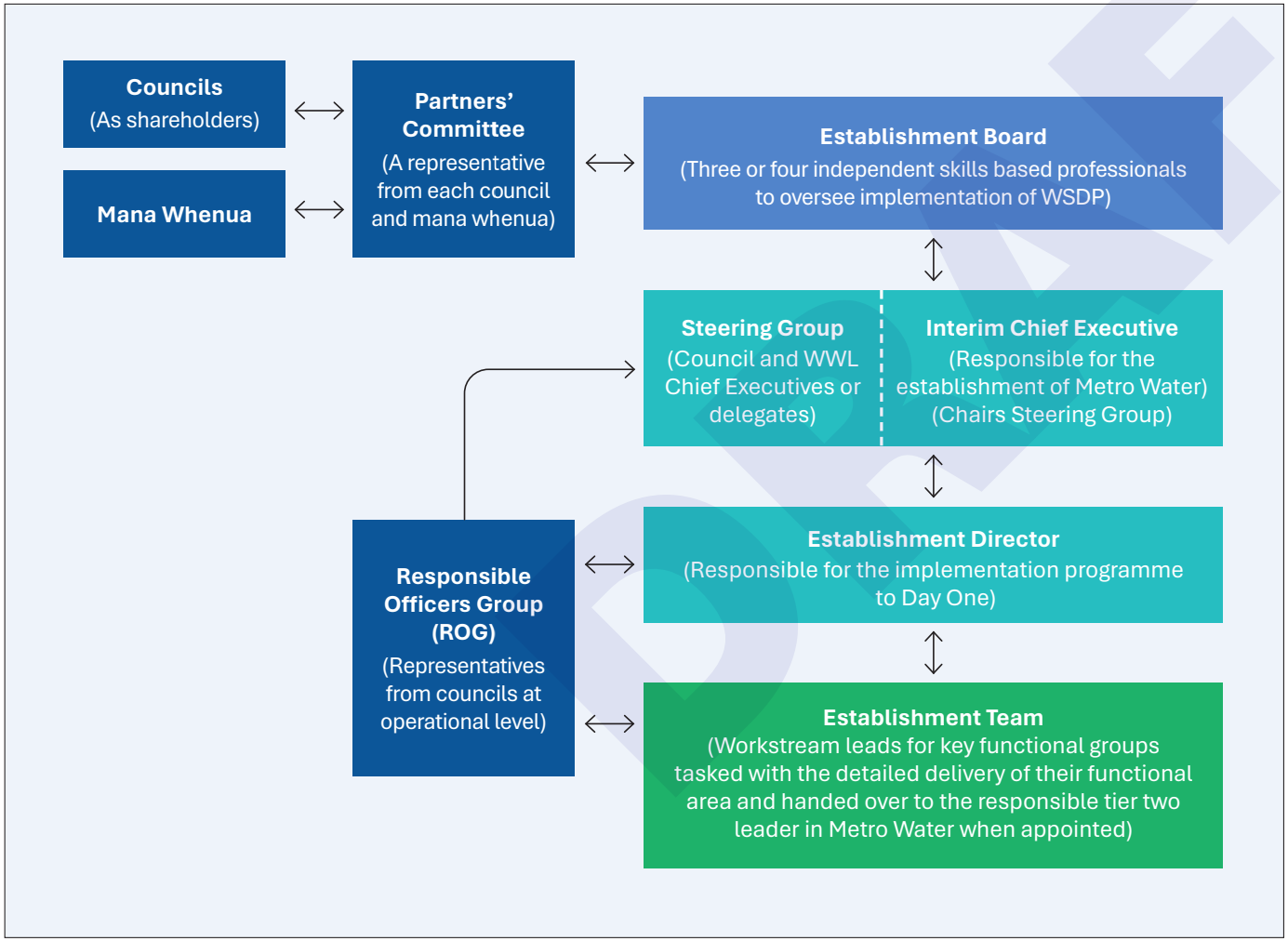
The Establishment Director will initially report to the Steering Group, then to the Establishment Board once appointed (from September 2025), and finally to the Interim Chief Executive once appointed from late 2025.

An Establishment Team, working to the Establishment Director, will develop and implement the detailed establishment plan for Metro Water.

The Establishment Team will comprise a core team supported by council and Wellington Water officers and subject matter experts (SMEs). SMEs are expected to be required in areas such as financial and commercial planning, legal advice, information technology and systems, customer experience, people and workforce, industrial relations, asset management, water services operations, and regulatory compliance.

Fig 22. *Interim governance and leadership arrangements*



E3.2 Transfer of functions and roles from Wellington Water

In order to meet the timelines for Day One, to ensure ongoing service delivery and to retain expertise and experience, Metro Water will largely be based on 'lifting and shifting' staff (tier three and below) from Wellington Water.

The how, what and when of the transfer of employees is to be determined and will be guided by the provisions of the Local Government (Water Services) Act and the relevant employment legislation.

The detail of this plan will be the accountability of the Interim Chief Executive and developed during the establishment phase (Day Zero to Day One).

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E4. Implementation risks and mitigation strategies

This programme has two distinct perspectives on risk management: one focused on the programme risks associated with the establishment of the new water organisation for Day One, and the other on workstream risks.

Each workstream lead will be tasked with the responsibility of identifying risks, developing mitigation strategies, applying them, monitoring their effectiveness, and reporting on them, including any necessary escalations. The programme through the Establishment Director will have established an escalation pathway that identifies when risks require escalation. Given the complexities involved in this water organisation, effective risk management is crucial for its successful establishment.

The following table outlines the key high-level establishment programme risks and mitigation strategies. The programme workstreams, council and Wellington Water have specific risks and mitigation strategies including interdependencies that are not included in this WSDP.

E4.1 Key programme establishment risks and mitigation measures

Table 30: *Risks and mitigations*

Risk	Mitigation strategies
1. Following submission to DIA, the WSDP requires remediation or DIA are slow to accept the plan	
The timeframe from the WSDP being submitted to the Department of Internal Affairs (DIA) and their decision back to councils is unknown and may impact on the establishment timelines and milestones if it is a delayed process.	Regular check-ins with the DIA to ensure that the WSDP requirements are being met throughout the drafting process of the plan. Additionally, legal assurance and review processes are implemented to ensure the WSDP aligns with the legislative requirements.
2. Compressed decision-making timeframes	
The establishment timeline is extremely ambitious, and the time available for decision making is limited. Any delay in making critical establishment decisions will likely compromise the establishment timeline and the achievability of Day Zero and Day One. The ability of council CEs and Elected Members to make legally compliant, informed and considered decisions within the time available, while balancing obligations to their communities, is critical to meeting establishment milestones and goals.	CEs and Elected Members will need to make significant establishment decisions based on the information available at that moment. A commitment from CEs and Elected Members to be engaged and available will be critical in meeting and progressing key establishment milestones until a Partners' Committee and Establishment Board is established tasked with decision making on behalf of councils and mana whenua.
3. Multiple parties and decision-making rights	
Ensuring ongoing alignment and decision making across multiple parities and at different levels from political to CE to senior manager, along with ensuring input and buy-in from other parties is extremely challenging and can lead to significant time delays. This is exacerbated by the compressed decision-making timeframes and multiple decisions and documents that need to be worked through.	Clear and agreed plan for establishment, clarity of decision making and milestones, clarity of roles and accountabilities and agreed escalation and dispute resolution pathways.

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4. Data and digital	
Wellington Water does not have a full suite of the necessary IT systems needed for Metro Water and the risk is that the identification and implementation of all new IT infrastructure and systems to deliver water services, such as asset management and finance systems, will be slow and complex to deliver and therefore not be ready for Day One. This will impact Day One operations in that the organisation will have to deploy interim IT solutions and work-arounds until it has sufficiently implemented this work programme.	The Wellington Water IT investment programme is already underway, and work commissioned to understand the Wellington Water IT systems currently available, those planned to be procured, timing and criticality and compare this to what the new organisation ideally requires. An agreed and integrated IT approach and plan, including budget and the right capability and skills, are critical mitigation factors to reach Day One.
5. Billing arrangements	
It is unlikely that a billing system or CRM system for Metro Water can be implemented by Day One. Councils are likely to have to collect water revenue on behalf of the new organisation and establish a pass-through process for the resulting revenue for an agreed timeline and arrangements. This process must be in place by Day One.	The councils are to establish an interim billing system on behalf of Metro Water. Early assessment, planning and design of the approach to water billing and revenue pass through will be crucial. Each council will need to implement and test this process prior to Day One.
6. Public and stakeholder confidence	
In general terms there has been a loss of confidence by both the public and shareholding councils in Wellington Water as an effective and efficient provider of water services to the region. There is a risk that the new organisation will be perceived as a rebranded Wellington Water. This risk is compounded by the fact that the ambitious establishment timeline means that Wellington Water staff and systems will be largely lifted and shifted into Metro Water.	This risk can be mitigated by a number of strategies such as establishing a skills-based professional Board made up of new Directors; the Water Services Strategy; effective communication regarding the establishment of Metro Water and how it will effectively operate that is different to Wellington Water; develop a specific brand and website that depicts the look and feel of the new organisation. In addition, the early incorporation of a customer-centric approach to the future design of Metro Water will assist in mitigating this risk.
7. Finance in place	
Financing for investing and operating activities must be in place for Day One. Any delay to this will interrupt the ability to operate from Day One.	Work with LGFA to establish financing arrangements for Metro Water has begun, following councils' commitment to establish the new organisation.
8. Effective governors and leaders	
Effective governance and leadership for Metro Water is critical and there is a risk that experienced and effective governors and leaders could consider that these roles are high risk given the media attention regarding the current water context within the region and/or that the key legal documents have not been settled by stakeholders resulting in uncertainty and increased risk and liability.	Care will need to be taken in attraction and recruitment strategies to entice experienced and effective governors and leaders to apply for these roles. Key terms and conditions of employment, including setting remuneration, will need to be competitive. The key legal documents that provide direction - Partners' Agreement, Constitution, Statement of Expectations, and Customer Charter - will need to be settled or principles agreed by stakeholders.

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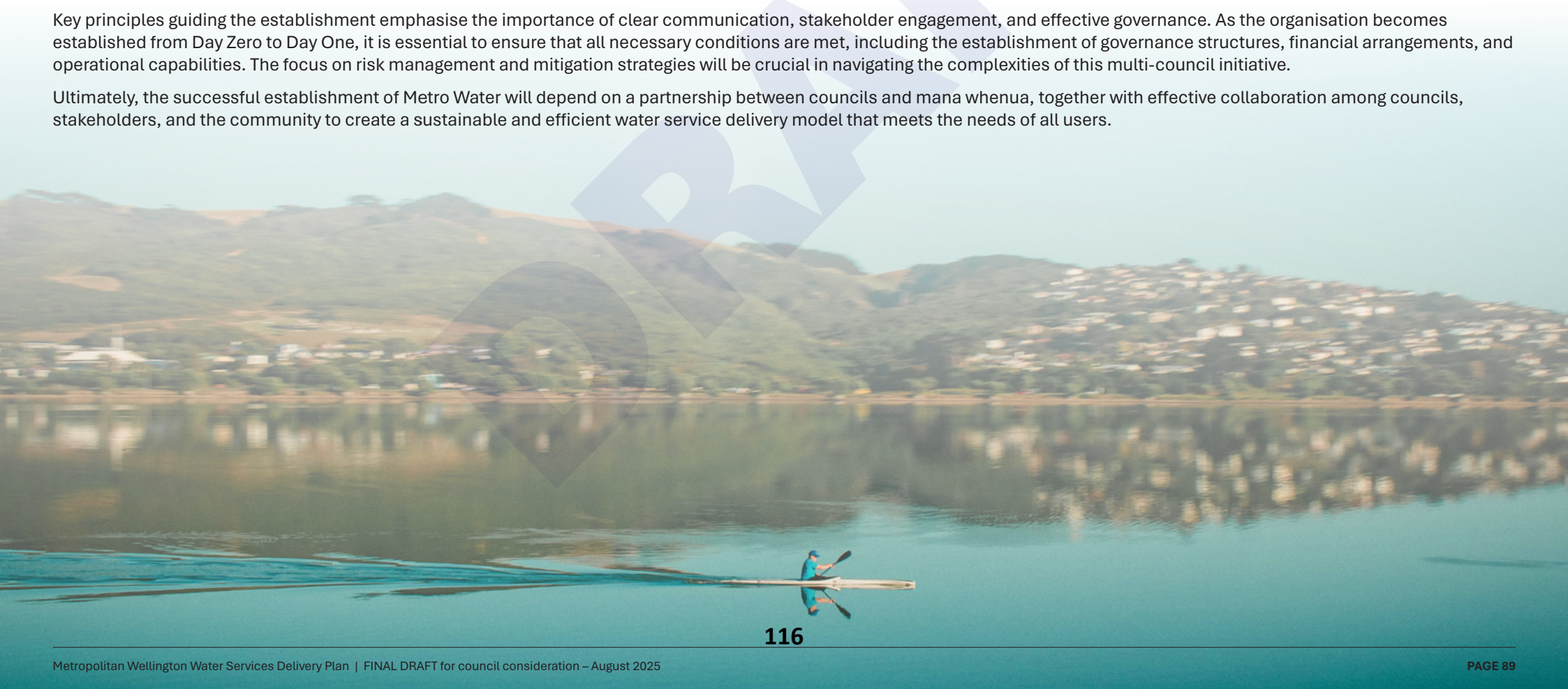
9. Interdependencies with Wellington Water	
There are numerous risks associated with the programme that depend on Wellington Water's engagement and alignment. These risks could significantly impact the programme and ultimately affect the establishment outcomes and milestones. For instance, if the role of Wellington Water is not clearly articulated and understood, it may lead to Wellington Water making binding decisions (financial or otherwise) that do not align with the future direction of Metro Water or impact its financial sustainability. The reliance on Wellington Water's capacity and expertise to engage in this programme poses a risk that could affect both the programme deliverables and the routine deliverables of Wellington Water.	The interdependencies between the programme and Wellington Water will require considered management. There are various formalised arrangements and agreements that can be established to give mandate and clarity. The Establishment Director and interim CE will maintain effective working relationships with the senior leadership of Wellington Water and councils and their governance committees.

E4.2 Conclusion

The establishment of Metro Water represents a significant step towards enhancing water service delivery in the Wellington metropolitan area. The implementation plan outlines critical establishment milestones, responsibilities, and the phased approach necessary for successful incorporation and operation.

Key principles guiding the establishment emphasise the importance of clear communication, stakeholder engagement, and effective governance. As the organisation becomes established from Day Zero to Day One, it is essential to ensure that all necessary conditions are met, including the establishment of governance structures, financial arrangements, and operational capabilities. The focus on risk management and mitigation strategies will be crucial in navigating the complexities of this multi-council initiative.

Ultimately, the successful establishment of Metro Water will depend on a partnership between councils and mana whenua, together with effective collaboration among councils, stakeholders, and the community to create a sustainable and efficient water service delivery model that meets the needs of all users.



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Abbreviations

AOG	Advisory Oversight Group
AMP	asset management plan
capex	capital expenditure
CCO	council-controlled organisation
CE	Chief Executive
CFO	Chief Financial Officer
CV	capital value
DIA	Department of Internal Affairs
DWPIC	Drinking Water Programme Investment Case
DWQAR	Drinking Water Quality Assurance Rules
EoSL	end of service life
FFO	funds from operations
FTE	full time equivalent
FY	financial year
GW	Greater Wellington Regional Council
HCA	high critical assets
HCC	Hutt City Council
HVJV	Hutt Valley joint venture
JV	joint venture
LCA	low critical assets
LGA	Local Government Act 2002
LGFA	New Zealand Local Government Funding Agency
LGOIMA	Local Government Official Information and Meetings Act 1987
LOS	level of service
LTP	long-term plan
MCA	moderate critical assets
MoI	Memorandum of Intent
NPS-FM	National Policy Statement for Freshwater Management 2020
NRP	Wellington Natural Resources Plan
ORC	optimised replacement cost
opex	operational expenditure
pa	per annum
PCC	Porirua City Council
PWJV	Porirua Wellington Joint Venture
ROG	Responsible Officer Group
RMA	Resource Management Act 1991
SCADA	supervisory control and data acquisition
SAMP	Strategic Asset Management Plan
TAS	target attribute states
UHCC	Upper Hutt City Council
VHCA	very high critical assets
VLCA	very low critical assets
WCC	Wellington City Council
WEPS	Wastewater Environmental Performance Standards
WO	water organisation
WSCCO	water services council-controlled organisation
WSDP	water services delivery plan
WSS	water services strategy
WWC	Wellington Water Committee
WWL	Wellington Water Limited
WWTP	wastewater treatment plant
~	approximately

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Glossary

Term	Description
Bulk main	A pipe that conveys drinking water between a treatment plant to a local (city-owned) point of supply; normally a reservoir.
Building Block Model	The Building Block Model is a framework used by regulators to determine the maximum allowable revenue a regulated monopoly can earn over a regulatory period.
Cost to serve	This is a term relating to serving the needs of particular customers based on the actual business activities and overhead costs incurred in servicing that customer type. Within the context of this document, it refers to localised pricing for water services within each council territory reflecting actual costs and financing arrangements (including debt) for that area.
Effluent	Wastewater, treated or untreated, that flows out of a treatment plant, sewer, or industrial outfall.
Funds from operations	Funds from operations is a measure of the cash a business generates from its core operating activities.
Harmonised pricing	This refers to the practice of establishing consistent or uniform pricing for a specific product or service across different markets or locations. In the context of this document, it means customers across Metro Water's jurisdiction would be paying the same or similar prices based on a consistent methodology.
Level of service	Level of service statements describe the outputs or objectives an organisation intends to deliver to customers.
Metropolitan Wellington	In the context of this document, this refers to the geographical area covered by the four city councils: Hutt, Porirua, Upper Hutt and Wellington.
Network	All connected assets that are used to deliver a particular service. E.g., wastewater pipes, fittings, pumps etc from a property connection to and including the treatment plant and disposal outfall.
Receiving environment	A receiving environment is the environment upon which a proposed activity might have effects. In the context of this document, it is the environment that a water service provider takes water from and discharges into, for example beaches, harbours or waterways.
Reticulation	Pipeline network.
Service pipe (also service connection)	Typically, a 20-32mm diameter pipe that connects the public drinking water network to a residence or business. Note that for commercial premises, service pipes and connections may be larger.
Three waters	Drinking water, wastewater and stormwater.
Trunk water main	A water supply pipe equal to or greater than 250mm in diameter.
Trunk sewer	A wastewater pipe equal to or greater than 250mm in diameter.
Wastewater	Any water that has been contaminated by human use. Wastewater is used water from any combination of domestic, industrial, commercial or agricultural activities, and any sewer inflow or sewer infiltration.

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FINAL DRAFT – 12 August 2025

Appendices to Metropolitan Wellington Water Services Delivery Plan

12 August 2025

FINAL DRAFT - 12 AUGUST 2025

This is the final draft of the appendices for the Metropolitan Wellington Water Services Delivery Plan (WSDP).

Assumptions and uncertainties

While the councils have used the best information available to them to prepare this WSDP, it has been necessary to make certain assumptions in relation to matters such as the asset condition and valuation, future delivery of the capital programme and future regulatory requirements. These are set out throughout the WSDP, and in *Appendix C1: Assumptions and uncertainties: Part C investment programme,* accompanied by statements as to the likelihood of an assumption being incorrect and the impact if this is the case. Appendix C1 also sets out uncertainties that could result in reprioritisation of the investment programme. The assumptions and uncertainties identified are not exceptional and are of the type commonly encountered by local authorities when preparing their long-term plans and asset management plans in relation to water services infrastructure.

Information presented in this document is to support water service delivery planning and should not used for any other purposes without discussion with the Metro Water establishment team.

Prepared by:	Metropolitan Wellington WSDP project team
Prepared for:	Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council, and Greater Wellington Regional Council
Date:	12 August 2025
Version:	12 August 2025 final draft
Status:	Final draft WSDP for adoption by the five Councils

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Appendix A1: Summary of consultation feedback

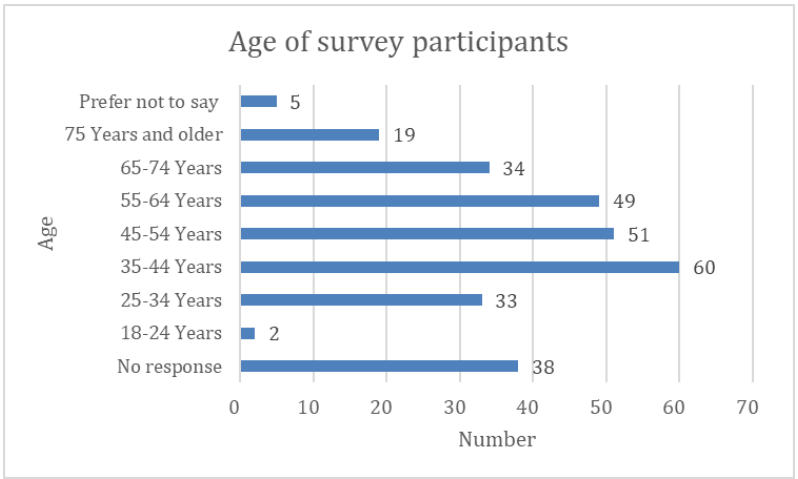
See pages 6-15.

Wellington Metro Water Services Delivery Planning: Summary of views from communities across the proposed joint service area

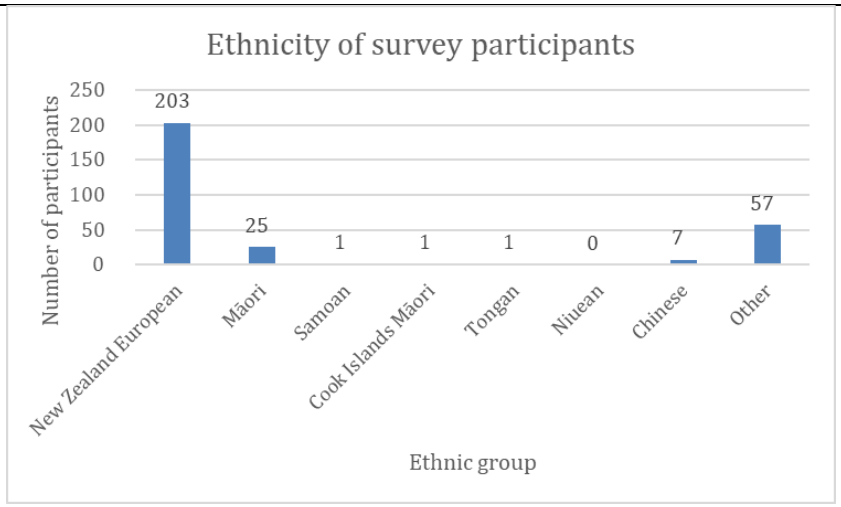
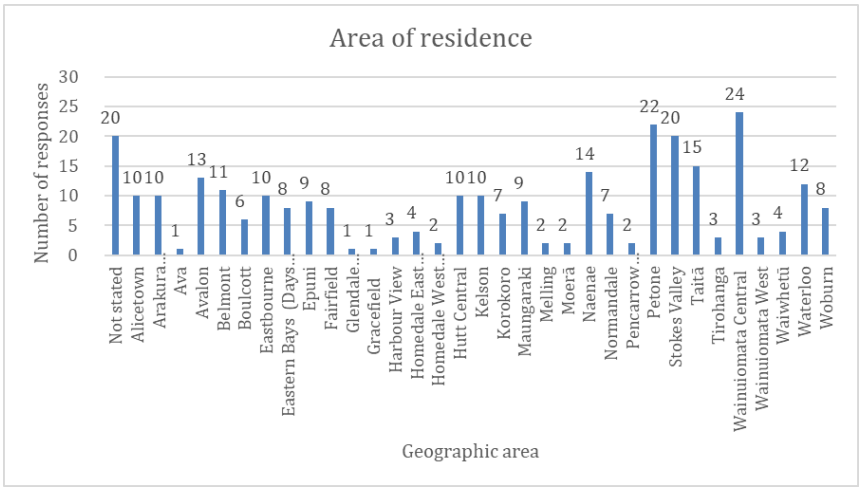
Summary as of 12 May 2025[1]

Through April 2025 Hutt, Porirua, Upper Hutt and Wellington City Councils, along with Greater Wellington Regional Council, undertook public consultation on water service delivery model options. A summary[2] from each council is presented below.

Hutt City Council

Consultation dates:	20 March 2025 to 20 April 2025	
Submissions received:	291	
Preferences	Option 1 – the establishment of a new multi council owned water services organisation	69%
	Option 2 – a modified version of the existing Wellington Water arrangement	26.6%
Demographics	Age	
	Gender	

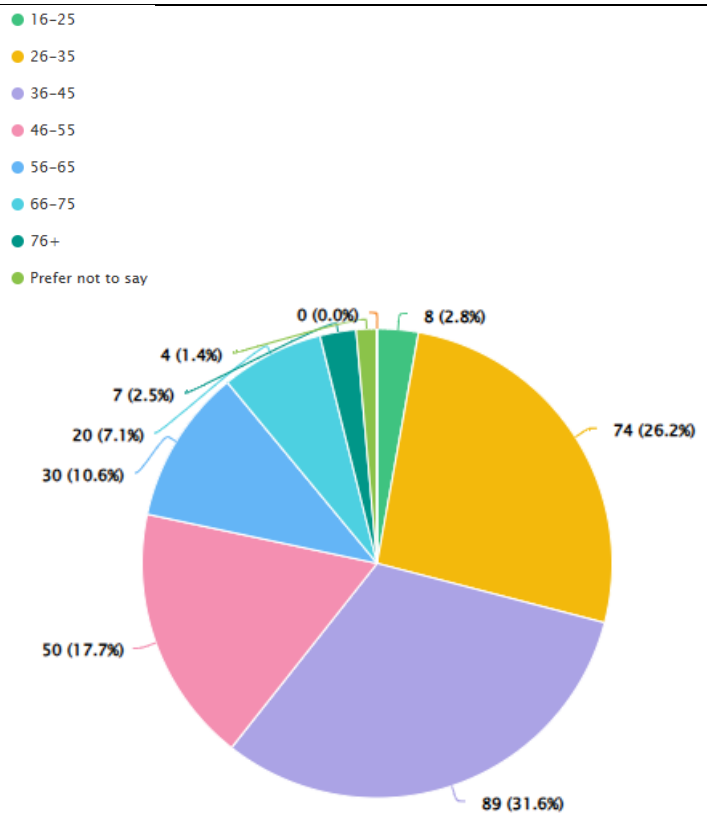
[1] This summary dated 12.05.25 has been prepared ahead of some councils completing all hearings and was correct as of May 2025.
[2] Refer to each Council's deliberations report for full analysis of consultation results.

	Ethnicity	
	Location	
Top themes from free text:		
Infrastructure and Maintenance	Respondents highlighted significant concerns about the ageing water infrastructure in Lower Hutt, particularly the deteriorating condition of pipes and frequent leaks. Many stressed the need for major replacement programs to mitigate the risk of outages and service failures. Additionally, there were frustrations with delayed repairs and short-term maintenance solutions, with calls for a more proactive approach to asset management focusing on systematic upgrades rather than reactive patching.	
Service Delivery and Governance	There was widespread dissatisfaction with the quality and reliability of water services, with frequent disruptions and a lack of responsiveness to issues being common complaints. Wellington Water Ltd was a focal point of criticism, with respondents citing poor management practices, lack of cost control, and perceived inefficiency. Concerns about transparency and public accountability were also evident, with calls for greater openness and clearer governance structures.	
Financial Sustainability	Affordability emerged as a strong theme, with many respondents worried about rising rates and charges related to water services.	

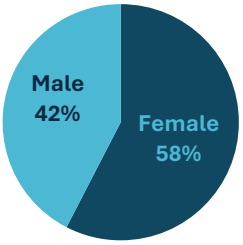
	There were anxieties about the ability to continue paying for essential services if costs rise unchecked. Some participants questioned whether existing funding was being used effectively, calling for more rigorous financial oversight and better prioritisation of essential infrastructure investment over non-core projects.
Water Quality and Environmental Health	Respondents frequently mentioned the need for clean, safe drinking water, with concerns about chlorination, contamination risks, and the overall trustworthiness of the water supply system. The Seaview Wastewater Treatment Plant was singled out for its odour issues, pollution risks, and perceived non-compliance, with calls for urgent upgrades and tighter environmental controls. Stormwater management and urban flooding were also raised as significant concerns.
Future Planning and Climate Resilience	Respondents emphasised the importance of long-term planning and investment to future-proof water infrastructure. Participants stressed the need for sustained investment, strategic asset management, and resilience-focused approaches. Concerns about the effects of climate change on the water network were also raised, with increased rainfall intensity, sea level rise, and the potential for more frequent flooding identified as challenges requiring urgent action.

Porirua City Council

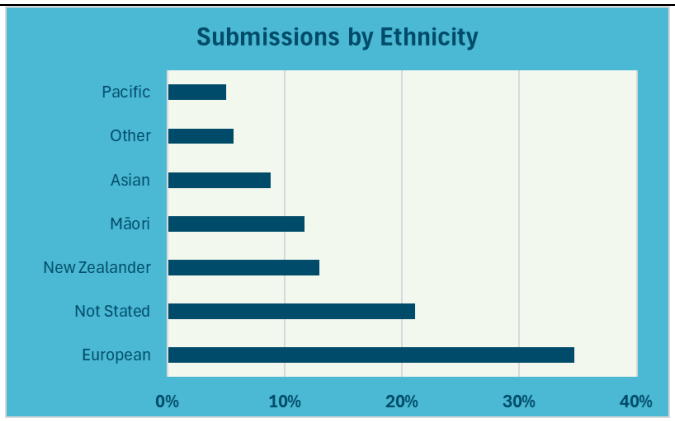
Consultation dates:	20 March – 20 April 2025	
Submissions received:	271	
Preferences	Option 1	77.1 %
	Option 2	22.9 %
Demographics	Age	



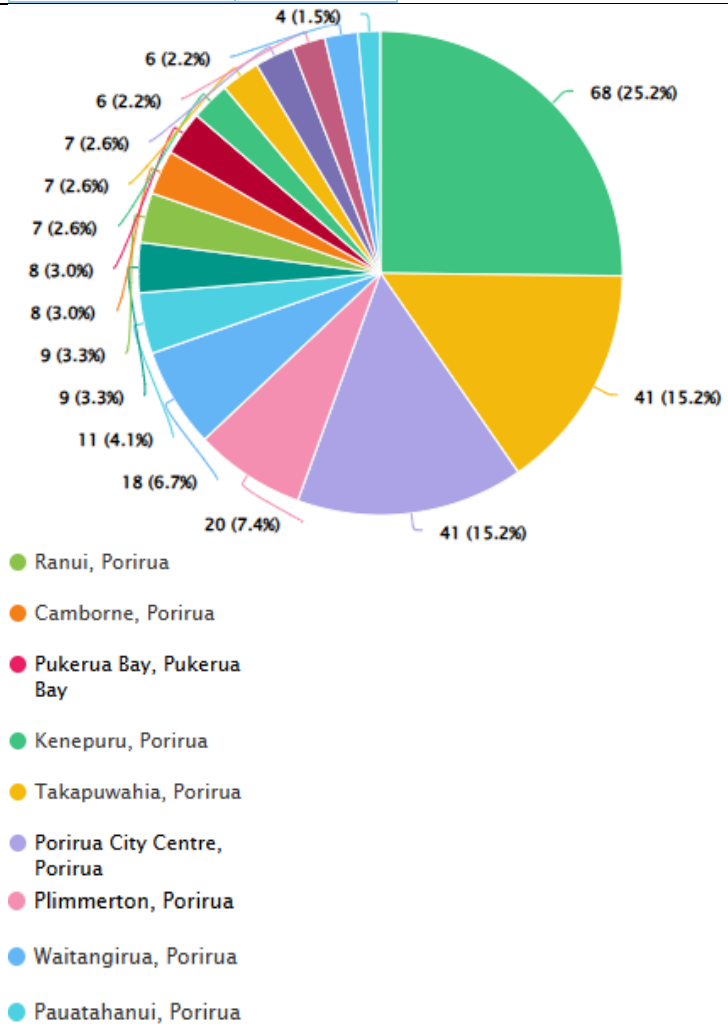
Gender



Ethnicity



European	**35%**
Not Stated	21%
New Zealander	13%
Māori	12%

		Asian 9% **Other** 6% **Pacific** 5%
	Location	
Top themes from free text:		
Affordability	People are worried about how the new water service plan will affect their finances. Many fear that costs will rise for households, especially for big families and those already struggling. Concerns include the introduction of water meters and separate charges for water.	
Management and Responsibility	There's a strong desire for better management and accountability in the new water management setup. Many don't trust current management because of past failures and lack of expertise. People want independent oversight and clear decision-making processes.	
Infrastructure and Resource Use	Feedback points out problems with current infrastructure, like leaks and poor planning. While there's support for centralising water services to boost efficiency, there's scepticism due to past management issues.	
Fairness and Social Impact	Concerns are raised about fair distribution of costs and resources, especially for low-income communities and underfunded councils. There's worry that less affluent councils might bear more burden due to previous underfunding.	
Environment and Sustainability	Many emphasise the need to address environmental issues like stormwater pollution and sustainable water management. There's support for initiatives like grey water recycling and protecting local ecosystems.	

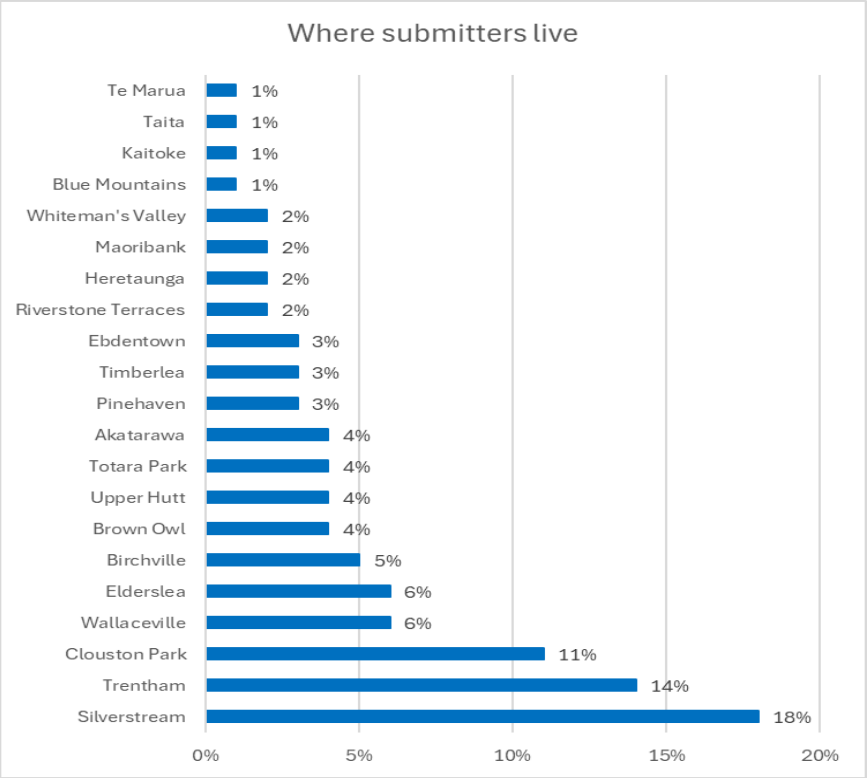
Support for Multi-Council Model and transparency	Majority favour a water organisation owned by multiple councils as a solution to existing challenges. However, there are concerns about how it will be implemented and want clear communication about costs. There's a strong call for more openness and community input in planning and decisions. People want to be informed and have a say in managing and funding water services.

Upper Hutt City Council

Consultation dates:	24 March – 27 April	
Submissions received:	104	
Preferences	Option 1 - Establish a new multi council owned CCO (preferred option)	84%
	Option 2 – Modified version of the current Wellington Water model (with a new planning, regulatory and accountability framework)	16%
	(5 responses selected neither option)	

Demographics

Type of submitter	Yes	No
Resident	98%	2%
Ratepayer	92%	8%
Work in Upper Hutt	27%	73%



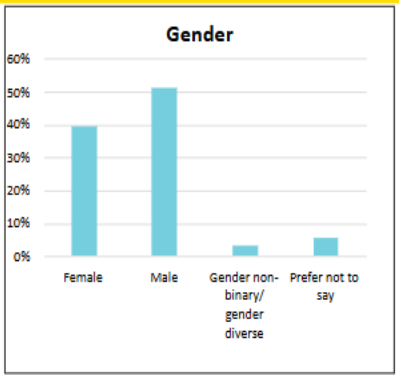
Top themes from free text:

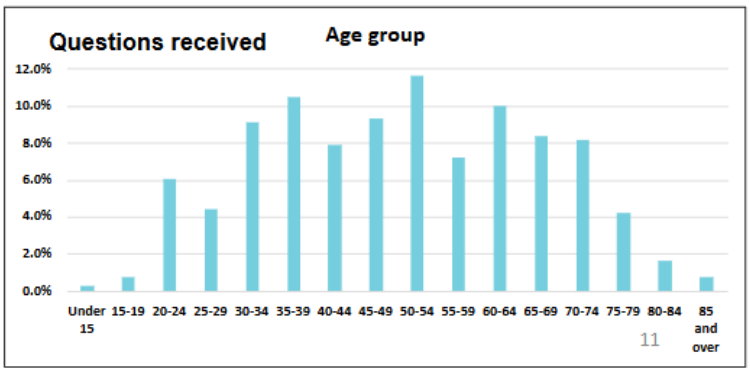
General Support for change	• A clear majority support Option 1 (preferred option for a new multi-council owned water organisation), along with comments that change is needed to address aging infrastructure and systemic issues. • General sentiment that urgent action is needed to fix water infrastructure and governance. • Underlying frustration with a long history of mismanagement, rate increases, and poor service delivery. • A significant number of comments were on concerns, frustration and issues with the current Wellington Water model and its performance.
Cost, Rates and Affordability	• Extensive comments and concerns regarding high rates, financial modelling being unclear or lacking detail, and criticism of debt-driven spending. • Comments on the cost of establishing a new entity.
Better Infrastructure Investment and Management	• Strong asset management planning and information are essential before any new billing systems are introduced. • Infrastructure upgrades and pipe replacements and must be accelerated. Reactive leak repairs are inefficient; proactive full pipe replacement should be prioritised. • Mixed views on water meters: some strongly opposed to water meters, citing affordability concerns and fear of hidden charges. Others support water metering for conservation and fairness, especially if essential water use remains free or subsidised.
Governance, Capability and Accountability	• Numerous comments of distrust in the current governance, lack of water expertise, and mismanagement over decades. • Concerns a new entity might just replicate Wellington Water's failures unless governance and leadership are entirely overhauled. • Calls for greater public accountability, including transparent audits. • Comments against potential future privatisation, and in support of having protections for consumers and vulnerable users.

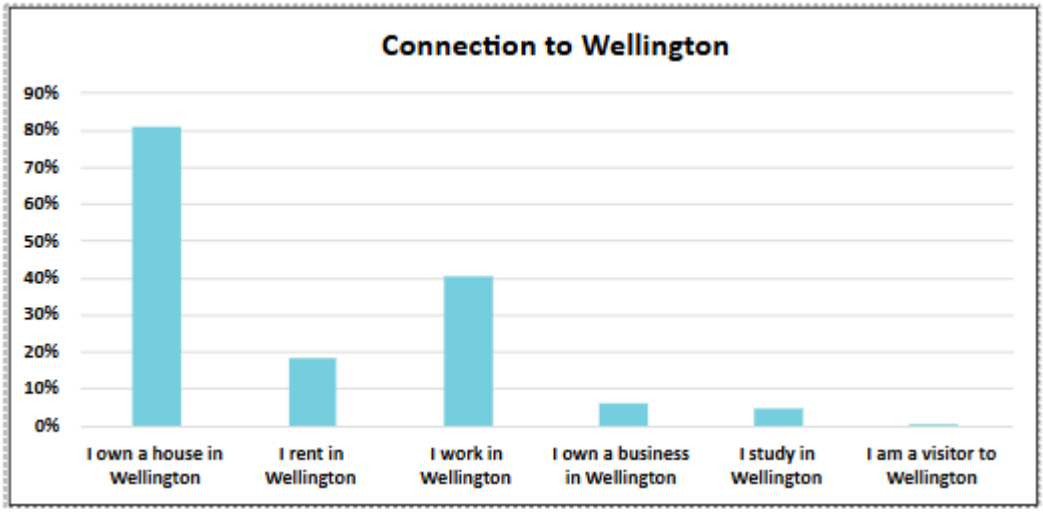
Wellington City Council

Consultation dates:	20 March – 21 April 2025	
Submissions received:	713	
Preferences (Submission / Residents' Survey)	Option 1 – establish multi council CCO (preferred option)	Submission: 72% Residents' survey: 82%
	Option 2 – establish WCC only CCO	Submission: 15% Residents' survey: 8%
	Option 3 – retain existing arrangements (modified to meet legislative requirements)	Submission: 13% Residents' survey: 10%

Demographics

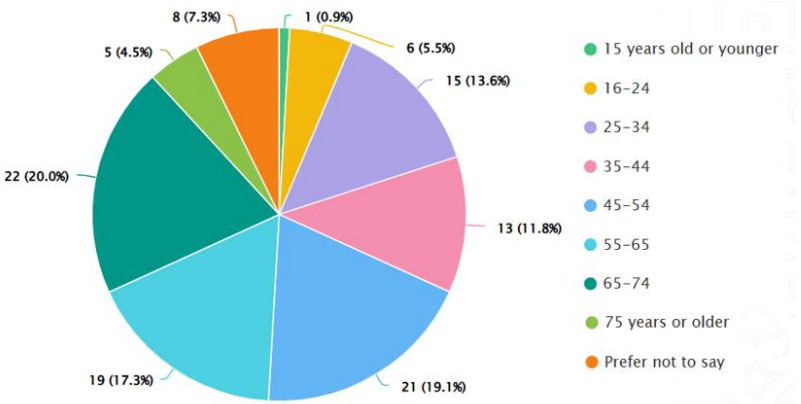
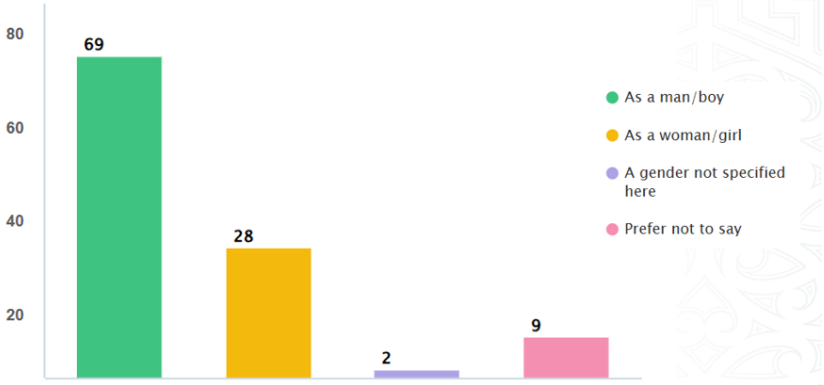
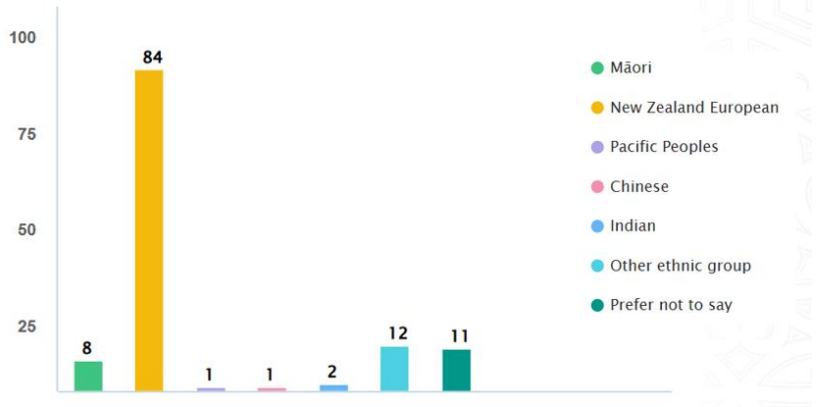


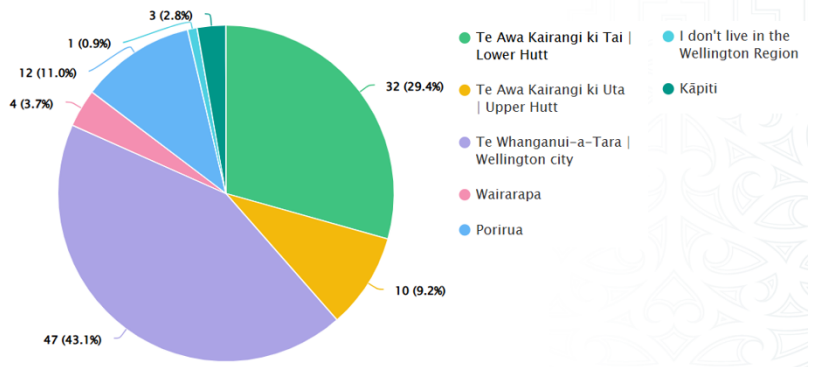




Top themes from free text:	
Support for a New Multi-Council-Owned Entity	In support of option 1, submitters identified the opportunity for greater efficiencies, the existing inter-connectedness of the network, access to increased funding and better positioned for the future / long term planning.
Wellington Water performance	Submitters raised concerns about the performance of Wellington Water, noting concerns about contractor management and costs.
Strong leadership and accountability is important	Submitters identified the need for transparency of decision making, costs an outcomes noting the need to work in partnership (option 1) and for effective governance to be in place for any delivery model. Submitters expressed views on the need for subject expertise / infrastructure expertise to be represented on the Board and minimal /no political representation.
Water charges / affordability	A number of submissions raise concerns about the affordability of increased water charges alongside increasing council rates. Some identified a concern for non-ratepayers ill now have to pay for water usage (i.e. meters). General support for equity to be a factor when setting water charges.
Privatisation	Several submissions are concerned at the possibility (now or into the future) of water assets being privatised.

Greater Wellington

Consultation dates:	20 March – 22 April	
Submissions received:	113	
Preferences	Option 1	79.6 %
	Option 2	20.4 %
Demographics	Age	
	Gender	
	Ethnicity	

	Location	
Top themes from free text:		
Distrust in Current Management	▪ Many comments express a lack of trust in Wellington Water's ability to manage water infrastructure effectively. There are concerns about poor management, blame culture, and inefficiency. ▪ The submitters feel that Wellington Water has failed to deliver on its promises and has wasted resources, leading to a call for a new management structure.	
Support for a New Multi-Council-Owned Entity	▪ A significant number of comments supported the preferred option (out of the two presented), a new multi-council-owned water organization. This is seen to improve accountability, efficiency, and long-term planning. ▪ The new entity is expected to leverage regional assets better and provide a more unified approach to water management.	
Need for Improved Accountability and Transparency	▪ There is a strong demand for greater accountability and transparency in water management. The submitters indicated that clear oversight and democratic control over the new water entity is very important. ▪ Ensuring that the new organisation operates with public ownership and transparency is a priority for many respondents.	
Environmental improvements and Te Titiri	▪ Many respondents emphasised the importance of environmental responsibility and long-term planning in water management. They want the new entity to prioritise climate resilience and sustainable practices. ▪ There is a call for the new organisation to uphold Te Tiriti o Waitangi obligations and involve Māori groups in governance.	
Concerns About Privatisation and GW's land holdings	▪ Several comments express concerns that centralising water assets could lead to future privatisation, despite current assurances to the contrary ▪ The public wants guarantees that water resources will remain publicly owned and managed for the benefit of all ▪ Submitters also want to ensure that GW-owned lands stay in GW ownership.	

Appendix A2: Assurance process

This Appendix sets out:

- Assurance process undertaken in respect of this WSDP.
- Legal statement in respect of whether this WSDP meets the requirements of the Act.

Assurance

This table outlines details of assurance processes.

Council inputs and oversight	Details and limitations
Regular check ins and confirmation of direction and assumptions with council officials and elected members – including Council Responsible Officer Group (ROG), Chief Financial Officers (CFOs), Chief Executives (CEs), and Advisory Oversight Group (AOG).	• Agreed programme and governance structure. • Series of meetings, direction and decisions and regular programme reporting to CE Steering Group. • Series of meetings and direction from AOG. • Series of meetings, direction and decisions from ROG and CFOs. • Weekly programme meetings. • Detail: Meetings, actions, direction and minutes.
Council and Wellington Water review and input to draft material including review and feedback on the draft WSDP.	• Review and checking of direction and assumptions, seeking endorsement, direction and decisions through meetings, as above. • Review and feedback from councils as the WSDP is developed including on investment programme, financial modelling, and the draft WSDP. This included full review and feedback of the 30 May version of the WSDP by councils and Wellington Water. • Detail: council comment, review and feedback.
A series of council decisions and reports to elected members	Progressive series of workshops and council or committee decisions across five councils, including but not limited to: • Delivery model options for consultation • Delivery model for WSDP • Adoption of WSDP • Detail: council workshop and council or committee papers
Consultation process review of submissions, hearing processes and elected member decisions	Council consultation and engagement processes as summarised in Part A of this report and appendix A1, including hearings, deliberations and decisions. Detail: council consultation and engagement materials, council deliberations reports.
Regular alignment meetings between the programme team and DIA on draft documents, financial modelling and identification of assurance points to review and align development of the WSDP	Progressive series of meetings and feedback from DIA. Detail: emails and minutes of meetings with DIA.
Specialist independent advice, and input on key areas of the WSDP and establishment planning	

Legal review and advice	Legal advice and support on requirements of the Act and content of WSDP from Simpson Grierson Detail: ongoing legal advice plus legal review of WSDP and letter from Simpson Grierson
Network investment, investment sufficiency, AMP	Advisory support and information in relation to Part B and Part C of the WSDP from Wellington Water, Waugh Consulting, Black Consulting, Scott Consulting, Brockway Consulting. Engagement with LGFA on financing assumptions. Council and three waters AMPs from Wellington Water.
Clear assumptions book for financial modelling including qualifications on information including assumptions and limitations	Advisory support and information in relation to Part C of the WSDP. Series of assumptions, limitations and qualifications relating to financial modelling from Mafic Consulting, Morrison Low, Scott Consulting, and Council CFOs. Council and three waters AMPs from Wellington Water.
Financial modelling (including using the DIA model template as the basis)	Advisory support and information in relation to Part C of the WSDP. Build, test and validation of financial model – Mafic Consulting, and Scott Consulting. DIA model base build and review of model.
Debt and capital advisory	Advisory support and information in relation to Part C of the WSDP - Mafic Consulting, Scott Consulting, Engagement with LGFA on financing assumptions, PwC and Council CFOs. Regarding the proposed glide path to reach covenant compliance, written assurance has been received from LGFA that they will consider a longer seven-year transition, allowing Metro Water to achieve the 8% compliance target by FY33.
Implementation plan: functional leads and advice including legal, IT, customer experience, operations, and organisational design	Advisory support and information in relation to Part D and E of the WSDP. Scott Consulting, Simpson Grierson, BlueBeacon, Wellington Water, Brockway Consulting.
Legal review of the WSDP and statement that the WSDP meets requirements of the Act	Legal review of content, compliance with legislation and limitations from Simpson Grierson. For more detail, refer to legal statement below.

Legal statement in respect of whether this WSDP meets the requirements of the Act

SIMPSON GRIERSON

14 July 2025

Partner Reference
P McNamara - Auckland

Dougal List, Scott Consulting
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111 The Terrace
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6011

Writer's Details
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Sent by Email

Wellington Metro Water Services Delivery Plan: compliance with Local Government (Water Services Preliminary Arrangements) Act 2024

1. On 11 July 2025 we completed our review of the final draft of the Wellington Metro Water Services Delivery Plan (**WSDP**) for compliance with the relevant requirements of the Local Government (Water Services Preliminary Arrangements) Act 2024 (**Act**).

2. Subject to our comments in paragraphs 3 to 5 below, we consider the WSDP meets the Act's content requirements and that (while identifying appropriate assumptions and uncertainties) the information contained in the plan can be certified as true and accurate.

3. Section 13(1)(n) of the Act requires a water services delivery plan to contain an explanation of what the territorial authority proposes to do to ensure that the delivery of water services will be financially sustainable by 30 June 2028. The definition of "financially sustainable" in s5 of the Act includes a territorial authority being financially able to meet all regulatory standards and requirements for the authority's delivery of water services.

4. There is some uncertainty as to how s13(1)(n) will be interpreted by the Secretary for Local Government when the WSDP is submitted for acceptance under s18 of the Act. While we understand that the investment programme in the WSDP will not result in water services in the Wellington metro area meeting all regulatory standards and requirements by 30 June 2028, published guidance from the Department of Internal Affairs indicates that:

   (a) When considering the three factors involved in achieving financial sustainability (revenue sufficiency, investment sufficiency and financing sufficiency), councils should keep affordability of water charges front-of-mind; and

   (b) The way these factors interact, and the choices councils make around delivery models and financing to deliver benefits for consumers, should be determined at a local level.

5. Accordingly, the WSDP's explanation of how financial sustainability will be achieved, and the Secretary for Local Government's assessment of the WSDP against s13(1)(n), in our view requires consideration of several factors that can, where required, be appropriately

balanced and take into account relevant constraints (including affordability and practical delivery constraints).

6. Relevant sections of the WSDP, including Appendix B4, appropriately identify assumptions and uncertainties related to various aspects of the WSDP. As the WSDP itself notes, the assumptions and uncertainties identified are not exceptional, and are of the type commonly made and encountered by local authorities when preparing their long-term plans and asset management plans in relation to water services infrastructure. In our view they do not and should not prevent chief executives being able to provide the certification required under s18 of the Act.

7. For the purposes of s18, we consider the chief executives of the participating territorial authorities and Greater Wellington Regional Council can properly certify that:

   (a) the WSDP complies with the Act; and

   (b) the information contained in the WSDP provided by their local authority is true and accurate.

Yours faithfully
SIMPSON GRIERSON

Padraig McNamara | Partner
Liam Stevens | Solicitor

Appendix A3: Council resolutions to adopt this WSDP

Individual council resolutions to be inserted here for the final WSDP

Appendix B1: Levels of service and performance

The tables throughout this appendix summarise the FY2023/24 levels of service and FY2024/25 level of service projections based on the investment levels in the councils 2024-34 Long Term Plans. These forecasts have come directly from each council's Asset Management Plans.

Greater Wellington Regional Council

Water supply - safety of drinking water

The Council provides safe and reliable potable water for household and business use in urban areas.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	Non-compliant	Non-compliant
The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	Non-compliant	Compliant

Note, the 2023/24 bacteria non-compliance result is due to the 'new' (2022) DWQAR chlorine contact time requirement and applies to part of Lower Hutt only (and the GWRC Waterloo treatment plant). The 2023/24 protozoa result is due to a 1min exceedance above allowable turbidity at the Wainuiomata WTP.

Water supply - fault response times

The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend urgent call-outs	<=90 mins	0 mins (no urgent call-outs)	N/A
Median response time to resolve urgent call-outs	<= 8 hours	0 hours (no urgent call-outs)	N/A
Median response time to attend non-urgent call-outs	<= 72 hours	0 hours (no non-urgent call-outs)	N/A
Median response time to resolve non- urgent call-outs	<= 20 working days	0 days (no non-urgent call-outs)	N/A

Water supply - demand management and water loss

The Council promotes the efficient and sustainable use of water.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The percentage of real water loss from the local authority's networked reticulation system	<= 0.25%	0.08%	No change
Average consumption of drinking water per day per resident	<385L	409L	Compliant

Water supply - customer satisfaction

The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<=20	0 complaints	No change

Hutt City Council

Water supply – safety of drinking water

Measure: The Council provides safe and reliable potable water for household and business use in urban areas.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	Non-compliant	Non-compliant
The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	Non-compliant	Compliant

Note, the 2023/24 bacteria non-compliance result is due to the 'new' (2022) DWQAR chlorine contact time requirement and applies to part of Lower Hutt only (and the GWRC Waterloo treatment plant). The 2023/24 protozoa result is due to a 1min exceedance above allowable turbidity at the Wainuiomata WTP.

Water supply – fault response times

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend urgent call-outs	<=90 mins	101 mins	Meet LOS
Median response time to resolve urgent call-outs	<= 8 hours	4.6 hours	Continue to meet LOS
Median response time to attend non-urgent call-outs	<= 72 hours	191 hours	Stabilisation but not meeting LOS.
Median response time to resolve non-urgent call-outs	<= 20 working days	16 working days	Stabilisation, meeting LOS.

Water supply – demand management and water loss

Measure: The Council promotes the efficient and sustainable use of water.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The percentage of real water loss from the local authority's networked reticulation system	<=20%	35%	Incremental improvement
Average consumption of drinking water per day per resident	<385L	422L	Stabilisation or small improvement

Water supply – customer satisfaction

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<=20	31.7	Improvement

Wastewater – system and adequacy

Measure: Adequate wastewater services for household and business use will be provided in currently serviced urban communities.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<20	1.7	Continue to meet LOS

Wastewater – fault response times

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend a sewerage overflow resulting from a blockage or other fault in the sewerage system	<= 90 mins	159 mins	Improvement
Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<= 8 hours	12.4 hours	Improvement

Wastewater - customer satisfaction

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<=30	24.1	Continue to meet LOS

Wastewater - discharge compliance

Measure: The Council's wastewater services do not negatively impact on public health or the natural environment in line with legislative requirements

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action

Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	15	Improvement at WWTP leading to less regulatory action
Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action
Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action

Stormwater - performance measures

The Stormwater performance measures are detailed in the table below.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of flooding events that occurred throughout the year	<=2	0	Weather dependant
For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<0.24	N/A - No flooding events	Weather dependant
Median response time to attend a flooding event	<=8 hours	N/A - No flooding events	Weather dependant
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<=20	8.5	Deteriorating

Stormwater - discharge compliance

Measure: The Council receives no abatement notices, infringement notices, enforcement orders or prosecutions.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	N/A

Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	N/A

Porirua City Council

Water supply – safety of drinking water

Measure: The Council provides safe and reliable potable water for household and business use in urban areas

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	Compliant	Compliant
The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	Compliant	Compliant

Water supply – fault response times

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend urgent call-outs	<=90 (mins)	86 mins	Close to or meeting LOS target
Median response time to resolve urgent call-outs	<= 8 (hours)	2.9 hours	Continue to meet LOS
Median response time to attend non-urgent call-outs	<= 20 days	6 working days	Continued deterioration
Median response time to resolve non-urgent call-outs	<= 20 days	11 working days	Continued deterioration

Water supply – demand management and water loss

Measure: The Council promotes the efficient and sustainable use of water.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The percentage of real water loss from the local authority's networked reticulation system	<= 20%	30%	Improvement
Average consumption of drinking water per day per resident	<320L	329L	Improvement

Water supply – customer satisfaction

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<=20	33	Deteriorating, not meeting LOS

Wastewater – system and adequacy

Measure: Adequate wastewater services for household and business use will be provided in currently serviced urban communities.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<20	4.9	Status quo, meet LOS

Wastewater – fault response times

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend a sewerage overflow resulting from a blockage or other fault in the sewerage system	<= 80 mins	79 mins	Status quo, will not meet LOS
Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<= 8 hours	2.7 hours	Status quo, meet LOS

Wastewater - customer satisfaction

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<=30	29	Status quo, may meet LOS

Wastewater - discharge compliance

Measure: The Council's wastewater services do not negatively impact on public health or the natural environment in line with legislative requirements.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	0	Increasing compliance
Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	1	Increasing compliance
Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	Increasing compliance
Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	Increasing compliance

Stormwater - performance measures

The Stormwater performance measures are detailed in the table below.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of flooding events that occurred throughout the year	<=2	0	Weather dependant
For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<0.24	N/A	Weather dependant
Median response time to attend a flooding event	<=8 hours	N/A	Weather dependant
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<=20	8	Status quo, may not meet LOS (weather dependant)

Stormwater - discharge compliance

Measure: The Council receives no abatement notices, infringement notices, enforcement orders or prosecutions.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	N/A

Upper Hutt City Council

Water supply – safety of drinking water

Measure: The Council provides safe and reliable potable water for household and business use in urban areas.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	100%	Compliant
The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	100%	Compliant

Water supply – fault response times

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend urgent call-outs	<60 mins	76 mins	Close to or meeting LOS target
Median response time to resolve urgent call-outs	<4 hours	2.2 hours	Close to or meeting LOS target
Median response time to attend non-urgent call-outs	<36 hours	238 hours	Continued deterioration

Median response time to resolve non-urgent call-outs	<15 days	27 days	Continued deterioration

Water supply – demand management and water loss

Measure: The Council promotes the efficient and sustainable use of water.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The percentage of real water loss from the local authority's networked reticulation system	<20%	41%	Improvement
Average consumption of drinking water per day per resident	<415L	450L	Improvement

Water Supply – customer satisfaction

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<20	12.3	Deteriorating but likely meeting LOS

Wastewater – system and adequacy

Measure: Adequate wastewater services for household and business use will be provided in currently serviced urban communities.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<20	0.1	Status quo, meet LOS

Wastewater – fault response times

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend a sewerage overflow resulting from a blockage or other fault in the sewerage system	<=60 mins	80 min	Status quo, likely will not meet LOS
Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<=6 hours	3.4 hours	Status quo, meet LOS

Wastewater - customer satisfaction

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<=30	10	Status quo, meet LOS

Wastewater - discharge compliance

Measure: The Council's wastewater services do not negatively impact on public health or the natural environment in line with legislative requirements.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action
Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	15	Improvement at WWTP leading to less regulatory action
Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action
Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action

Stormwater - performance measures

The Stormwater performance measures are detailed in the table below.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of flooding events that occurred throughout the year	<=2	0	Weather dependant
For each flooding event, the number of habitable floors affected; expressed per 1,000 connections	<=0.64	0	Weather dependant
Median response time to attend a flooding event	<60 mins	0	Weather dependant
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<=20	2.1	Status quo, likely to meet LOS

Stormwater - discharge compliance

Measure: The Council receives no abatement notices, infringement notices, enforcement orders or prosecutions.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	N/A

Wellington City Council

Water supply – safety of drinking water

Measure: The Council provides safe and reliable potable water for household and business use in urban areas.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	Compliant	Compliant

The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	Non-compliant	Compliant

Water supply – fault response times

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend urgent call-outs	<60 mins	151 minutes	Status quo, not meeting LOS
Median response time to resolve urgent call-outs	<4 hours	13.6 hours	Status quo, not meeting LOS
Median response time to attend non-urgent call-outs	<36 hours	555 hours	Improvement, not meeting LOS
Median response time to resolve non-urgent call-outs	< 5 days	45.1 days	Improvement, not meeting LOS

Water supply – demand management and water loss

Measure: The Council promotes the efficient and sustainable use of water.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The percentage of real water loss from the local authority's networked reticulation system	<20%	28%	Improvement
Average consumption of drinking water per day per resident	<365L	416L	Improvement

Water supply – customer satisfaction

Measure: The Council provides a responsive call-out service to attend to customers' issues with their water supply.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<20	23.2	Static or improving

Wastewater – system and adequacy

Measure: Adequate wastewater services for household and business use will be provided in currently serviced urban communities

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	Zero	2.9	Cannot reach level of service

Wastewater – fault response times

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Median response time to attend a sewerage overflow resulting from a blockage or other fault in the sewerage system	<=60 mins	80 minutes	Status quo, likely will not meet LOS
Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<= 6 hours	4.7 hours	Status quo, likely will not meet LOS

Wastewater - customer satisfaction

Measure: Council will respond as required to faults and complaints received from its customers.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<30	19.8	Deteriorating

Wastewater - discharge compliance

Measure: The Council's wastewater services do not negatively impact on public health or the natural environment in line with legislative requirements.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	1	Improvement at WWTP leading to less regulatory action
Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	3	Improvement at WWTP leading to less regulatory action
Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action
Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	Improvement at WWTP leading to less regulatory action

Stormwater - performance measures

The Stormwater performance measures are detailed in the table below.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
The number of flooding events that occurred throughout the year	<=2	0	Weather dependant
For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<=0.13	0	Weather dependant
Median response time to attend a flooding event	<=60 mins	0	Weather dependant
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<20	8.4	Deterioration of network, likely to meet LOS

Stormwater - discharge compliance

Measure: The Council receives no abatement notices, infringement notices, enforcement orders or prosecutions.

Performance Measure	Target	2023/24 Result	2024/25 Forecast
Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	N/A
Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	N/A

Appendix B2: Council specific asset base and condition

This appendix provides an overview of each council's asset base. The information presented in this section comes from a combination of:

- the councils' latest valuations – used for asset quantities and values
- asset data provided directly from Wellington Water in April 2025 – used for condition grading, and
- Wellington Water's water-specific and council specific Asset Management Plans (AMPs).

There are slight differences between these data sources due to the timing of when each was published or pulled from the asset data base. For example, the council valuations will all have a view of the councils' assets at the time the valuations were published (between March 2023 and May 2025). The condition data provided by Wellington Water in comparison relates to an April 2025 view of assets in the Wellington Water asset register. While there is some misalignment between data sources, the impact of this is considered immaterial.

Note also that individual mechanical, electrical, or structural components within pump stations may have undergone condition assessments but in some instances, there may not be sufficient assessment completed to provide an overall 'site-level' rating. This may contribute to the relatively low level of asset condition ratings on pump stations relative to other asset types.

Hutt City Council

Hutt City Council has $4.8 billion[3] of drinking water, wastewater and stormwater assets (excluding land). The full value of the Joint Venture wastewater assets used by Hutt City and Upper Hutt City are captured under HCC's asset base.

Water Type	Asset Type	Quantity	Replacement value
Water Supply	Pipe network	704km	$838M
	Fittings (valves, hydrants, meters, valve chambers etc.) and laterals	-	$122M
	Reservoirs	24 Sites	$70M
		26 Tanks	
	Pump Station Sites	17	$31M
Total Water Supply Replacement Value			**$1,061M**
Wastewater	Pipes	587km (HCC)	$1,026M
		101km (HVJV)	$622M (~$435M HCC value)
	Fittings (gauging stations, valves, manholes etc.)	- (HCC)	$158M
		- (HVJV)	$86M (~$60M HCC value)
	Treatment Plants	1 (HVJV)	$106M (~$74M HCC value)
	Pump Station Sites	28 (HCC)	$28M
		29 (HVJV)	$56M (~$39M HCC value)

[3] Optimised Replacement Cost from May 2024 valuation, inflated to 2025 dollars.

Water Type	Asset Type	Quantity	Replacement value
	Storage	2 (HVJV)	$13M (~$9.1M HCC value)
Total Wastewater Replacement Value			**$2,097M**
Stormwater	Pipes	466km	$1,606M
	Fittings (valves, manholes etc)	-	$231M
	Pump Station Sites	12	$20M
	Detention Dams	16	$9M
Total Stormwater Replacement Value			**$1,867M**
Total Three Waters Replacement Value			**$5,024M**

Water Supply Network

Of HCC's 704km of pipe network, approximately 177kms (26%) is overdue for renewal (in backlog). By 2054 over 60% of HCC's water supply network will need to be renewed.

A large amount of asbestos cement pipe that was installed post-World War 2 and cast-iron pipe laid prior to World War 2 that remains in service is driving the high renewal requirements. As with asbestos pipe, the cast-iron pipes are brittle, slowly corroding and vulnerable to failure immediately after an earthquake. The asbestos cement pipes were installed with specific housing development in areas like Stokes Valley, Taita, Naenae and Wainuiomata. Cast iron pipes are mainly located in Petone. Asset replacement will need to focus on specific geographic areas as failure levels accelerate. There are also heavily corroded galvanized iron ridermains in the Hutt Valley that contribute to high levels of leakage and are in immediate need of replacement.

Wastewater Network

Of the 587kms of wastewater network, only approximately 8% is overdue for replacement but a significant amount is reaching its end of life over the next 30 years. Like the water supply network, over 60% is due for renewal by 2054.

The Hutt Valley wastewater joint venture includes pipe assets that are of very high criticality because they are the "trunk" delivery pipes to the Seaview wastewater plant. Around 7km of the joint venture network (7%) is overdue renewal and by 2054, over 50% will require renewal.

The high level of renewals likely to be needed in the next 30 years is primarily an outcome of materials selected and date of installation. Wastewater pipes made of concrete and earthenware are always vulnerable to corrosion and this has been evidenced through the condition assessment of the VHCAs such as the main interceptor. In addition, the Seaview to Pencarrow outfall pipe was laid in the late 1950s and has been found to have pipe joint failures.

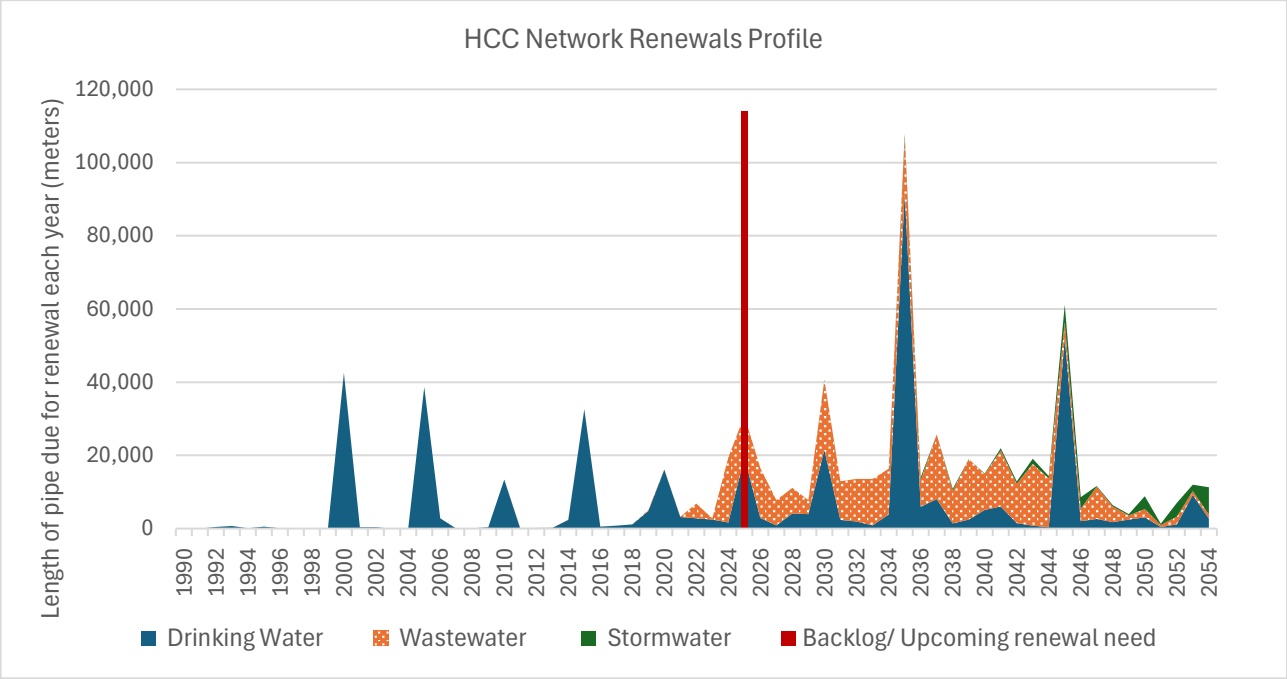
Assessment of the interceptor near Melling across and alongside SH2 identified significant internal corrosion highlighting the importance to intervene before failure occurs.

Stormwater Network

HCC's stormwater network is in better condition than the drinking water and wastewater networks. Only 3% past its expected life with just under 30% requiring renewal over the next 30 years. Because of the high groundwater table in the Hutt Valley, many of the very highly critical stormwater pipes have bespoke construction (i.e. not circular pipes). This means that their repair can be expensive.

The table below summarises the condition and criticality of HCC's pipe network.

Water Type	Quantity	Backlog	Average Age	% of network with condition rating	% of network in unknown condition	% of network in good or very good condition	% of network in moderate condition	% of network in poor or very poor condition
Water Supply	704km	26%	42 years	95%	5%	37%	18%	40%
Wastewater	587km	8%	51 years	97%	3%	53%	14%	30%
Wastewater JV	101km	7%	52 years	99%	1%	48%	28%	22%
Stormwater	466km	3%	52 years	98%	2%	78%	3%	17%



Wastewater Treatment Plant

The Seaview wastewater treatment plant is a very highly critical facility. Within this facility are critical assets that on failure would result in supply disruption, health and safety risks in the immediate vicinity, offensive odour, flooding and environmental pollution.

The Seaview wastewater treatment plant was significantly modified as a Design Build Operate contract that ran its time in 2020 after 20 years of service. The expected lives of many of the mechanical and electrical assets means that a significant renewals burden has arisen post termination of the contract. Failure of these assets heightens the risk of consent non-compliance and unplanned discharges to the environment. A significant replacement item in the immediate future is the gas fired dryer.

Reservoirs

Hutt City Council has known reservoirs (eg, Gracefield and Naenae) where structural condition or contamination risk means that replacement or significant modification is the only solution.

Pump Stations

A significant portion of pump stations rely on aging electrical panels and control systems. Visual inspections have been carried out, but systematic asset-level mechanical condition data is incomplete. Flooding of low-lying sites, limited spare capacity, and parts obsolescence pose operational risks.

The table below summarises the condition and criticality of HCC's three waters assets, excluding pipe network, fittings, laterals and stormwater storage/ detention dams.

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	Reservoirs	26	100%	0%	36%	48%	16%
	Pump Station Sites	17	13%	87%	7%	0%	7%
Wastewater	Treatment Plants	1 plant 1117 unique assets	94%	6%	67%	16.7%	7%
	Pump Station Sites	28 (HCC) 29 (HVJV)	9% 38%	91% 62%	0% 5%	9% 10%	0% 24%
Stormwater	Pump Station Sites	16	100%	0%	8%	67%	25%

Porirua City Council

Porirua City Council has $1.6 billion[4] of drinking water, wastewater and stormwater assets (excluding land). PCC currently fully owns the Porirua Wastewater Treatment Plant which is also used by Wellington City. Therefore, the full value of this asset is captured under PCC's asset base.

Water Type	Asset Type	Quantity	Replacement value
Water Supply	Pipes	437km (inc. laterals)	$316M
	Reservoirs	16 Sites	$54M
		19 Tanks	
	Fittings (valves, hydrants, meters, valve chambers etc.) and laterals	-	$35M
	Pump Station Sites	15	$10M
	Emergency Water Treatment Plant	1	$5M
Total Water Supply Replacement Value			**$419M**
Wastewater	Pipes	433km (PCC)	$367M
		11km (PWJV)	$25M *(~$19M PCC value)*
	Fittings (gauging stations, valves, manholes etc.)	-(PCC)	$97M
		-(PWJV)	$0.9M *(~$0.6M PCC value)*
	Treatment Plants	1	$87M *(~$63M PCC value)*
	Pump Station Sites	62 (PCC)	$31M
		3 (PWJV)	$14M *(~$10M PCC value)*
Total Wastewater Replacement Value			**$632M**
Stormwater	Pipes	357km	$454M
	Fittings (valves, manholes etc), laterals, channels and storage	-	$122M
Total Stormwater Replacement Value			**$577M**

[4] Optimised Replacement Cost from May 2025 valuation.

Water Type	Asset Type	Quantity	Replacement value
Total Three Waters Replacement Value			**$1,628M**

Water Supply Network

A significant issue for Porirua is the rise in the number of water supply pipe assets that will reach the expected end of their life in the next 30 years. Approximately 11 % is past its expected life and by 2054, 49% of the water network will need to be renewed.

PCC has a lot of asbestos cement pipe. The remaining life of these assets is largely determined by the loss of cement in the pipe wall over time. Early failure history of pipes are also a good indication of the network reaching its end of life.

Wastewater Network

Only 5% of PCC's wastewater network is overdue for replacement but a significant amount reaching its end of life in the next 30 years. By 2054, 68% of the network requires renewal. This high upcoming renewal requirement is due to the high use of asbestos cement pipe that was used in the wastewater network as government housing developments proceeded post-World War 2. The continually failing Paremata Rising main along SH1 is an example of such a pipe.

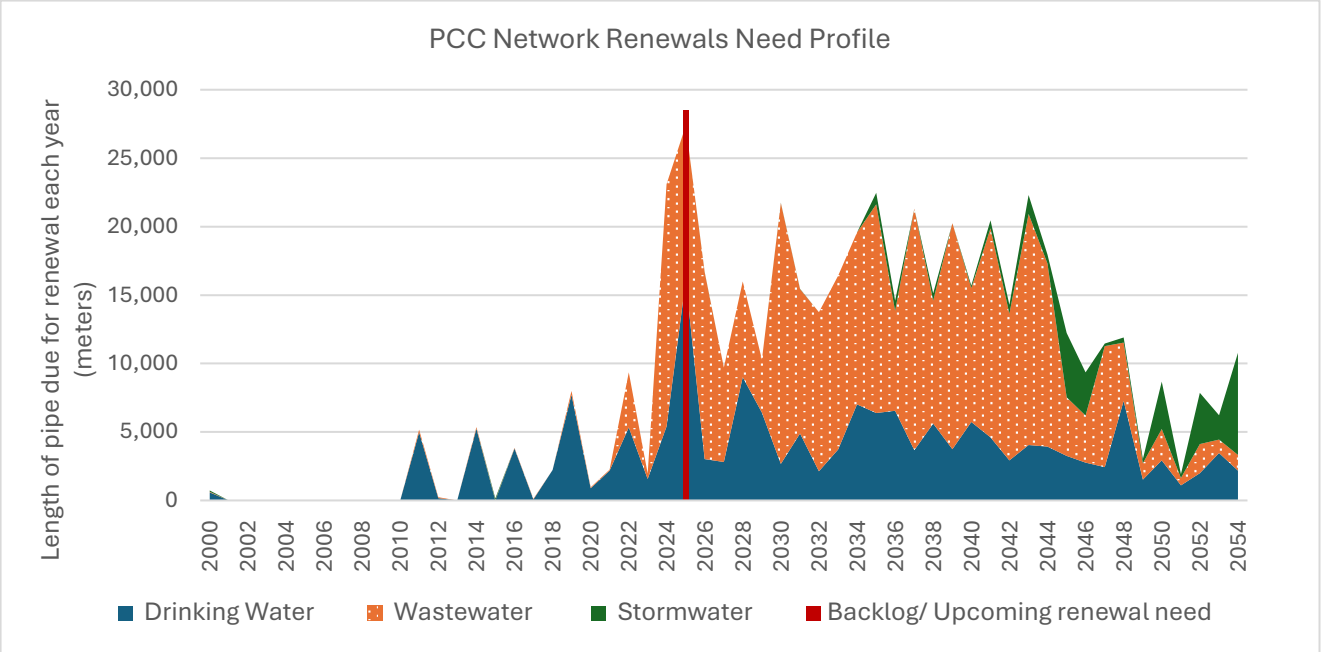
The wastewater joint venture network is relatively new. None of this network is overdue renewal.

Stormwater Network

PCC's stormwater network is relatively new. Only 200m is past its expected life – less than 1% of the overall network – and little more is due for renewal over the next 10 years. PCC's stormwater network starts to become due for constant renewal from 2040 onwards. There is an opportunity to ensure the stormwater network does not fall into backlog.

The table below summarises the condition and criticality of PCC's pipe network.

Water Type	Quantity	Backlog	Average Age	% of network with condition rating	% of assets in unknown condition	% of network in good or very good condition	% of network in moderate condition	% of network in poor or very poor condition
Water Supply	362km (excluding laterals)	11%	36	93%	7%	51%	18%	24%
Wastewater	433km	5%	40	96%	4%	66%	25%	5%
Wastewater JV	11km	0%						
Stormwater	357km	0%	39	94%	6%	93%	1%	1%



Wastewater Treatment Plants

The Porirua wastewater treatment plant is a highly critical facility. Within this facility are critical assets that on failure would result in supply disruption, health and safety risks in the immediate vicinity, offensive odour, flooding and environmental pollution.

Although significant upgrade/renewal work has been done at the plant in recent years, a rigorous maintenance and renewal plan must be maintained in a plant that contains short lived mechanical/electrical assets that operate in a harsh environment. Failure of these assets heightens the risk of consent non-compliance and unplanned discharges to the environment.

Reservoirs

All reservoirs have been visually assessed with emphasis on contamination and health and safety risks. Seismic vulnerability is a significant concern, with some structures unlikely to meet current resilience requirements.

Pump Stations

Like other councils, condition data is incomplete, with many grades assigned from age profiles rather than inspections. Aging infrastructure, lack of redundancy at some sites, and vulnerability to electrical/control system failures are key risks.

The table below summarises the condition and criticality of PCC's three waters assets, excluding pipe network, fittings, laterals and stormwater storage/ detention dams.

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	Reservoirs	19	83%	17%	22%	22%	39%
	Pump Station Sites	15	0%	100%	0%	0%	0%
Wastewater	Treatment Plants	1 plant 724 unique assets	94%	6%	72%	17%	5%
	Pump Station Sites	62 (PCC) 3 (PWJV)	13%	87%	2%	6%	5%

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Stormwater		Note, PCC network condition and criticality is provided in the previous table, above. There are no stormwater pump stations or other major infrastructure in the PCC network.					

Upper Hutt City Council

Upper Hutt City Council has $1.4 billion[5] of drinking water, wastewater and stormwater assets (excluding land). The value of the Joint Venture wastewater assets used by Hutt City and Upper Hutt City are shown in italics in the table below. These values have been excluded from the 'Total Wastewater Replacement Value' and 'Total Three Waters Replacement Value' for UHCC in the table below. Instead, the full value of the Joint Venture assets is captured in HCC's total asset table as this is currently how they are captured in the councils' valuations.

Water Type	Asset Type	Quantity	Replacement value
Water Supply	Pipes	292km	$346M
	Reservoirs	13 Sites	$41M
		27 Tanks	
	Fittings (valves, hydrants, meters, valve chambers etc.) and laterals	-	$63M
	Pump Station Sites	9 pump stations	$11M
Total Water Supply Replacement Value			**$461M**
Wastewater	Pipes	231km	$362M
		101km (HVJV)	*$622M (~$187M UHCC value)*
	Fittings (gauging stations, valves, manholes etc.) and laterals	-(UHCC)	$77M
		-(HVJV)	$86M (~$26M UHCC value)
	Treatment Plant	1	*$106M (~$32M UHCC value)*
	Storage	2 (HVJV)	*$13M (~$4M UHCC value)*
	Pump Station Sites	18 (UHCC)	$9M
		29 (HVJV)	*$56M (~$39M UHCC value)*
Total Wastewater Replacement Value			**$448M**
Stormwater	Pipes	162km	$459M
	Fittings (valves, manholes etc)	-	$73M
	Pump Station Sites	7	$8M
	Channels	51km	$5M
Total Stormwater Replacement Value			**$545M**
Total Three Waters Replacement Value			**$1,454M**

[5] Optimised Replacement Cost from May 2024 valuation, inflated to 2025 dollars.

Water Supply Network

Approximately 5% of UHCC water supply network is past its expected life. By 2054 around 40% is due for renewal. The high renewal requirements are because of the amount of asbestos cement pipe that was installed as Upper Hutt developed post war – but later than in Hutt City.

Wastewater Network

Around 7% of the wastewater network is overdue for replacement but a significant amount reaching its end of life in the next 30 years. By 2054, 60% of the wastewater network must be renewed. Failure of HCA and VHCA wastewater pipes will result in structural collapse and lengthy overflows of untreated wastewater into the immediate receiving environments such as beaches, harbours or waterways.

The Hutt Valley wastewater joint venture includes pipe assets that are of very high criticality because they are the "trunk" delivery pipes to the Seaview wastewater plant. Around 7km of the joint venture network (7%) is overdue renewal and by 2054, over 50% will require renewal.

The high level of renewals likely to be needed in the next 30 years is primarily an outcome of materials selected and date of installation. Wastewater pipes made of concrete and earthenware are always vulnerable to corrosion and this has been evidenced through the condition assessment of the VHCAs such as the main interceptor. In addition, the Seaview to Pencarrow outfall pipe was laid in the late 1950s and has been found to have pipe joint failures.

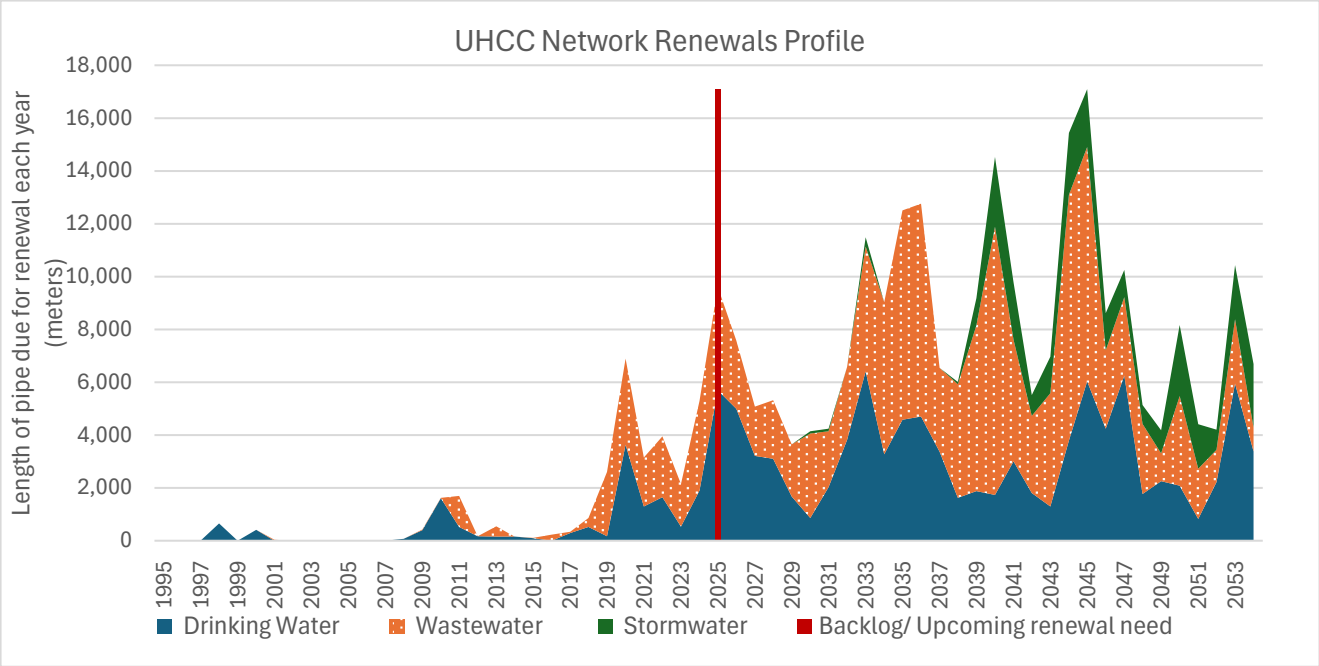
Assessment of the interceptor near Melling across and alongside SH2 identified significant internal corrosion highlighting the importance to intervene before failure occurs.

Stormwater Network

Generally, the condition of UHCC's stormwater network is newer and should require low renewal rates for the next 30 years. No portion of the network is in backlog, but over the next 30 years, 17% will require renewal. Regardless of the relatively new age of the stormwater network, around 30% is in poor or very poor condition. There is an opportunity to renew the network before it is overdue renewal.

The table below summarises the condition and criticality of UHCC's pipe network.

Water Type	Quantity	Backlog	Average Age	% of network with condition rating	% of network in unknown condition	% of network in good or very good condition	% of network in moderate condition	% of network in poor or very poor condition
Water Supply	292km	5%	36 years	95%	5%	58%	22%	14%
Wastewater	231km	8%	39 years	96%	4%	48%	28%	22%
Wastewater JV	101km	7%	52 years	99%	1%	48%	28%	22%
Stormwater	162km	0%	36 years	95%	5%	52%	13%	30%



Wastewater Treatment Plant

As noted in the HCC overview, the Seaview wastewater treatment plant is a very highly critical facility. Within this facility are critical assets that on failure would result in supply disruption, health and safety risks in the immediate vicinity, offensive odour, flooding and environmental pollution.

The Seaview wastewater treatment plant was significantly modified as a Design Build Operate contract that ran its time in 2020 after 20 years of service. The expected lives of many of the mechanical and electrical assets means that a significant renewals burden has arisen post termination of the contract. Failure of these assets heightens the risk of consent non-compliance and unplanned discharges to the environment. A significant replacement item in the immediate future is the gas fired dryer.

Pump stations

There are gaps in the condition assessment of any of UHCC's pump stations. This creates uncertainty in understanding the reliability and performance risks associated with these critical assets. Without this information, it is difficult to prioritise renewals or plan for potential failures. Addressing this data gap should be a priority for Metro Water to ensure network resilience and effective asset management going forward.

Reservoirs

All reservoirs have been visually assessed with emphasis on contamination and health and safety risks. Over 60% of reservoirs are in moderate condition or worse however, in most cases, interim mitigation can be achieved through minor works and regular maintenance.

The table below summarises the condition and criticality of UHCC's three waters assets, excluding pipe network, fittings, laterals and stormwater storage/ detention dams.

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	Reservoirs	27	100%	0%	37%	59%	4%
	Pump Station Sites	9	0%	100%	0%	0%	0%
Wastewater	Pump Station Sites	18	0%	100%	0%	0%	0%

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Stormwater	Pump Station Sites	7	100%	0%	14%	29%	57%

Wellington City Council

Wellington City Council has $8.5 billion[6] of drinking water, wastewater and stormwater assets (excluding land). As noted, the full value of the Joint Venture wastewater assets used by Wellington City and Porirua City are captured under PCC's asset base. They have been excluded from the table below and text within this section of the WSDP to avoid duplication.

The value of the Joint Venture wastewater assets used by Porirua City and Wellington City are shown in italics in the table below. These values have been excluded from the 'Total Wastewater Replacement Value' and 'Total Three Waters Replacement Value' for WCC in the table below. Instead, the full value of the Joint Venture assets is captured in PCC's total asset table as this is currently how they are captured in the councils' valuations.

Water Type	Asset Type	Quantity	Replacement value
Water Supply	Pipes	935km	$1,349M
	Fittings (valves, hydrants, meters, valve chambers etc.) and laterals	-	$431M
	Reservoirs	67 Tanks	$605M
		47 Emergency Tanks	
	Pump Station Sites	35	$66M
Total Water Supply Replacement Value			**$2,450M**
Wastewater	Pipes	1,077km	$2,159M
		11km (PWJV)	*$25M (~$7M WCC value)*
	Fittings (gauging stations, valves, manholes etc.) and laterals	-(WCC)	$666M
		-(PWJV)	*$0.9M (~$0.2M WCC value)*
	Treatment Plants	3 (WCC – includes Cary's Gully)	$366M
		1 (PWJV)	*$87M (~$23M WCC value)*
	Tunnels	12km	$274M
	Pump Station Sites	67 (WCC)	$79M
		3 (PWJV)	*$14M (~$4M WCC value)*
Total Wastewater Replacement Value			**$3,544M**
Stormwater	Pipes	723km	$2,013M
	Fittings (valves, manholes etc)	-	$294M
	Tunnels and culverts	3.1km	$142M
	Pump Station Sites	5	$5M
Total Stormwater Replacement Value			**$2,455M**
Total Three Waters Replacement Value			**$8,449M**

[6] Optimised Replacement Cost from June 2024 valuation, inflated to 2025 dollars.

Water Supply Network

Approximately 16% of the water network is past its expected life and therefore overdue renewal. By 2054, 46% will need to be replaced. As with the other city councils, the high renewal requirements are because of the amount of asbestos cement pipe that was installed post-World War 2 and the amount of cast iron pipe laid prior to World War 2 that remains in service.

Wastewater Network

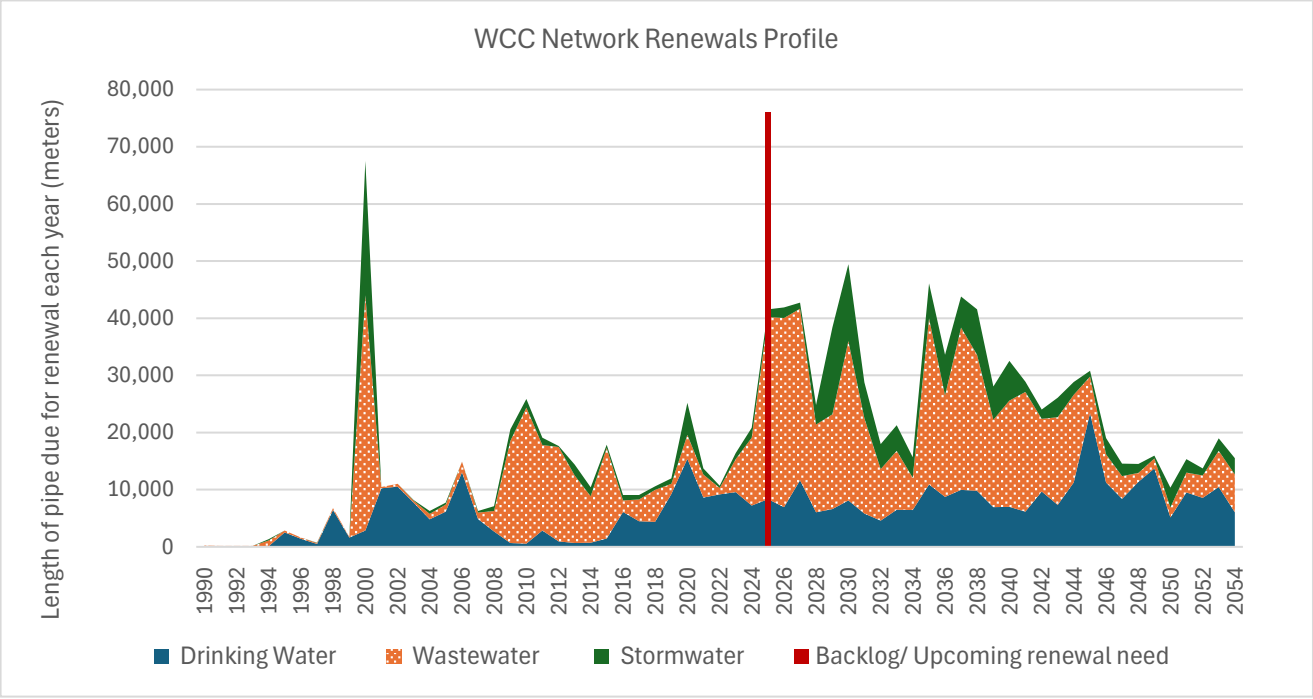
Approximately 20% of the wastewater network is already overdue and by 2054 around 60% will need to be replaced. The high level of renewals likely to be needed in the next 30 years is primarily an outcome of the use of concrete and earthenware materials used and date of installation. Recent history of critical asset failures such as the Dixon Street and the Victoria Street rising main are reminders of the consequences of failure of critical wastewater pipes.

Stormwater Network

WCC's stormwater network is in better condition than the drinking water and wastewater networks. Approximately 7% past its expected life with 23% due for renewal in the next 30 years.

The table below summarises the condition and criticality of WCC's pipe network.

Water Type	Quantity	Backlog	Average Age	% of network with condition rating	% of network in unknown condition	% of network in good or very good condition	% of network in moderate condition	% of network in poor or very poor condition
Water Supply	935.85km	17%	45 years	94%	6%	51%	19%	24%
Wastewater	1,092.48km	20%	63 years	98%	2%	47%	13%	38%
Stormwater	831.71km	7%	52 years	96%	4%	60%	23%	13%



Reservoirs

Key challenges for WCC's reservoirs include insufficient existing storage to meet design, growth, and fire demand requirements, degrading capacity as growth continues, and low seismic resilience in some structures.

Pump stations

Data confidence is low; many assets have condition grades estimated from age rather than detailed inspection. Mechanical and electrical components are particularly vulnerable to sudden failure. Some sites have outdated control systems or limited redundancy, increasing the risk of prolonged outages if failure occurs.

Wastewater Treatment Plants

The two wastewater treatment plants in Wellington (Western and Moa Point) are very highly critical facilities. Within these facilities are also VHCAs that on failure would result in supply disruption, health and safety risks in the immediate vicinity, flooding and environmental pollution. As with the Seaview Wastewater Treatment Plants, these plants were constructed as a Design Build Operate contract that ran its time in 2020 after 25 years of service. The expected lives of many of the mechanical and electrical assets means that a significant renewals burden has arisen post termination of these contracts. Failure of these assets heightens the risk of consent non-compliance and unplanned discharges to the environment.

As noted in the PCC overview, the Porirua wastewater treatment plant is a highly critical facility. Within this facility are critical assets that on failure would result in supply disruption, health and safety risks in the immediate vicinity, offensive odour, flooding and environmental pollution. Although significant upgrade/renewal work has been done at the plant in recent years, a rigorous maintenance and renewal plan must be maintained in a plant that contains short lived mechanical/electrical assets that operate in a harsh environment. Failure of these assets heightens the risk of consent non-compliance and unplanned discharges to the environment.

The table below summarises the condition and criticality of WCC's three waters assets, excluding pipe network, fittings, laterals and stormwater storage/ detention dams and the Porirua wastewater treatment plant joint venture assets.

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
Water Supply	Reservoirs	67[7]	100%	0%	43%	35%	22%
	Pump Station Sites	35	32%	68%	11%	9%	3%
Wastewater	Treatment Plants	2 plants 1632 unique assets	95%	5%	66%	23%	7%
	Pump Station Sites	67	33%	67%	0%	12%	22%
Stormwater	Pump Station Sites	5	80%	20%	20%	40%	20%

[7] Excluding emergency tanks.

Greater Wellington Regional Council

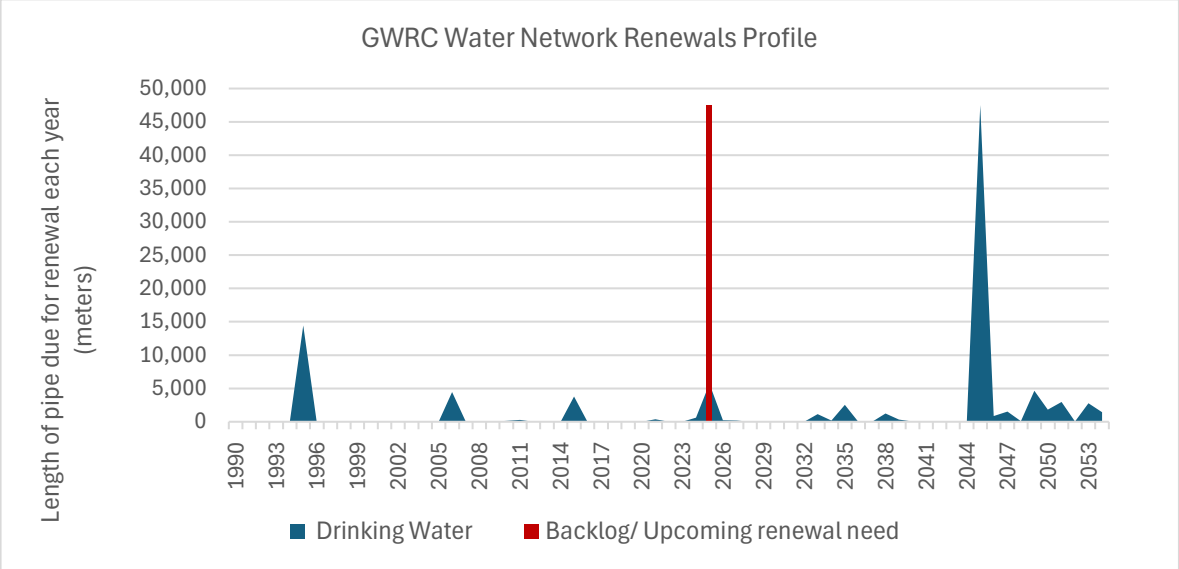
Greater Wellington Regional Council has $1.4 billion[8] of water assets (excluding land). The bulk water pipe network and region's four water treatment plants (including dams/ lakes and bores) account for 95% of the value of GWRC's asset base. The remaining 5% is made up of pump stations, reservoirs and tunnels.

Water Type	Asset Type	Quantity	Replacement value
Water Supply	Pipes	192km	$812M
	Treatment Plants (including dams, lakes and bores)	4	$536M
	Pump Station Sites	16	$36M
	Reservoirs	3	$23M
Water Supply Total Replacement Value			**$1,407M**

Pipe network

Of GWRC's 192.8km of pipe network, approximately 29.4kms (15%) is overdue for renewal (in backlog). Because GWRC delivers treated water to the four city councils through bulk delivery mains, its network is primarily comprised of very high criticality pipes. Failure of one of the bulk water mains would result in significant disruption to service delivery and public health risk.

The network still utilises some very old (100 year +) pipes that were installed to supply water from the Wainuiomata/ Orongorongo sources. Of potential concern in the longer term (i.e. beyond 10 years) is the life expectancy of the Kaitoke to Wellington water supply pipe that was installed in the late 1950s. The scale of a replacement programme for this pipeline will be vast – and it will remain as the single delivery mechanism for water produced at Te Marua Water Treatment Plant from existing water sources and the proposed additional Pākuratahi storage lakes. It is critical that the condition of this pipeline undergoes ongoing vigilant condition assessment that would identify any work needed to extend the life of the pipeline.



The table below summarises the condition and criticality of GWRC's pipe network.

[8] Optimised Replacement Cost from March 2023 valuation, inflated to 2025 dollars.

Water Type	Quantity	Backlog	Average Age	% of network with condition rating	% of network with condition rating	% of network in good or very good condition	% of network in moderate condition	% of network in poor or very poor condition
Water Supply	192km	15%	44	98%	2%	42%	34%	22%

Water Treatment Plants

The GWRC water treatments plants are all very highly critical facilities. They were all largely installed in the late 1980s to early 1990s and many of the mechanical/ electrical assets within them will be reaching the end of their life unless there has been proactive renewal of the items. Within the facilities are critical assets that on failure would result in supply disruption, health and safety risks in the immediate vicinity and environmental pollution.

Although significant upgrade/renewal work has been done at the plants in recent years, detailed physical condition assessment of all parts within the treatment plants has not been completed. There are over 10,650 individual assets within the four treatment plants and 646 (6.1%) of these have a condition rating.

A rigorous maintenance and renewal plan must be maintained in all plants. Failure of treatment plant process assets heightens the risk of consent non-compliance and supply interruption as well as offering community health risks.

Ongoing condition assessment programmes are a vital part of planned maintenance work.

Reservoirs

GWRC operates only three treated water reservoirs – the majority are owned by the city councils (PCC, UHCC, HCC and WCC). All reservoirs are regarded as VHCAs. All reservoirs have been visually assessed with emphasis on contamination and health and safety risks. In the interim all health and safety and contamination risks can be mitigated through minor works and good maintenance.

Pump stations

Because of their bulk water function, the GWRC pump stations are large capacity facilities. Delivery times of replacement equipment can be lengthy as they are rarely “off the shelf” items. Renewal of the pump stations is programmed in the LTP.

The table below summarises the condition and criticality of GWRC’s water assets, excluding network and fittings.

Water Type	Asset Type	Quantity	% of assets with condition rating	% of assets in unknown condition	% of assets in good or very good condition	% of assets in moderate condition	% of assets in poor or very poor condition
	Treatment Plants	4 plants 10,654 unique assets	6.1%	93.9%	3.2%	2.1%	0.8%
	Pump Station Sites	16	100%	0%	0%	27%	73%
	Reservoirs	3	100%	0%	0%	100%	0%

Appendix B3: Environmental compliance summary

The following table provides a high-level summary of current environmental compliance, active abatement notices and recent infringements received by asset. As there are over 100 resource consents associated with assets operated by Wellington Water, an overview of compliance has been provided rather than specific detail about individual consents.

Table regarding assessment of environmental compliance for assets operated by Wellington Water

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
Seaview WWTP			
Discharges	March 2025: the plant moved back into compliance for faecal coliforms, now compliant on all effluent quality parameters.	December 2021 – Abatement Notice (A998) was issued to cease dry weather undisinfected discharges as a result of power failures. September 2022 Abatement Notice (A1026) was issued to cease the discharge of non-compliant effluent quality. November 2023 GWRC issued two infringement notices (I952 & I953) for non-compliant effluent quality and breach of A1026. April 2025 GWRC issued two infringement notices for non-compliant effluent quality and breach of A1026.	The plant does not have back up power supply to the UV system currently. There is a project underway to upgrade backup power supply to ensure compliance with A998. Effluent quality/discharges compliant with consent conditions. Compliant with A1026.
Odour	The plant's odour control system is in poor condition which affected the site's overall odour treatment performance. Two process areas (milliscreen room and dryer hall) do not have odour treatment currently. This caused many odour complaints from the community	June 2021 GWRC issued Abatement Notice (A956) to cease unauthorised discharges of odour from the plant. October 2023 GW issued 26 infringement notices (I1008 – I1020 and I1021 – I1033) for offensive and objectionable odour discharges and breach of A956.	Non-compliant odour discharges confirmed in March 2025. On track to comply with A1111 with a contract awarded to deliver the physical works for Stage 2. Following Stage 2 we will continue to monitor and assess if there are remaining odour sources that

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
	and non-compliance with the resource consent. To resolve the odour issue, the Seaview odour control renewal project is initiated. The project is being delivered in three stages (with Stage 2 is underway). March 2025: 18 odour complaints were received, two of which were deemed offensive and objectionable odour discharges by GWRC. One odour complaint in April 2025. Not deemed offensive and objectionable by GWRC.	October 2024 Abatement Notice (A1111) was issued to require Stage 2 works to be undertaken, in particular requiring the following upgrades by December 2025: • Installation of new odour treatment in the dryer building, • Installation of new odour treatment in the milliscreening building, and • Replacement of the ducting and fans for odour extraction from the milliscreens. March 2025 GWRC issued a Please Explain request in relation to the non-compliant odour discharge in March 2025. A response will be provided within the required timeframe.	need attention. This could include the sludge dryer odour stream. Stage 3 of the Seaview odour control renewal project involves addressing any remaining sources that could be resulting in offensive and objectionable odour discharges beyond the boundary of plant.
Moa Point WWTP			

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
Discharges	Daily effluent results are compliant with daily limits. Faecal coliforms remain non-compliant for the 90th percentile limit but trends project this parameter to move into compliance soon. Three unconsented discharges occurred via the long outfall in April 2025 due to wet weather and reduced treatment capacity of the plant from clarifier renewal works.	October 2021 Abatement Notice (A981) was issued to cease unauthorised discharge of wastewater from the plant. December 2023 GWRC issued two infringement notices (I962 & I965) for non-compliant effluent quality. October 2024 Abatement Notice (A1112) was issued to complete Moa Point WWTP Inlet Pump Station Upgrades by April 2025 and bring the maximum pumping back to design capacity of 4000L/s. May 2025 GWRC issued two infringement notices (I1147 and I1148) for ongoing non-compliant effluent quality with consent conditions and breach of A981. GWRC also issued an advisory notice.	Effluent quality currently non-compliant with consent conditions for the 90th percentile. Inlet pump station project completed March 2025. On track for compliance with A1112. Clarifier renewal project progressing well. Reduced capacity at plant while clarifier offline.
Odour	A total of 10 odour complaints received in March and April 2025 (two relating to the plant, and eight relating to the Landfill/Careys Gully Sludge Dewatering Plant). These were not assessed by GWRC.	None	An investigation is underway into the decreased performance of the chemical scrubber system during the summer months. The plant recorded non-compliant results for total reduced sulphur during this period.
Western WWTP			

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
Discharges	Compliant	November 2021 GWRC issued Abatement Notice (A993) to cease unauthorised discharge of wastewater from the plant. May 2024 GWRC issued an infringement notice (I975) for non-compliant effluent quality. May 2024 GW reissued Abatement Notice (A1081) to complete repairs to the outfall pipeline by August 2024.	Effluent quality compliant with consent conditions. The pipeline remediation project was completed in July 2025. Compliant with A1081. The minor remedial repairs, identified in last year's annual inspection of the outfall pipeline were completed on schedule in March 2025. The annual inspection of the pipeline has been scheduled for May 2025.
Odour	Compliant		No complaints received. Compliant with consent conditions.
Porirua WWTP			
Discharges	March 2025 two undisinfected discharges occurred due to fault with the UV penstock. In April 2025, two unconsented discharges (sludge carryover) occurred because of wet weather flows and high solids within the process.	January 2024 GW issued an infringement notice I1065 for undisinfected discharges. GWRC issued a formal warning for the undisinfected discharge that occurred in March 2025. July 2024 GWRC issued Abatement Notice (A1104) to cease the unauthorised discharge of wastewater containing sludge from the clarifiers (sludge carryovers). July and August 2024 GWRC issued two infringements (I1065 and I1097) for sludge carryover events. April 2025 GWRC issued a Please Explain request related to the sludge carryover. A response will be provided within the required timeframe.	The cause of the UV penstock fault is under ongoing investigation. A project to provide backup power supply to the UV disinfection unit commissioned in January 2025 Effluent quality compliant. Process changes to resolve elevated ammonia and nitrogen levels have proven successful. Higher solids in the system raised the sludge carryover risk during high flow events. A Solids Handling Upgrade project is planned to upgrade the plant solids stream to debottleneck the system, reduce the risk of consent non-compliance and accommodate projected population growth. Consideration will also be given to integrating the upgraded solids-handling with a sludge/biosolids

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
			reduction process in the future. The project will need to integrate with the Spicer Landfill operational requirements for current and future consents. The project will be delivered in stages (three stages – in order of urgency). The project is planned to be completed in FY27/28 with Stage 1 completion in 2026.
Odour	Compliant. The plant does not currently treat odour. Two odour complaints received in 2025.		Odour management project is underway and on track to be completed in June 2026 and compliant with consent conditions.
Network			
Discharges associated with network maintenance and repair	Sediment discharges associated with network maintenance and repair have occurred in the past, and are reported in accordance with consent requirements and/or following requests from GWRC.	June 2020 GWRC issued an Abatement Notice (A937) cease all unauthorised discharges of sediment to water from the maintenance and repairs of stormwater assets and related activities across the Wellington region. February 2021 GWRC issued an Abatement Notice (A947) to cease all discharges of sediment to water from the maintenance and repair of assets including potable water, wastewater and stormwater infrastructure and related activities across the Wellington region. September 2022 GWRC issued two infringements (I869 and I870) for breach of A947 and a formal warning for discharges of sediment laden water into the stormwater network.	Wellington Water have been ensuring staff and contractors are clearer about placing adequate sediment controls. GWRC staff have attended Wellington Water toolbox sessions to outline expectations for compliance.

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
		June 2023 Infringement Notice (I916) was issued by GWRC for maintenance on the stormwater/ sewer/ water lines and associated discharge into stormwater network. January 2023 GWRC issued infringement notices (I980 and I981) for breach of A947 for discharge of sediment laden water from network repairs. October 2023 GWRC issued two infringement notices (I944 and I945) for breach of A947 for discharges of sediment laden water to the stormwater network. March 2024 GWRC issued four infringements (I1070, I1071, I1072 and I1073) for a breach of A947 for discharges of sediment laden water to the stormwater network.	
Monitoring and investigations	An assessment of the significance of the monitoring results from a mana whenua perspective has still not been completed and is required to achieve full compliance with the global stormwater resource consent. Dry weather wastewater overflows are reported to GWRC, Regional Public Health and the public. Reactive monitoring is undertaken against recreational water quality standards. Warnings are added to LAWA and signs erected to inform the public of the overflow and associated risk.		Monitoring and testing are used to understand where the wastewater and stormwater networks are impacting the water quality of our streams and coastal waters. An ongoing comprehensive sampling regime is undertaken by Wellington Water for stormwater discharges. In addition, as required by the Wastewater Overflows into the Stormwater Network Management Plan, sanitary surveys, investigations and remedial actions are undertaken. Additional funding from client councils has been specifically provided for a Drainage Investigation Team. This team has improved Wellington Water's ability to identify and address wastewater network faults.

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
			Chronic sources of pollution are escalated and investigated as human health mitigation projects. Actions identified through human health mitigation projects to mitigate the effects require funding to implement. A revision to the stage one stormwater monitoring plan was approved by GW in July 2024. The monitoring results and revised plan was shared with mana whenua for review and input. Wellington Water received a response from one iwi confirming they were happy with the monitoring sites that had been selected and how the plan address sites of significance.
Wastewater pump stations and network overflow reporting	Network overflow reporting to GWRC on pump stations discharges is currently non-compliant due to late submission of data. Failure to provide standard overflow notifications as required by the Wastewater Overflows into the Stormwater Network Management Plan has occurred in the past and resulted in non-compliance with the global resource consent.	October 2024 GWRC issued a formal warning for failure in the automated reporting of standard overflow notification forms during 2023-2024.	Many constructed sites are monitored, but not all. Some overflows occur at unmonitored and unconstructed sites. Overflows are hard to measure accurately and are highly variable. To reduce overflows storage is being added to the network (such as the Porirua Central Wastewater Storage Tank). In Wellington, Wellington Water are increasing network capacity, while in the Hutt Valley Wellington Water are increasing the resilience of the wastewater network with a variety of projects. Wellington Water is also inspecting property connections to reduce the source of wet weather overloading. Significant further investment is required to reduce overflows across the network.

Asset *(specific part of plant/activity non-compliant)*	**Current compliance issues**	**Enforcement action** *(Active abatement notices, and infringements received in previous two years)*	**Current Performance** *(as of April 2025)*
Water supply			
Abstraction	April 2025 Wellington Water received the 2023/2024 annual compliance report from GWRC. In summary there is non-compliance associated with: • incomplete/late submission of data or reports to GWRC; and • not meeting some of the requirements of the Resource Management (Measurement and Reporting of Water Takes) Regulations 2010.	April 2024 GWRC issued an advisory letter regarding non-compliance with the Resource Management (Measurement and Reporting of Water Takes) Regulations 2010.	Record keeping and reporting requirements are being discussed with GWRC. Wellington Water has presented the upgrades and costs associated with complying with the Resource Management (Measurement and Reporting of Water Takes) Regulations 2010 to the client council. This report is currently being reviewed. Further discussions are required with Regulator on this matter.
Discharges associated with water treatment processes	April 2025 Wellington Water received the 2023/2024 annual compliance report from GWRC. In summary, there is non-compliance associated with: • incomplete reporting; • exceeding the supernatant discharge rate on one occasion (September 2023); and • not meeting supernatant discharge limits at one treatment plant (August 2023).	July 2024 GWRC issued an advisory letter regarding the self-reported non-compliant discharge to a stream from a filter refurbishment project.	Compliance issues raised in the compliance report are being reviewed currently.

Appendix B4: Compliance status of the water and wastewater treatment plants

Compliance status of the Water Treatment Plants, January – May 2025

Water Treatment Plant	Compliance status January-May 2025	Safe Drinking Water (bacterial & protozoal standards)	Fluoride
Waterloo	Waterloo Water Treatment Plant has been non-compliant with Taumata Arowai bacterial compliance rules since the chlorine contact time requirement increased in Taumata Arowai's 2022 Drinking Water Quality Assurance Rules. This does not affect drinking water safety. Non-compliance is due to changes in the assurance rules, the capability of the existing facilities and the layout of the network. Significant upgrades to the plant and/or additional network infrastructure are required to achieve compliance with the rules as written. Work is underway to address the network configuration issue. The Waterloo Water Treatment Plant is compliant with Taumata Arowai protozoal compliance rules. **January 2025 – Non-compliant for safe drinking water and fluoride** Drinking water from the Waterloo Water Treatment Plant is fluoridated within the Ministry of Health's (MoH) recommended levels 71.3 percent of the time in January 2025. Fluoridation was shut down during the January 2025 report period due to instrument error. This issue has since been resolved and fluoridation restarted. **February 2025 – Non-compliant for safe drinking water and fluoride** Waterloo has fluoridated the drinking water within MoH's recommended levels 92.3 percent of the time in February 2025. Fluoridation was shut down as a precaution while work was undertaken on the Naenae Reservoir flow and pressure control.	**Non-compliant as of May 2025**	**Non-compliant as of May 2025**

	March 2025 – Non-compliant for safe drinking water, compliant for fluoride Waterloo has fluoridated the drinking water within MoH's recommended levels 96.1% of the time. The 2024 Annual Drinking Water Quality Assurance report was successfully submitted to the Water services Authority. **April 2025 – Non-compliant for safe drinking water, compliant for fluoride** Waterloo has fluoridated the drinking water within MoH's recommended levels 97.2% of the time. **May 2025 – Non-compliant for safe drinking water and fluoride** Waterloo has fluoridated the drinking water within MoH's recommended levels 93.8% of the time. The low level of fluoride was due to both planned and reactive maintenance on the dosing equipment.		
Wainuiomata	The Wainuiomata Water Treatment Plant was compliant with Taumata Arowai bacterial and protozoal compliance rules between January and May 2025. **January 2025 – Compliant for safe drinking water and fluoride** Drinking water from the Wainuiomata Water Treatment Plant is fluoridated within the MoH's recommended levels 98.9 percent of the time in January 2025. **February 2025 – Compliant for safe drinking water and fluoride** Wainuiomata has fluoridated the drinking water within MoH's recommended levels 99.6 percent of the time in February 2025. **March 2025 – Compliant for safe drinking water and fluoride** Wainuiomata has fluoridated the drinking water within MoH's recommended levels 98.0% of the time. The 2024 Annual Drinking Water Quality Assurance report was successfully submitted to the Water services Authority. **April 2025 – Compliant for safe drinking water and fluoride** Wainuiomata has fluoridated the drinking water within MoH's recommended levels 99.0% of the time.	**Compliant as of May 2025**	**Compliant as of May 2025**

	May 2025 – Compliant for safe drinking water and fluoride Wainuiomata has fluoridated the drinking water within MoH's recommended levels 98.1% of the time.		
Te Mārua	Te Mārua Water Treatment Plant was compliant with the Taumata Arowai bacterial and protozoal compliance rules between January and May 2025. **January 2025 - Compliant for safe drinking water, non-compliant for fluoride** Drinking water from the Wainuiomata Water Treatment Plant is fluoridated within the MoH's recommended levels 99.3 percent of the time. **February 2025 - Compliant for safe drinking water, non- compliant for fluoride** Te Mārua has fluoridated the drinking water within MoH's recommendation levels 99.5 percent of the time in February 2025. **March 2025 - Compliant for safe drinking water, non-compliant for fluoride** Te Mārua has fluoridated the drinking water within MoH's recommendation levels 94.7% of the time. The drop in the fluoridation performance was due to various WTP shutdowns due to equipment upgrades and new installations. The 2024 Annual Drinking Water Quality Assurance report was successfully submitted to the Water services Authority. **April 2025 - Compliant for safe drinking water, non-compliant for fluoride** Te Mārua has fluoridated the drinking water within MoH's recommendation levels 92.3% of the time. The drop in the fluoridation performance was due to various minor equipment failures, planned maintenance, and WTP shutdowns due to the DAF commissioning. **May 2025 - Compliant for safe drinking water and for fluoride** Te Mārua has fluoridated the drinking water within MoH's recommendation levels99.6%of the time.	**Compliant as of May 2025**	**Compliant as of May 2025**
Gear Island	Gear Island Water Treatment Plant is compliant with Taumata Arowai bacterial and protozoal compliance rules between January and May 2025.	**Compliant as of May 2025**	**Non-compliant as of May 2025**

	January 2025 - Compliant for safe drinking water and fluoride Drinking water from Gear Island is fluoridated within the Ministry of Health's recommended levels 96.5 percent of the time in January 2025. **February 2025 - Compliant for safe drinking water and fluoride** Gear Island has fluoridated the drinking water within MoH's recommended levels 98.7 percent of the time in February 2025. **March 2025 - Compliant for safe drinking water and fluoride** Gear Island has fluoridated the drinking water within MoH's recommended levels 98.8% of the time. **April 2025 - Compliant for safe drinking water and fluoride** Gear Island WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Gear Island has fluoridated the drinking water within MoH's recommended levels 98.7% of the time. **May 2025 - Compliant for safe drinking water, non-compliant for fluoride** Gear Island has fluoridated the drinking water within MoH's recommended levels 93.9% of the time. The low level of fluoride was due to both planned and reactive maintenance on the dosing equipment.		

Compliance status of Wastewater Treatment Plants, January – May 2025

Wastewater Treatment Plant	Compliance status January-May 2025	Plant Performance
Moa Point	**January 2025 – Non-compliant** The plant moved back into compliance for suspended solids in January (90-day geomean and 90th percentile limits). The faecal coliform results continue to trend towards compliance with daily results largely compliant with the 90-day geomean. <u>Discharges:</u> There were two unconsented wet-weather discharges on 1 and 3 January via the long outfall into Cook Strait due to the reduced full treatment capacity of the plant whilst the final Clarifier is offline for renewal.	**Non-compliant as of May 2025**

	Odour complaints: There was one odour complaint in January relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant. **February 2025 – Non-compliant** Daily effluent results continue to meet quality requirements however the suspended solids (90-day geomean) have stabilised on the limit as it fluctuates in and out of compliance. Faecal coliforms became compliant for the 90-day geomean but remains non-compliant for 90th percentile limit. Trends project this parameter to move into full compliance in March. Discharges: No discharges in February. Odour complaints: There were 12 odour complaints in February relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant. **March 2025 – Non-compliant** Daily effluent results are compliant with daily limits. Suspended solids (90-day geomean) became compliant in March. Faecal coliforms remains non-compliant for the 90th percentile limit but trends project this parameter to move into compliance in April. Discharges: There was one unconsented discharge via the Long Outfall on 19 March due to wet weather and the reduced treatment capacity of the plant from the Clarifier renewal works. Odour complaints: There were 2 odour complaints in March. One relating to Moa Point and the other relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant. **April 2025 – Non-compliant** Daily effluent results are compliant with daily limits. Faecal coliforms remain non-compliant for the 90th percentile limit but trends project this parameter to move into compliance soon. Discharges: There were three unconsented discharges via the Long Outfall in April due to wet weather and the reduced treatment capacity of the plant from the clarifier renewal works. Odour complaints: There were 8 odour complaints in April. One relating to Moa Point and seven relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant. **May 2025 – Non-compliant**	

	Effluent results are compliant with daily limits. Faecal coliforms remains non-compliant for the 90th percentile limit but trends project this parameter to move into compliance in early June. Discharges: There were four unconsented discharges via the Long Outfall in May due to wet weather and the reduced treatment capacity of the plant from the clarifier renewal works. Odour complaints: There was 1 odour complaint in May relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant. Infringement Notices issued: GWRC issued two infringement notices for ongoing discharge of non-compliant effluent and for breach of Abatement Notice A981 relating to discharge of non-compliant effluent.	
Western	**January 2025 – Compliant** The plant was compliant for effluent quality. Discharges: No discharges in January. Odour complaints: No odour complaints in January. **February 2025 – Compliant** The plant was compliant for effluent quality. Discharges: No discharges in February. Odour complaints: No odour complaints in February. **March – Compliant** The plant is compliant for effluent quality. Discharges: There were no unconsented discharges in March. Odour complaints: There were no odour complaints in March. **April – Compliant** The plant is compliant for effluent quality. Discharges: There were two consented wet weather discharges to the Karori Stream on 21 and 30 April. Odour complaints: There were no odour complaints in April.	**Compliant (with issues) as of May 2025**

	May 2025 – Compliant with noted issues The plant is compliant for effluent quality. **Discharges:** There was one unconsented discharge of undisinfected effluent to the Coastal Marine Area in May. The incident is currently under investigation. **Odour complaints:** No odour complaints in May.	
Seaview	**January 2025 – Non-compliant** The plant remained non-compliant for faecal coliforms (90-day geomean, 80th percentile limit) however daily effluent results were compliant since the end of December with the plant trending back towards full compliance. <u>Discharges:</u> No discharges in January. <u>Odour complaints:</u> The plant received four odour complaints in January, none of which were deemed offensive and objectionable by GW. **February 2025 – Non-compliant** The plant moved back into compliance for faecal coliforms on the 90-day geomean but remains non-compliant with the 80th percentile. This was trending to compliance in March. The plant remained compliant for Suspended Solids and Biochemical Oxygen Demand (BOD). <u>Discharges:</u> There were no unconsented discharges, or discharges into the Waiwhetū Stream in February. <u>Odour complaints:</u> The plant received six odour complaints in February, none of which were deemed offensive and objectionable by GW. **March 2025 - Compliant** The plant moved back into compliance for faecal coliforms on the 80th percentile in March and is now compliant on all three effluent parameters; Suspended Solids, Biochemical Oxygen Demand (BOD) and Faecal Coliforms. <u>Discharges:</u> No discharges in March. The plant received 18 odour complaints in March, two of which were deemed offensive and objectionable by GWRC. GWRC issued a Please Explain in relation to the non-compliant odour discharge in March.	**Non-compliant as of May 2025**

	April 2025 – Compliant The plant is compliant for effluent quality. <u>Discharges:</u> There were three consented wet weather discharges to the Waiwhetu Stream in April. The plant received 1 odour complaint in April but not deemed offensive and objectionable by GWRC. **May 2025 – Non-compliant** The plant became non-compliant with the 90-day percentile for faecal coliforms on 30 May but remains compliant for both suspended solids and biochemical oxygen demand. <u>Discharges:</u> There were three discharges to the Waiwhetū Stream in May. The first discharge was unconsented due to a pressure issue in the main outfall pumping station and is under investigation. The other two discharges were consented and due to wet weather. <u>Odour Complaints:</u> No odour complaints in May.	
Porirua	**January 2025 – Compliant with noted issues** The plant was compliant for effluent quality. Investigations on the elevated ammonia nitrogen levels in the treated wastewater continue. <u>Discharges:</u> There were three brief discharges on January 21 related to testing the installation of the new backup power supply for the UV system. These brief discharges were non-compliant but critical and unavoidable during final commissioning of the system. Prior notice was given to GW and the public with normal discharge protocol followed. <u>Odour complaints:</u> There was one odour complaint in January. **February 2025– Compliant with noted issues** The plant was compliant for effluent quality. Investigations on the elevated ammonia nitrogen levels in the treated wastewater continue. <u>Discharges:</u> There were no unconsented discharges in February. <u>Odour complaints:</u> There was one odour complaint in February.	**Compliant (with issues) as of May 2025**

	March 2025 – Compliant with noted issues The plant is compliant for effluent quality. A spike in faecal Coliforms between 5-7 March is being investigated. Investigation and action on the elevated ammonia nitrogen levels in the treated wastewater continue. <u>Discharges:</u> There were two unconsented discharges on 14 and 18 March both relating to faults with the Duron UV system and are under investigation. GWRC issued a Please Explain in relation to the 14 March unconsented discharge. <u>Odour complaints:</u> No odour complaints in March. **April 2025 – Compliant with noted issues** The plant is compliant for effluent quality. Process changes to resolve the elevated ammonia nitrogen levels in the treated wastewater have proved successful. Higher solids within the system raised the sludge carryover risk in April during high flow events. <u>Discharges:</u> There were two unconsented discharges in April. Both events are recognised as sludge carryovers which occurred during wet weather. GWRC issued a Please Explain in relation to the sludge carryover event on 21 April. <u>Odour complaints:</u> No odour complaints in April. **May 2025 – Compliant with noted issues** The plant is compliant for effluent quality, however, has been operating with a higher risk of sludge carryover in wet weather. The sludge carryover events are a result of high solids within the process, caused by poor sludge settleability during process changes to address the ammonia nitrogen level in the effluent. This has impacted wastage efficiency resulting in solids build up in the system. Improvements in the process has recently returned solids to a more manageable level, with encouraging trends observed in the dewatering efficiency. This has reduced the likelihood of sludge carryover events and work continues to improve this further. <u>Discharges:</u> There were two unconsented discharges in May. Both events are recognised as sludge carryovers which occurred during wet weather.	

	Odour Complaints: No odour complaints in May.	

Appendix C1: Assumptions and uncertainties: Part C investment programme

The tables below are in reference to the *Investment Programme* section of *Part C*.

Assumptions

The following assumptions have been made in the development of the WSDP investment programmes. They do not address the uncertainties that lie ahead in transitioning to a new organisation with new governance requirements and potentially new risk tolerances and business processes.

Item No.	Assumption	Likelihood of assumption being incorrect (within next three years)	Impact if assumption is incorrect
1	Project team has been supplied with most relevant and current information to build investment programme	Medium - Considerable work has already been undertaken, continued investment is necessary - Future studies will provide improved reliability and confidence - Historically significant cost variations have occurred with capital projects as they progress from concept to final design and construction	The investment programme could change in scale and extent (increase, decrease, change). Adjustments may be required which impact on any of LoS, growth, renewals and resilience. Historically cost escalation and project delay has frequently occurred
2	Current condition, criticality and performance data is suitably accurate to support reasonable investment requirements	High • Future studies will provide improved reliability and confidence • In an environment where renewals have been historically deferred, investigations are likely to reveal significant asset deterioration that to date has not been detected. In these circumstances reprioritisation must occur that results in failure to complete other projects	Assets many last longer or require renewal sooner than projections. Depending on the scale/extent this may require changes in year-on-year investment programmes. If more work is required sooner than the ability to deliver this may not be possible, particularly in the first five years of this WSDPs timeframe.

3	Councils' current valuations provide a fair and reasonable basis for network renewals unit rates ($ per lineal metre)	High • Subject to inflation, global and national factors. Participating councils have historically adopted different approaches and timelines for valuation. Replacement values are consistently refuted if they rely on current local construction costs as indicators for future projects	The level of investment required to achieve LoS, growth and renewals may be higher/lower that required. There are potential advantages (additional funds available) and disadvantages (insufficient funds resulting in less work being undertaken)
4	Unserviced schemes (if any) will not require access to Councils reticulated supplies	Low • Scale is considered to be minor, subject to assessment	Works not allowed for in the investment programme e.g., extension to water supply, wastewater services may be required. Capacity in the existing networks will be required. Diversion of workforce to address need.
5	Delivery of all forecast capital works will be fully achieved over the 10-year period (additional smoothing is required)	High • Requires high level of coordination between asset owner – service delivery and marketplace. Watercare note this took 10-15 years Will require investment in Metro Water's systems and processes – some of which will be addressed through the TSI programme prior to Metro Water establishment.	Delivery of timely infrastructure.

6	Future legislation and regulatory guidelines such as NEDS, wastewater standards, stormwater environmental standards, Commerce Commission requirements, Plan Change 1 and upcoming national direction requiring use of 75th percentile growth forecasts may have a material impact on the scale/extent and timing of projected investment and these have not been factored in.	Medium • Standards may be altered (currently in consultation) • Wellington has high standards for infrastructure as a result of seismic resilience requirements	Investment may be insufficient and/ or be brought displacing other priorities if standards are higher or require earlier investment than currently programmed. If built standards increase then this may require changes in materials, practices and processes (affordability)
7	Transition to Metro Water ensures all business processes and accountabilities of appointed positions are fully documented before Day1	High • No indication that this type of work that is needed for integrated asset management has commenced within current organisation to allow modification as opposed to starting from scratch within new organisation • The TSI programme is also known to extend beyond Day 1, meaning some construction management and process improvements will still be in development post-transition. Similarly, no increase in capex and opex funding over 2026–28 has been factored in to support programme expansion, which may make delivering the assumed uplift challenging.	Investment programmes are delayed, operational effectiveness and service provision is compromised, and investment priorities need to be re-evaluated for all three waters to achieve budgets

8	Transition to new organisation ensures all data necessary for decision making is understood and formatted consistently to standards that are used nationally	Medium • Considerable work has been done in this area and deficiencies are known unknowns	Investment programmes are delayed, operational effectiveness and service provision is compromised and investment priorities need to be re-evaluated for all 3 waters to achieve budgets
9	There will be no significant change to current level of service (LoS) expectations from regulators, councils, or communities over the WSDP planning period.	Medium • While current LoS expectations are largely embedded in existing council frameworks, there is increasing awareness, particularly regarding water security, climate resilience, and environmental outcomes, that current levels may be inadequate by national or global standards. As transparency improves and national direction evolves (e.g. through regulatory reviews), there is potential for expectations to shift.	If LoS expectations are revised upward such as requiring more secure water supply (e.g. fewer days of restrictions), reduced flood risk, or improved receiving environment outcomes, significant additional investment may be required. This would affect both opex (e.g. for treatment, monitoring and maintenance) and capex (e.g. for upgrades, storage, or network resilience). Metro Water would need to reprioritise its programme and reassess affordability and delivery sequencing.

Uncertainties

The following uncertainties could result in the investment programme being reprioritised to accommodate changes where the impact of change is currently unknown.

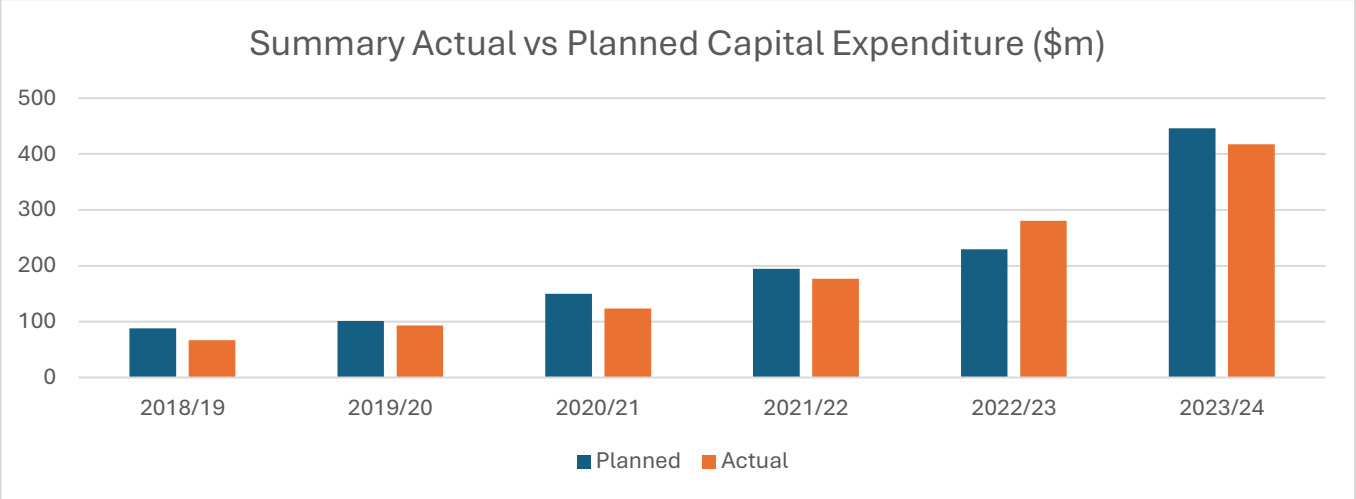
Item No.	Uncertainties	Likelihood of uncertainty eventuating (within next three years)	Impact if uncertainty unfolds
1	Growth requirements are not fully understood, and growth forecasts continue to change. There may be inconsistency regarding the investment requirements and timing	High • It is widely acknowledged there are gaps in metropolitan Wellington's understanding of growth requirements.	Growth in metropolitan Wellington is stalled. Lower growth may allow for a catch up in LoS via capital works (addressing current shortfalls). Early progress in growth projects where growth is retarded can result

	of growth projects in the programme as a result.	• Growth forecasts are generally incorrect; the order of magnitude may though have a material impact	in unutilised assets that deteriorate before they are needed. Faster growth that depends on infrastructure not completed will compromise levels of service to others.
2	Many assets across metropolitan Wellington are seismically vulnerable and the scale of investment needed to address this is unknown.	Medium • There is already recognition of seismic requirements, investment has been programmed for new/renewal of assets and some seismic resilience requirements have been identified for inclusion • A new governance structure will need to review current seismic standards that are adopted for different types of 3 waters infrastructure to ensure unrealistic costs are not imposed on the community to address risks that they may otherwise tolerate	Water to specific areas may not be available. CIR 80/30/80 response and recovery will be relied on. This may not be sufficient for the local economies to continue BAU operations (health, safety)
3	There is no agreed levels of service for flooding of existing habitable floors.	High • In the absence of formal risk tolerance levels adopted at governance level, public pressure will be applied to provide solutions where flooding occurs	Increased frequency of storms that result in flooding will result in demands for infrastructure solutions that are not panned or affordable
4	The full extent of infrastructure changes required to respond to climate change impacts such as increased flooding, drought frequency, sea level rise, and catchment hydrology changes is not yet fully understood or priced into the WSDP. In addition, emissions reduction obligations may require	High • New national direction is expected on climate adaptation and emissions reduction, including changes to the National Adaptation Plan and potential regional or catchment-level obligations. These could lead to new	Metro Water may face new capital and operational investment requirements to upgrade or relocate vulnerable infrastructure, adopt nature-based or adaptive solutions, or meet revised design standards. In parallel, it may need to shift towards low-emissions construction and operations. These changes could materially increase investment needs, require reprioritisation of existing programmes, or delay planned projects. Without a clear

	design and delivery changes with cost implications that are not yet defined.	technical, regulatory, or service level requirements, especially for coastal and flood-prone assets and energy-intensive operations.	framework for cost-sharing or funding these adaptation responses, affordability and delivery risk would increase
5	Poor quality or incomplete asset condition data may limit Metro Water's ability to accurately forecast operational expenditure (opex) requirements and plan an efficient capital delivery programme. Asset age is often used as a proxy for condition, but this can mask deterioration risk, leading to underestimation of reactive maintenance needs and asset failure likelihood.	High • Current condition data across the metropolitan network is patchy and largely based on desktop modelling or age-based assumptions rather than empirical inspection or performance data. • Known asset failures continue to occur at scale, suggesting condition is worse than records indicate. Establishing improved asset condition datasets will take time and may not be fully complete in the first planning cycle.	Poor visibility of actual asset condition increases the risk of unplanned failures, which can divert funding and resources from planned capital projects and inflate opex requirements (e.g. emergency repairs, temporary solutions, service level penalties). It may also result in suboptimal prioritisation of renewals, reduced delivery efficiency, and potential disruptions to service continuity. As more accurate data becomes available, significant reprioritisation of the capital programme may be required to respond to previously unidentified risks.

Appendix C2: Historical capital delivery

Over the six-year period from FY19 to FY24, metropolitan Wellington demonstrated a trend of increasing capital investment in three waters infrastructure.



Early years were characterised by under-delivery of planned works, reflecting systemic issues such as procurement delays, consenting and design complexities, and the disruptive impact of the COVID-19 pandemic.

The Metro Water councils significantly increasing programme delivery from FY22 onwards, reaching $417 million of actual capex in FY24.

A key driver of the increase was the need to address deferred renewals and respond to failures in critical infrastructure. Major unplanned capital projects, particularly in wastewater, such as Wellington City's emergency renewals following interceptor collapses and sludge pipeline failures, substantially influenced expenditure profiles. Investment momentum was also buoyed by stimulus funding from central government, improved programme management practices, and strategic use of over-programming and bundling to manage delivery risks. Some of this uplift also reflects increased material and construction costs driving up the cost of delivering projects in the post-COVID environment.

Across the full six-year period, councils collectively delivered approximately 96% of planned capital investment ($1.15 billion actual vs ~$1.21 billion planned), although this aggregation masks substantial year-on-year and council-level variability.

The table below provides a summary of the actual versus planned capital expenditure over the FY19 to FY24 period. These figures include Wellington Water and council delivered capital projects. Planned figures represent original Annual Plan budgets for each year. Actuals include unplanned emergency spend.

Summary of Actual vs Planned Three Waters Capital Expenditure (FY19–FY24) ($M)

	Water Supply Planned	Water Supply Actual	Water Supply Difference	Wastewater Planned	Wastewater Actual	Wastewater Difference	Stormwater Planned	Stormwater Actual	Stormwater Difference	Total Planned	Total Actual	Total Difference
HCC	61.8	70.4	8.6	129.1	135.6	6.5	30.6	17.1	-13.5	221.5	223.1	1.6
PCC	68.9	46.5	-22.4	152.5	122.2	-30.3	32.1	23.4	-8.7	253.5	192.1	-61.4
UHCC	11.2	16.5	5.3	23.4	29.1	5.7	27.7	18.2	-9.5	62.3	63.8	1.5
WCC	151.4	150.6	-0.8	266.5	262.5	-4	47.4	41.1	-6.3	465.3	454.2	-11.1
GWRC	206.8	221.3	14.5	0	0	0	0	0	0	206.8	221.3	14.5
Total	**500.1**	**505.3**	**5.2**	**571.5**	**549.4**	**-22.1**	**137.8**	**99.8**	**-38**	**1209.4**	**1154.5**	**-54.9**

Appendix C3: Financing and debt arrangements

Introduction and purpose

This appendix supports the financing and debt arrangements outlined in the Financial Strategy and Sustainability in Part C and is focused on specific detail requested by DIA. It provides very high-level direction on how capital investment may be funded, the structure and management of debt, and details the mechanisms for ensuring liquidity, and managing refinancing risk. The appendix also sets out the principles behind debt attribution and transfer.

Metro Water will develop its own treasury policy during the establishment phase. The material in this appendix is intended to provide early direction to support council decision-making but will not be binding on the future entity.

Debt repayment and refinancing

Metro Water will be responsible for developing a treasury policy during the establishment phase and will set parameters for:

- Acceptable ranges of maturity concentration;
- Liquidity management for upcoming refinancing;
- Use of interest rate hedging tools such as swaps to manage affordability and price path stability.

Borrowings undertaken by Metro Water will likely be structured to reflect the long-term nature of the underlying assets. Loans are expected to be repaid on a principal and interest basis, consistent with standard LGFA lending terms and prudent treasury management. Borrowings will be structured in alignment to the FFO-to-debt target.

Metro Water will likely adopt a spread maturity profile, with borrowing maturities staged across different time horizons. This approach reduces the risk of refinancing large portions of debt in any single year.

The use of hedging tools such as interest rate swaps may be adopted to provide greater certainty over future borrowing costs, supporting long-term price path stability for customers and aligning with Metro Water's Treasury policy financial risk parameters. The role and value of hedging will be shaped by the regulatory model adopted for Metro Water

While it is expected that LGFA will be the primary debt provider, Metro Water's treasury framework should allow for future access to other funding sources. These may include commercial bank lending, green or sustainability-linked bonds, or direct institutional financing, particularly where such options provide strategic flexibility or improved pricing.

The choice of borrowing instruments and counterparties will also be shaped by credit rating considerations, any relevant financial covenants and accounting implications. As such, engagement with credit rating agencies, auditors, and commercial lenders will be essential during the development of Metro Water's treasury policy and capital structure.

Internal borrowing

Internal borrowing refers to arrangements where councils use an internal treasury function to fund capital expenditure across its different activities. While common in local government finance, internal borrowing is not applicable to the WSCCO structure. Metro Water will be a standalone entity governed by its own Treasury Policy. All debt will be externally sourced, primarily from the LGFA.

Debt transfer approach

The Local Government Funding Agency (LGFA) has confirmed that there are two viable options to support the transfer of existing council water-related debt to Metro Water. Both approaches are considered equally valid from a debt headroom perspective, meaning they have a neutral impact on councils' future borrowing capacity.

Option	Description	Key Trade-offs
Staged Approach	Councils retain water debt and repay over time (e.g. 5 years); WSCCO borrows for new capex	**Simpler Implementation**; avoids unwinding loans and swaps breakage costs **Dual Reporting** for councils and WSCCO during transition
Contemporaneous Approach	WSCCO borrows equivalent amount on Day 1; councils repay their debt	**Immediate regulatory clarity**; full WSCCO financial setup **More complex execution**; potentially higher transaction costs.

A key strategic principle underpinning the choice between these options is the minimisation of the overall cost to the community. While the two approaches are broadly comparable at a high level, the optimal solution may differ by council due to local variations in internal borrowing arrangements, hedge positions, and loan maturity profiles.

As such, the determination of the most suitable debt transfer pathway will be an iterative process undertaken as part of the implementation phase. This process will involve a detailed review of council-specific debt arrangements and is expected to be informed by further engagement with LGFA and council finance teams.

Determination of debt attributed to water services

Debt attributed to water services as at 30 June 2024 was determined using the principles set out in the Kevin Ramsay Consulting Ltd peer review report, November 2024 and agreed in-principle by the Advisory Oversight Group (AOG). These principles are intended to provide the basis for shareholder agreements and legal transfer documentation as part of Metro Water's establishment. The methodology aimed to ensure consistency across councils, alignment with published financial data, and transparency of treatment for both legacy and projected debt.

Specifically:

- Opening balances at 1 July 2022 were based on water-related debt figures agreed between each Council and the National Transition Unit as part of the previous government's reform

programme. This provided a common, agreed, baseline for determining debt balances as at 30 June 2022.

- Movements through to 30 June 2024 were assessed using each council's published Funding Impact Statements (FIS), as disclosed in their audited Annual Reports.
- Debt projections to 30 June 2026 were developed using the same methodology (based on annual plan and long term plan budgets) and will continue to be updated as audited results become available to support implementation planning and legal transfer documentation;
- Where the agreed debt transfer amount would result in a material reduction in a council's debt headroom relative to its revenue and asset base, an equity adjustment was considered to maintain fairness and prevent financial disadvantage. This has only been applied in relation to Wellington City Council.

This approach was endorsed as a pragmatic and transparent method that could be consistently applied across the region while allowing for individual council differences (such as internal borrowing or joint venture allocations). It also ensures that Metro Water's opening capital structure will be auditable and compatible with LGFA and economic regulation requirements.

Adjustment for Wellington City Council (WCC)

The key finding arising from applying the debt attribution principles is that WCC would face a material reduction in residual debt headroom as it is providing materially higher revenue to the new entity in proportion to its debt than the other councils. These higher revenue levels from WCC also increase the debt capacity of Metro Water. Other councils' residual debt-to-revenue positions all improve under the same transfer.

Without adjustment, this would leave WCC in a comparatively weaker financial position post-transfer, with reduced borrowing capacity for non-water priorities. In December 2024, WCC agreed to the regional model being their preferred option, on the condition that they receive 'in principle' support from the AOG for "their equitable debt transfer position" ahead of consultation.

An equity adjustment was proposed and supported in principle by the AOG in February 2025. This involved reflecting a placeholder WCC debt transfer value for modelling purposes and treating the associated cost as part of WCC's cost to serve, ensuring no financial impact on other councils. This support was 'in principle' only and non-binding on councils.

Following consultation and further peer review, a modified approach has been developed that aligns with the methodology currently used by WCC to allocate interest costs to activities and is consistent with the principles of the KRC report. This approach ensures that water consumers in Metro Water continue to pay the same underlying debt servicing costs they are currently. It addresses the equity issue by treating the transferred amount as actual water related debt rather than an equitable adjustment, and is consistent with the placeholder value on which WCC has based its revised Long-Term Plan assumptions

The adjustment is expected to be formalised through shareholder agreements and financial transfer documentation as part of Metro Water's establishment.

Recommended indicative net debt transfer levels

Council ($M)	Net Debt 30/6/24	Indicative net debt 30/6/26*
GWRC	245	388
HCC	163	295
UHCC	49	106

PCC	183	320
WCC	631	703
Total	**1,271**	**1,812**

*Final net debt transfer amounts will depend on actual debt movements in FY25 and FY26.

Working capital and short-term borrowing arrangements

In addition to long-term capital funding, Metro Water will need to maintain an appropriate level of cash and working capital to support day-to-day service delivery. These requirements will be formalised through Metro Water's Treasury Policy and financial planning processes.

The establishment phase between Day 0 and Day 1 will be funded by Councils and is planned for in each Council's 25/26 annual plan.

Appendix C4: Addressing known risks

This appendix details how and to what level the proposed WSDP addresses known risks with water services across metropolitan Wellington. The risks presented here were largely communicated by Wellington Water to the councils as part of their 2024-34 long term plan advice.

General / Multi Water

Risk ID	Applies to	Activity/ Service	Risk Item	Risk Level (without mitigation)	Key Mitigation Measures	WSDP investment addressing risks
			Looking After Existing Infrastructure			
1.	HCC PCC UHCC WCC	**Drinking Water, Wastewater and Stormwater**	Current 10-year LTP investment is well short of what is required to renew ageing parts of the network (approximately 50% of what is required). Growth will put pressure on undersized assets (blockages, dry weather overflow, areas with no fire flow capacity). The Capex spend will not address the backlog of renewals. HCC: Drinking Water - 110km of galvanized water pipe that is failing and requires urgent replacement along with significant amount of AC pipe that is failing earlier than expected (PCC) Plimmerton wastewater network Stormwater - Current 10-year LTP investment is short of what is required to renew ageing parts of the network Wastewater - There is a significant quantity of wastewater pipework indicated by theoretical aged based backlog. 10 Year LTP investment focusses on critical high-risk assets and condition assessments are ongoing to confirm condition and remaining life	HH	• Condition Assessment of Assets in Theoretical backlog, taking a criticality and risk approach to prioritising assessment work • Updating asset data based on assessment findings and reassessment of backlog • Planning and implementing risk-based priority renewals within funding limits. This may require a review of the balance of renewals funding between the Three Waters as new asset information comes to light • Wellington Water are developing a predictive failure model for AC pipes and other pipe materials to improve evidence base for critical renewals funding and planning	WSDP 30- year capital programme ensures sufficient investment in network renewals to address the backlog in network renewals within 21 years and continue to renew the network at the rate it is due for renewal from then on. These investment levels are based on the theoretical age profile of the network assets and a unit rate derived from each council's valuations. The operational budget is considered sufficient to provide for interventions (reactive & planned maintenance, etc.) to address the issues identified from condition assessment and not just the condition assessment. **Risk addressed over time.** An elevated risk of asset failure remains until backlog is addressed. Assets have deferred expenditure so the new entity is receiving a liability with high operational costs. Operational budget must ensure ongoing condition assessment of the asset base.
2	HCC PCC UHCC WCC GWRC (Water)	**Drinking Water, Wastewater and Stormwater**	O&M budgets are insufficient for the amount of planned maintenance needed and will result in increased reactive maintenance (leaks, bursts). Operational funding for finding and fixing leaks is constrained and there is a backlog of works to complete. Funding for preventative and reactive maintenance along with investigation and monitoring activities has been reduced or deferred. Wellington Water responses focus on 'responding to impact rather than reducing impact'. Private assets are failing at similar rates to public ones, introducing additional inflow and	HM	• Review and develop risk-based O&M works priorities • Develop an understanding of critical risks and hazards within the operational works areas, monitor and report and adapt programme to allocate resource to areas of highest priority • Work with other utility providers e.g., power, gas to renewal assets where they are undertaking work • Identify areas of expenditure that are imposed on operational costs by other stakeholders and utilities and that may present opportunity for saving through collaboration	The operational budgets recommended by Wellington Water for LTP 2024-34 form the basis of the councils' operational programmes. However, further understanding of the condition of the assets is needed to fully understand ongoing maintenance requirements. Planned maintenance budgets must be reworked by the new WSE on the basis of what maintenance is needed. Historically, Wellington Water has built them in based on a general view of what is affordable or palatable for the councils to consider. Once a full understanding of the assets is attained, maintenance budgets can be targeted to asset components before they fail. **Risk partially addressed** due to slightly increased budgets in the WSDP however, additional work is required by the WSE.

			infiltration into the network and treatment plant.			
3	PCC HCC UHCC WCC	**Drinking Water, Wastewater and Stormwater**	Control of discharges i.e., wastewater and stormwater overflows are unable to guarantee environmental improvements. As a result, mana whenua and community expectations are unable to be met e.g. Murphy Street interceptor overflow point, Otari Wilton Bush, overflows into Porirua Harbour, Black Creek in Wainuiomata.	MH	• Fund growth related capital and renewals projects and levels of service improvements which minimise reduced environmental water quality	Budget has been allocated to the Network Discharge Programme (NDP) for wastewater and stormwater based on current cost estimates, and to water quality investigations to address inflow and infiltration issues. Operational budget must also be prioritised to educating customers on contamination issues as fixing issues in the public network will only fix part of this problem – customers need to do their bit on their properties too. **Risk partially addressed.** The NDP Programme is yet to be fully defined.
4	HCC PCC UHCC WCC	**Wastewater and Stormwater**	Achievement of global wastewater network and stormwater discharge consents is estimated at $4.7B (2040 standards, unbudgeted) and there is no certainty investment will achieve GWRC targets	MM	• None identified at present	Budget in the WSDP programmes investment as recommended based on current knowledge, except for a few catchments where investment has been dragged out a couple of years due to regional deliverability challenges. **Risk stands.**
5	HCC PCC UHCC WCC	**Drinking Water and Wastewater**	**Water supply and wastewater services.** Pumpstations are at risk of failure due to a backlog of renewals, condition and funding constraints. The current Capex is not sufficient to address the required investment, and there is a backlog of mechanical and electrical asset related renewals. The lead time for specialist replacement equipment may be long, leaving customers with no or a lower level of service e.g., lower water pressure, routine wastewater overflows, increased reactive costs	HM	• Target renewals and capital funding based on criticality.	Budget in the WSDP allows for ongoing renewals at sustainable rate, based on an average asset life of 50-year (for all components). There is a reasonable level of detail available regarding renewals timeframes for the asset components within the pump stations, however, further analysis is needed on the condition of the structures. There is an elevated risk of unexpected failure renewals are rolled out. Wastewater and stormwater pump stations are of particular concern as they are 'lowest point' therefore adjacent to waterways, foreshores, gullies etc and have higher maintenance requirements. **Risk addressed over time.**
6	HCC WCC PCC	**Wastewater and Stormwater**	Capacity of parts of the stormwater and wastewater network are insufficient to meet growth projections with current I&I and will cause overflows and will also not meet anticipated consent requirements Streams, rivers and harbours contain faecal material	MM	• Network optimisation programmes • Hydraulic modelling and planning • Contingency planning and monitoring • Network upgrade design, funding and implementation • Stormwater discharge treatment options, planning and implementation	Ongoing network modelling is included for all councils. Ongoing budget for Drainage Investigations Water Quality Renewals. **Risk partially addressed over time.**

Water supply

Risk ID	Applies to	Activity/ Service	Risk Item	Risk Level (without mitigation)	Key Mitigation Measures	WSDP investment addressing risks
			Looking After Existing Infrastructure			
7	GWRC	**Water Supply**	Current 10-year LTP investment is well short of what is required to renew ageing parts of the network.	HM	• Condition assessment of assets in theoretical backlog, taking a criticality and risk approach to prioritising assessment work • Updating asset data based on assessment findings and reassessment of backlog • Planning and implementing risk-based priority renewals within funding limits. This may require a review of the balance of renewals funding between the Water Supply as new asset information comes to light	The WSDP 30- year capital programme ensures sufficient investment in network renewals to address the backlog in network renewals within 21 years and continue to renew the network at the rate it is due for renewal from then on. These investment levels are based on the theoretical age profile of the network assets and a unit rate derived from each council's valuations. The lack of condition assessment requires an assumed age renewal date. This is particularly concerning for the bulk water mains which are all critical assets and many of which have not had a physical asset condition assessment

					• Implementation of Cathodic protection to significantly extend the asset life of the existing aging assets is a key mitigation – work underway.	**Risk partially addressed**
8	HCC PCC UHCC WCC GWRC	**Water Supply**	Water demand for GWRC has increased significantly over the last 10 years and has threatened to exceed the network capacity. This adverse trend has been primarily caused by an increase in water loss from the city council reticulation networks. Water supply reliability over summer is at risk and a new water supply is needed. This is contrary to the principles of te mana o te wai. The key risks related to this (and identified in the Wellington Water Risk register) are: • Wellington Water will be unable to meet peak demand (acute); and • Wellington Water will be unable to meet future demand (strategic).	HH	GWRC and Wellington metropolitan councils via their LTP funding programmes to implement the 'Keep, Reduce, Add' sustainable water supply strategy. This means: • **Network optimisation programmes** Keep water in the pipes by managing water loss and replacing old infrastructure. • **Water loss management programmes** Reduce water demand through universal metering and demand management. Minimising the future cost of water infrastructure by exploring ways of reducing the demand for water and influencing water use behaviour • **Capital investment in the additional lakes/storages** Add more supply by completing the Te Marua WTP optimisation project and constructing the proposed Pākuratahi Lakes 1 and 2. • HCC & UHCC - new water reservoirs on Eastern Hills planned to meet growth and improve resilience	Water network pipe renewals budgets in the WSDP increased to address backlog and maintain sustainable level of ongoing renewal. Water metering delivered by FY31/32. Pākuratahi Lakes delivered by FY37/38. **Risk largely addressed by FY37/38 with improvements before then.**
9	HCC PCC UHCC WCC	**Water Supply**	Reservoirs condition means that contamination can occur (non-conformance with safe drinking water). This could result in contaminants reaching customers and water not being safe to drink / unhealthy. Funding for the replacement Aotea reservoir has not been secured. There is insufficient funding for renewals. Overall seismic resilience across all reservoirs is lower than Wellington Water considered the level of required storage.	HM	• LTP funding • Increased monitoring including using Storage Management Plan processed • Increase maintenance if funding is made available • Fund for seismic resilience improvements across targeted reservoirs • Funding of remediation work (agreed) followed by renewal or capital works • Immediate term demand management plan implementation • Storage upgrade planning, funding and mitigation	There is ongoing annual budget for all metro councils for general reservoir renewals and seismic improvement of at-risk reservoirs. Ongoing condition assessment will increase understanding of asset condition over time. Ongoing Reservoir Water Quality Renewals budget is allowed for in the WSDP. This must be targeted to remediation of water quality issues identified through condition inspection. **Risk addressed over time.**
10	HCC PCC UHCC WCC	**Water Supply**	There is insufficient existing reservoir storage (design, growth, fire demand). Additional water storage capacity to meet resilience and the current growth shortfall is needed. While growth is continuing, this is degrading remaining capacity. (PCC) Additionally, developers are installing onsite storage to mitigate some risk.	HH	• Immediate demand management plan implementation • Storage upgrade planning, funding and mitigation • (HCC) Eastern Hills reservoir programme (by FY 30/31) • Fund for reservoir capacity improvements • Applications for new connections off these reservoirs are denied.	All known growth / capacity related reservoir related investment (upgrades and new reservoirs) are included in the WSDP. Not all of these are affordable within the recommended delivery timeframes however, so **risk is only partially addressed.**
					•	
11	ALL	**Water Supply**	The Whaitua recommendations for changes to the GWRC Natural Resources Plan. Reduced water availability during through an expected increase in low flow	HH	• Through the Whaitua processes, reduce the volume of water abstracted from catchments • Keep, add and reduce strategy.	Pākuratahi Lakes delivered by FY37/38. **Risk addressed when lakes are delivered.**

			limits after reconsenting water takes in the mid-2030's. There is therefore an inability to reconsent water takes in 2035 unless there is additional water storage available to offset a reduced ability to extract water at times of low river flow. There is a delivery lead time of 10 years for lakes works.		• Ensure funding remains committed for construction of Pākuratahi Lakes expansion in the final three years of the LTP (2031-34)	
12	GWRC	**Water Treatment**	Waste stream at Wainuiomata Water Treatment Plant lacks redundancy and capacity. A failure of the plant, prior to completion of wash plant capacity & quality upgrade in 2031/32, will impact the performance of the water treatment plant and will eventually cause failure of provision of water. Consents for discharge of contaminants from the waste stream are at risk of breach due to the waste stream inability to treat.	MM	• Ensure that funding for FY 31/32 remain in future LTPs (or equivalent funding programmes) • If possible, bring forward funding given the criticality of this work to ensuring continuity of production water.	**Risk remains until Capacity and Quality upgrade is completed in FY31/32.**
13	GWRC	**Water Treatment**	Condition of some Water Treatment Plant and Water Intake assets may lead to operational disruptions and increased operational costs if the assets fail before the currently scheduled renewals:- assets include Waterloo Wellfield Pumps, Waterloo Treated Water Pumps, Te Marua Booster Pumps, Te Marua Treatment Pumps, all Water Source Intakes, Macaskill Lakes water quality improvements to improve source water quality.	HM	• Plan and implement a criticality-based renewals and resilience works programme across all intakes • Undertake supply upgrades e.g., Te Marua DAF, additional storage.	Renewals investment in the WSDP is based on councils latest valuations and an assumed average useful life of 40 years for all assets. This annual level of investment totals $12.3 M and is ~$5M less per year than the renewals budgets in the LTP from FY27-33 ($17M). It is assumed that the LTP investment will address all deferred renewal requirements (backlog in renewals) and from FY34 onwards the water treatment plant assets will be renewed as they are due for renewal. The level of condition assessment completed on the water treatment plant assets is also very low (only ~6% of assets in the treatment plants has been assessed). The water treatment plants also contain a high number of costly property equipment with long lead times to arrive in New Zealand. Therefore, there is risk that the budgets allocated in the WSDP may insufficient. A Detailed renewals programmed must be developed based on condition assessment. **Risk partially addressed. Uncertainty of investment need remains.**
14	GWRC	**Water Treatment**	The full benefits of output capacity increase from Te Marua Treatment Plant optimisation will only be achieved once the pump station upgrade in completed in 2028/29. Both projects are funded in LTP. Until then, 50% of benefit realisation from delivering treatment plant optimisation by 2025, will help in reducing acute water shortage risk in the short term	HH	• Continue phased treatment plant optimisation works Ensure funding identified in the 24/34 LTP for optimisation works in FY 28/29 are confirmed in the FY 27/37 LTP (or equivalent)	No change in the WSDP. There is no ability to bring this forward any sooner. **Risk stands.**
15	GWRC	**Water Treatment**	While water treatment plants and discrete parts of the network are seismically resilient to a degree, overall, bulk water assets do not meet the required earthquake resiliency standard for minimising impact and ensuring provision of safe drinking water following	HM	• Establish the level of resilience of the current assets before mitigation plans are developed • Ensure sources e.g., Waterloo bores, transfer pumpstations and transfer mains are included in the resilience assessment • Provide a prioritised and funded programme of work	$690M allocated in the WSDP for seismic resilience upgrades of the bulk water network over 30-years. **Risk partially addressed** with some seismic resilience investment included in the plan. However, risk tolerance and priority of investment towards seismic activity must be considered by the new WSE.

			a significant earthquake event including Waterloo treatment plant (liquefaction), Te Marua clarifiers, Ngauranga Reservoir			
16	ALL	Water Supply	The Keep Reduce Add strategy has identified short and long term supply and demand interventions required to address water supply risks. However, further investigations and studies are required to confirm the feasibility and timing of the long term additional supply and storage options. Implementation of the future supply and storage options could be deferred well into the future depending on the efficacy of demand and water loss reduction in the short term, particularly with the Managed Aquifer Recharge project. Communicating the intent and timing of these initiatives before they are adequately investigated and there is greater certainty of their timing could result in unfavourable response from the community.	MM	• Continue to progress business cases and investigations iteratively as new information on current and projected demand comes to light.	Investment for all Keep Reduce Add strategy recommendations included in the capital programme. How these roll out and are communicated with the community must be managed carefully by Metro Water. Full investment required to deliver these long term interventions must be prioritised once the timing and preferred solutions are confirmed.

Stormwater

Risk ID	Applies to	Activity/ Service	Risk Item	Risk Level (without mitigation)	Key Mitigation Measures	WSDP investment addressing risks
17	HCC PCC UHCC WCC	Stormwater	(HCC, UHCC) Specific Growth Study notes that approximately $800m of investment is required to upgrade stormwater across the City to meet growth and achieve target standards. This is not currently funded. Unbudgeted costs may arise. (PCC) Funding has been limited for existing Levels of Service flooding issues e.g., Karehana and Hongoeka catchments and Takupuwahia pipe upgrades. Stormwater VHC assets Papakowhai Road, Bernie Wood Reserve, Hampshire Street and Sievers Grove are examples.	**HM**	• Investment in the stormwater network including adaption practices and mitigation measures • Network optimisation programmes • Hydraulic modelling and planning • Contingency planning and monitoring • Network upgrade design, funding and implementation	$2.1B in the WSDP for stormwater investment to reduce flooding. Stormwater related improvements gets proportionately more costly as stormwater volumes increase. Stormwater infrastructure is located in very difficult places to replace, build and / or increase capacity. While there is significant investment allocated in the WSDP for stormwater flooding improvements, this may still not address the flooding issues to a level expected by the community. Some communities may have to accept lower flooding resilience levels or other interventions such as managed retreat may need to be considered. **Risk partially addressed** however an appropriate Level of Service for flooding must be agreed with councils and communities.
18	HCC PCC UHCC WCC	**Stormwater**	(PCC) Roles and responsibilities around management of stormwater where it enters urban streams is unclear. This includes planned maintenance activities.	MH	• Agree on ownership, responsibilities and allocate a budget to manage urban streams and stormwater entry points. • Inform customers of ownership and management responsibilities	The new WSE could take the lead in managing / addressing this risk, but it must be clear what the budgets do and don't address/ cover and there will remain significant uncertainty. It is the role of the new WSE to determine what the risk tolerance is and understand this in terms of the existing capacity.
19			**Climate Change and Zero Carbon**			

	HCC PCC UHCC WCC	**Stormwater**	Coastal stormwater outfalls experiencing sea level rise resulting in increased sedimentation and need for more frequent clearing. (PCC) The stormwater network experiences flooding, high groundwater levels and climate change (coastal erosion impacts on outlets) (UHCC) Pinehaven stream stormwater improvements (Phases 4 and 5) investment has not been committed to. Without this work the objectives of the GWRC's flood management plan will not be met Climate change may drive an increase in the frequency and extreme (impacts) of storm event.	MH	• Adaptive climate change modelling and planning • Long term stormwater planning • Investment in the stormwater network including adaption practices and mitigation measures. Cannons Creek works (Kainga Ora and PCC)	See item 17 and 18. Pinehaven stages 4 and 5 not in programme. **Risk partially addressed.** Bill 3 requires the development of stormwater risk management plans. These will need to be collaborative between Metro Water and the council.

Wastewater

Risk ID	Applies to	Activity/ Service	Risk Item	Risk Level (without mitigation)	Key Mitigation Measures	WSDP investment addressing risks
			Looking After Existing Infrastructure			
20	HCC PCC UHCC WCC	**Wastewater**	Contamination events will increase, with mana whenua and community expectations not being met as renewals investment is not at the right level	HM	• Rapid response to notifications (onsite, stop overflows)	The WSDP 30- year capital programme ensures sufficient investment in network renewals to address the backlog in network renewals within 21 years and continue to renew the network at the rate it is due for renewal from then on. These investment levels are based on the theoretical age profile of the network assets and a unit rate derived from each council's valuations. Increased network capacity and customer education of private property contamination are also needed. These are also funded in the capital programme but even with the renewal's investment, may not address this risk entirely. **Risk partially addressed**
21	PCC	**Wastewater**	Wastewater network resiliency is compromised due to underinvestment and growth is continuing ahead of asset renewals and capital upgrades. Key projects include the Eastern Porirua Regeneration Project - Overall upgrades - Wastewater (excl JV), Western Porirua, Ngati Toa lead development - Wastewater (excl JV), Whitby Wastewater (excl JV) Pipe Upgrade and CBD storage	HM	• Review and improve operations plans and procedure to optimise performance within the known asset constraints • Develop contingency plans • Review the demand management data (including I &I reduction) benefits and any current implementation as part of an integrated wastewater strategy for PCC	Identified projects all funded within the WSDP capital programme. **Risk addressed over time.**
22	WCC	**Wastewater**	The condition of some VHCA pipes under Wellington Airport have been determined	MH	• Contingency planning • Increase maintenance (if possible)	Airport WW Interceptor delivered by FY31/32 Eastern Trunk Main Stage 1 delivered by FY28/29

			as very poor. There is a significant cost to remedial works e.g., disruption, complexity. Improvements works have been deferred from the FY 23/24 capital programme Critical wastewater mains are in very poor condition and there is a potential for non-compliance: • BP Horokiwi (Newlands) $720k to maintain services • Western WWTP outfall (step country)		• Fund renewals covering all asset	Western outfall delivered by FY 32/33 Significant increase general network renewals allocated in the WSDP. **Risk addressed once high-risk renewals are delivered, over time.**
23	PCC	**Wastewater**	The Paramata rising main surcharges at a location near SH59 and the main trunk railway. This could interrupt traffic and rail services.	HH	• Fund increased capacity in the rising main • Identify and control/reduce inflow and infiltration	Paremata WW Trunk Upgrade Stage 2 is delivered by FY32/33 **Risk addressed once delivered.**
24	HCC UHCC	**Wastewater**	Erosion occurring on the Hutt River potentially undermining 825mm bulk wastewater pipeline adjacent to Taita rock.	HM	• Monitor and assess erosion impacts on bulk pipeline • Contingency plan development • Plan and seek funding for pipeline upgrades/erosion mitigation works	Significant increase general network renewals allocated in the WSDP. Specific budget must be allocated to this highly critical asset early in the programme. **Risk addressed once high-risk renewals are delivered, over time.**
25	HCC UHCC	**Wastewater**	(HCC, UHCC) Seaview main outfall pipe working at around 50% capacity needs renewing or upgrading with no budget provision for physical works - expected to be around $700M. There is a consequential increase in opex and increase in treated discharges to Waiwhetū Stream	HH	• Review and improve operations plans and procedures to optimise performance within the known asset constraints • Develop contingency plans • Plan and seek funding for outfall upgrades as part of an integrated wastewater strategy for HCC • Review the demand management data (including I &I reduction) benefits and any current implementation as part of an integrated wastewater strategy for HCC	Seaview Outfall Pipe delivered by FY35/36. **Risk addressed once constructed.**
26	HCC UHCC	**Wastewater Treatment**	Sludge dryer at Seaview WWTP is nearing its end of life (JV specific) with increased community dissatisfaction (odour)	HM	• Monitor and assess dryer performance • Contingency plan development • Sludge dryer upgrades funded in the LTP	No change to LTP programme. Delivered by FY27/28. **No impact on WSDP delivery period.**
27	HCC UHCC	**Wastewater Treatment**	The redundancy of Seaview WWTP is inadequate for major maintenance while ensuring compliance can be met (JV specific). There is no funding to increase WWTP redundancy	HH	• Contingency plan development, funding and implementation	No specific capital investment in the WSDP for redundancy related improvements. Additional work required to understand what is needed to provide for this. **Risk stands**
28	WCC	**Wastewater Treatment**	Moa Point Sludge transfer facility (SMF) is not completed	HL	• Construct the sludge management facility (SMF)	This is being delivered outside of the WSDP. Ongoing maintenance costs have been included in the WSDP operational budgets.
29	PCC	**Wastewater Treatment**	PCC WWTP unit process limitations (ammonia reduction requirements) will limit growth related inflow	HM	• Undertake ammonia reduction improvements in 2031/2032 (growth projections limited)	Investment in WSDP capital programme **Risk addressed over time.**
30	PCC	**Wastewater Treatment**	Sludge (solids) drying components at the new PCC WWTP are at capacity (limited redundancy)	HM	• Continue project to improve the solids handling capacity and improve odour treatment (2025).	No change to LTP programme. Delivered by FY27/28. **No impact on WSDP delivery period.**

31	PCC	**Wastewater Treatment**	Landfill disposal of WWTP sludge at Spicer Valley may not be permitted after 2030 (consent renewal)	HM	• Identify sludge reduction options (treat and reduce at source). • Identify and allocate funding for onsite treatment or removal to secure acceptable locations for disposal •	Sludge reduction Dryer delivered by FY 31/32. **Risk partially addressed.** Additional investment may be required.
32	WCC	**Wastewater Treatment**	The condition of the Moa Point WWTP assets means that there will be compliance issues. The condition of the Western WWTP assets mean non-compliance may occur. Both WWTP are operating at or near the end of their useful lives.	MM	• Undertake renewals and capital works as soon as possible	Bottom-up investment programme driven by asset data, along with ongoing renewals budgets in WSDP. **Risk addressed in time as required renewals and upgrades are delivered.**
33	WCC	**Wastewater Treatment**	There is a complete reliance on the Southern Landfill to accept sludge from WWTP. Alternative sludge management options are not found or completed within the Wellington area e.g., Moa Point SMF, then sludge may need to be transported to the Waikato Region	HL	• Fund Sludge Management Facilities works in the long term plan	**Risk addressed once complete.**
34	WCC	**Wastewater Treatment**	The Houghton Bay closed landfill produced leachate, which discharges this into Houghton Bay during wet weather events. The consent for leachate discharge has expired.	HM	• Undertake landfill remediation	Included in the WSDP capital programme for delivery by FY33/34. **Risk addressed.**

Risk	***Likelihood***		
Consequence (Impact)	Low	Medium	High
High	HL	HM	HH
Medium	ML	MM	MH
Low	LL	LM	LH

Appendix C5: Risk management and insurance arrangements

Overview

Work is underway to establish Day One insurance arrangements for Metro Water. This work includes identifying existing approach to insurance across the councils and considering opportunities for councils to novate existing insurance policies to the new entity. AON, who act as the insurance broker for all councils currently, are providing assistance to ensure that Metro Water has appropriate insurance cover.

All the Councils currently hold insurance cover for material damages and natural catastrophe events to their three waters infrastructure, including below ground assets and above ground infrastructure such as treatment plants and pump stations.

Hutt City Council, Porirua City Council, and Upper Hutt City Council are currently part of a joint insurance procurement arrangements, where insurance is procured from the market under a single joint policy. This joint arrangement also includes Kāpiti Coast District Council. GWRC insures above ground assets jointly with Porirua City Council. Joint arrangements will need to be revised on establishment of Metro Water.

In parallel with infrastructure insurance, there is an immediate requirement to secure Directors and Officers (D&O) insurance prior to the appointment of the establishment board and Chief Executive.

Critical assumption

Across all councils, insurance arrangements rely on government's historical 60/40 risk share arrangements for post disaster restoration of essential local government infrastructure. This means all councils are currently insured for only 40% of the value of their three waters infrastructure for natural disasters.

The group has assumed that these arrangements will persist and continue to apply for a water organisation. These arrangements are set out in section 33 of the *Guide to the National Civil Defence Emergency Management Plan 2015*. While the group has assumed that these arrangements will continue to be available to Metro Water, it is noted that the *Guide to the National Civil Defence Emergency Management Plan 2015* states that assets must be local authority assets, which are not the property of trading utilities. Further clarification of this matter is critical for the future water organisation.

Current arrangements

The current insurance arrangements for the participating councils are set out in the table below.

	GWRC	HCC	PCC	UHCC	WCC
Broker	AON				
Renewal date	1 May				31 May
Total cover	$190M insured material damage for	Natural Catastrophe: $800m any one loss or series of losses arising out of any one event (40% placed + 60% central govt) shared			$150m (40% of $375m)

	above ground infrastructure. $50M natural catastrophe cover for below ground infrastructure.	between Hutt City, Porirua City, Upper Hutt City & Kapiti Coast District Councils Material Damage $500,000 any one loss of series of losses arising out of any one event (Earthquake 40% placed + 60% central govt, All Other Perils 100%) shared between Porirua City & Greater Wellington Regional Councils)			
Reliance on the 60/40 government contribution?	Yes across all insured assets				
Excess	5% of insured value capped at $25M for material damages. $30M for natural catastrophe.	$3,000,000 each and every claim	Natural Catastrophe: $1,000,000 each and every claim Material Damage: - Earthquake 5% of the site sum insured, minimum excess $100,000 - Maximum $25,000,000 - Landslip $250,000 - Subsidence $250,000 - Flood $100,000 - Other Losses $50,000	$1,000,000 each and every claim	$10,000,000
Last risk assessment	2025	2025 Modelling is underway. Previous modelling was completed in March 2019.			2024
Assumed level of cover	1 in 1000 year event	Loss modelling considers the 1 in 500 and 1,000 year event probability. Insurance limits are informed by modelling as well as availability and affordability of insurance.			1 in 1,000 year event used to assess insurance gap and risk
Estimated replacement value of	$864M for assets covered by	$6,346M (WSP Valuation Dec 24)	$1,538M ($1,493M (Aon Valuation	$1,739M (WSP Valuation Feb 25)	$9,949M

insured assets	material damages. $897M for assets covered by natural catastrophe.		April 25) plus pumping stations etc $44M		
Insurance gap	Estimated $30M	No gap based on 2019 modelling.			$296m (excluding the policy deductible)
Approach to self insurance	MD The insurance gap for material damage would be covered through borrowings. Nat Cat Self insurance is built into the policy settings which is covered through cash reserves (FY24 - $52M)	Water assets are fully insured. HCC has adopted a higher level of excess than other members of the combined policy group.	Maintenance of debt headroom to fund unexpected losses	Maintenance of debt headroom to fund unexpected losses	Council operates a self-insurance reserve fund covering losses that fall below the deductible, with the intention that this fund would be available to cover deductibles in a large scale event. Council also "sets aside" debt headroom of $272m below the self-imposed debt limit to cover for a medium sized event. Large/catastrophic events would pass into additional headroom between the self-imposed limit and actual limit set by LGFA.

Delegations	Head of Corporate Risk and Assurance is responsible for arranging and providing instructions. CEO approves invoice. Reporting to executive leadership team, finance risk and audit committee and WRC Holdings Board.	Delegation to set the insurance budget is with the Council. The approval of invoices is undertaken in line with Financial Delegation Policy. Reporting to Corporate Leadership Team and Audit and Risk Subcommittee.	General Manager Corporate Services is responsible for the management of Council's insurances and financial risk management practices. Insurance operations is delegated to the Manager Risk and Assurance.	Delegation is with the Group Manager Corporate Services	Structural changes to the policy make up are approved through the Council's Audit and Risk committee (which holds the delegation for insurance). Annual processes are managed as operational decision with approval for premium expenditure delegated to the CSFO and COO. Claims management is contracted to Aon with decision making outside of policy conditions delegated to the Treasurer.
Notable exclusions	All three waters infrastructure is insured through either Material Damages or Natural Catastrophe cover.	Some standard exclusions: damage by cyber incident, war, terrorism, nuclear weapons; does not insure land, legal liability, Noting also that the Natural Catastrophe policy as indicated by it's very name is restricted to losses by natural event and excludes other forms of damage.			

Notable differences across current policies
Key differences between the insurance policies and approaches taken include:

- Varying levels of deductible/excess. Alignment of the approach to managing the balance between deductible/excess and premium will likely be required over time, and will need to be determined by Metro Water having regard to the balance between risk and affordability. Financial modelling presented in this WSDP includes the provision of debt headroom which may allow for a higher level of excess to be adopted, however this will require a detailed assessment of any underlying insurance gap.
- Policy renewal dates. Details are currently being worked out regarding the mechanisms to transfer existing policies to Metro Water on its establishment. These discussions may also cover the renewal term for new insurance policies, which may require insurance to be purchased for 11 months (in the case of WCC) or 13 months (for the remaining councils) to ensure alignment of renewal dates moving forward.
- Approach to self insurance. Financial modelling supporting this WSDP incorporates the provision of debt headroom. This may allow Metro Water to adopt some level of self insurance, however the extent of the existing insurance gap has not been fully assessed at this stage as risk modelling has not been completed for 3 of the 5 councils.

Risk exposure and appetite
There is an estimated insurance gap, based on risk modelling, of approximately $350 million across the constituent councils (or $400 million when deductibles are included). Further risk modelling which is currently underway is likely to cause the estimate of this insurance gap to increase, however this is yet to be quantified.

Financial modelling for Metro Water assumes a 9% FFO to debt ratio, which includes a headroom allowance in relation to LGFA's lending guidance. The lending headroom is sufficient (at $670 million in 2033/34) to cover the insurance gap if so required.

Prior to this Metro Water has been modelled to fall below LGFA's lending covenants, as it transitions towards compliance with the covenants over time. During this period, the level of financial risk may be such that a greater level of insurance coverage will be required. Full details of the cost and approach to covering that insurance risk will be determined once loss modelling has been completed for HCC, PCC, and UHCC.

Loss assessments are completed separately for WCC and GWRC. When considering the total probabilistic loss for Metro Water new loss modelling will likely be required based on the larger geographical area. This may alter the total risk profile across the region, and it is difficult to determine at this stage whether the overall impact would be positive or negative.

Longer term, we expect that Metro Water will undertake its own risk assessments based on detailed risk modelling to determine the appropriate level of cover.

All councils currently insure to the level of anticipated damage in a one in 1,000-year event. Events of a larger scale than this are not fully insured.

Market availability risk
There is a risk that the insurance market does not have sufficient coverage supply to meet the combined insurance requirement of Metro Water. While the combined coverage level is unlikely to change materially, a key consideration is the concentration of risk for insurance underwriters.

Until such time as the water organisation tests the insurance market, it is difficult to determine the level of insurance supply that is available, or the price at which it will be available. This is a risk that will need to be monitored and managed by the water organisation after establishment.

Other Insurance Requirements from Day One

In addition to infrastructure-related insurance, Metro Water will require a broader range of operational insurances to be in place from Day One. These include, but are not limited to: Business Interruption, Public Liability, Statutory Liability, Employers Liability, Crime, and Cyber insurance.

These insurances are not all typically required by councils in their current form but will be required for a standalone utility entity. Procurement planning should commence during the establishment phase to ensure appropriate coverage is secured in advance of go-live, aligned with Metro Water's risk profile.

Appendix C6: Charging and billing arrangements

Introduction and purpose

Metro Water will be responsible for setting pricing in accordance with pricing principles agreed through shareholder Statements of Expectations and the Water Services Strategy. This will also potentially be informed a consumer charter. Over time, the regulatory framework will likely ensure alignment between pricing, service quality, and efficiency. This appendix sets out a high-level directional approach which may be developed over time by Metro Water, guided by the Statement of Expectations set by Council shareholders.

Current charging and billing arrangements

Water services in the Wellington region are currently charged through a variety of mechanisms, which differ significantly across councils and customer types. These differences include whether charges are based on property value, connection units, or actual water use (metered), and whether stormwater is charged separately or bundled into general rates.

Council	Drinking water charge (basis)	Wastewater (Sewer) charge (basis)	Stormwater charge (basis)
Wellington City	Targeted rate per $ of **capital value** for unmetered; Optional metered users pay volumetric ($/m^3)	Targeted **capital value rate** on connected properties (residential vs commercial differential) (No per-dwelling flat fee.	**Targeted CV rate** on urban properties (differentiated between res/com) (Included in rates bill as “stormwater network” charge.)
Hutt City	**Uniform annual charge** per SUIP (e.g. $746 in 2024/25) No residential volumetric metering and volumetric water user charges for commercial users.	**Uniform annual charge** per SUIP (e.g. $766); commercial properties pay +50% for each extra toilet/urinal.	**No separate stormwater rate** – funded via general rates (CV-based). Stormwater not itemized on water bill.
Porirua City	**Uniform annual charge** per connection (e.g. ~$699 in 2024/25). No metered residential charges.	**Uniform annual charge** per connection (e.g. ~$790). (No extra pan charges; one fee per property.)	**No separate stormwater rate** – funded through general rates (CV). No direct stormwater charge to consumer.
Upper Hutt City	**Uniform annual charge** per connection (e.g. $579) (2024/25); 50% “availability” charge for not-yet-connected properties. 20% of water supply services for fire	**Uniform charge** per pan (approx. $584 for first toilet) (2024/25). Residential charged for 1 pan; businesses for each toilet.	**Targeted stormwater rate** based on CV for properties in Urban Drainage District (2024/25) (rural excluded).

	protection services - targeted rate based on CV.		
Greater Wellington	**Bulk water levy** charged to city councils (allocated by usage). No direct household water rates charged by GWRC.	*N/A* (GWRC not involved in retail wastewater services).	**Flood protection rates** on certain areas (CV-based), but *no direct stormwater network charge* to households.

Key observations

- **Capital value-based charging** is used only in Wellington City (and marginally in Upper Hutt for fire protection and stormwater). Other councils have moved to **uniform charges per property or SUIP**, offering more predictable revenue and billing simplicity.
- **Wastewater charging methods** vary:
  - WCC uses CV-based targeted rates with residential/commercial differentials.
  - HCC, PCC and UHCC apply **pan charges** to account for commercial loadings.
- **Stormwater charging** is inconsistently treated:
  - WCC and UHCC apply **targeted rates**.
  - HCC and PCC fund stormwater through general rates, meaning ratepayers do not see stormwater as a separate line item.
- **Residential water metering** is rare across the region, with the exception of a small subset in Wellington. Most residential properties are charged **regardless of consumption**.
- **Non-residential users** may face additional charges for trade waste or metered usage, especially in HCC and UHCC.
- **GWRC** plays a **wholesale role**, supplying treated bulk water to the four city councils. It does not charge individual households directly.

Charging for water services by supply scheme or catchment

This section sets out general direction on potential charging, pricing, and revenue collection arrangements by Metro Water, including transitional arrangements. It also outlines differences between customer types (residential, commercial), approaches to pricing for each of the three waters, and the treatment of supply schemes or catchments that have differing costs or service levels.

Customer direct billing and transitional arrangements

Under the proposed regional model, Metro Water will bill customers directly for water services (process and timing will be dependent on systems to enable this). Charges will no longer be collected through council rates. This reflects a fundamental shift from the current council-operated model (where water services are funded via general or targeted rates) to a utility-style model that separates water services from broader council business.

During a transition period the following arrangements may be in place (which will be determined during the establishment phase informed by financial and customer system requirements):

- Each council temporarily retains aspects of their existing billing systems to support customers during the shift.

- Transitional charging arrangements apply, allowing legacy rate-based pricing to phase out over five years, especially where councils like WCC have historically used capital value (CV)-based charges which will no longer be possible under the Local Government (Water Services) Bill.
- Councils will have input via the shareholders agreement and statement of expectations into how transitional protections or caps are applied, especially for vulnerable or high-burden communities.

Cost-to-Serve, price harmonisation, and regional pricing transition

Water charges under the proposed regional model are expected to initially be informed by a cost-to-serve approach, recognising the differing investment needs, infrastructure condition, Council legacy debt arrangements, and operating contexts across councils and supply schemes. However, over time, the water organisation is expected to transition toward a harmonised regional pricing model, consistent with the strategic objectives of equity, efficiency, simplicity, and affordability. Specific shareholder expectations on cost to serve and the path to harmonisation will be further detailed in the Councils' Statement of Expectations.

Initial cost-to-serve basis

In the early years of operation, pricing is likely to reflect:

- Differences in the level of historical investment in water infrastructure across council territories;
- Variations in service delivery costs due to geography, population density, and asset condition;
- Council-specific positions on debt, revenue, and asset performance;
- Localised investment profiles driven by renewals, regulatory compliance, and growth demand.

This approach ensures that revenue collected from each area aligns with the level of service received and the investment required to deliver it. It also supports early financial sustainability by avoiding sudden price changes across the region.

Strategic direction toward harmonised regional pricing

Over time, this plan envisages that Metro Water may adopt a more uniform and regionally harmonised pricing approach. This may occur over 5-7 years and this transition reflects the benefits of delivering water services through a single, regionally owned organisation, including:

- The ability to plan, finance, and deliver investment across the entire network in a coordinated way;
- A focus on regional outcomes such as resilience, housing growth enablement, and environmental improvement;
- Simplified billing and clearer communication for customers;
- A consistent customer experience and service quality, regardless of location.

A harmonised pricing approach will also enable the water organisation to spread costs more evenly across the customer base, particularly where major regional projects (such as bulk supply or wastewater treatment upgrades) benefit multiple communities.

Regulatory guidance

The Commerce Commission is likely to eventually provide oversight of pricing through the economic regulation framework. Under this model:

- Metro Water will likely be subject to information disclosure and over time price-quality regulation
- The Commission will likely assess the reasonableness and efficiency of tariffs, investment plans, and cost structures.
- Pricing pathways must demonstrate both revenue sufficiency (to fund operations and capex) and efficiency (no overcharging).

While formal economic regulation may be phased in over time, early engagement with the Commerce Commission will be critical to shaping proportionate, fit-for-purpose arrangements for Metro Water that reflect its scale, risk profile, and public accountability obligations

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Drinking water volumetric charging

Metro Water will likely introduce volumetric charging for drinking water. This will rely on the successful rollout of water meters. The rollout will be prioritised over time based on detailed business case development and council prioritisation.

Once meters are installed and operational, customers will transition to usage-based billing - enabling more equitable pricing and incentivising water efficiency.

The timing of metering rollout is closely linked to the timing of the capital investment programme. By reducing water demand, metering can help defer the need for new bulk water sources, easing pressure on infrastructure and delaying capital expenditure.

Implementing volumetric charging will require careful calibration to ensure revenue sufficiency. Experience from councils such as Kāpiti Coast shows that a significant proportion of customers may reduce consumption below average demand, underscoring the importance of well-designed pricing structures and accurate demand forecasting.

Residential vs commercial pricing approach

Metro Water will distinguish between residential and commercial users, reflecting differences in usage profiles, service demand, and economic activity. Commercial customers typically:

- Consume significantly higher volumes of water;
- Have more consistent demand profiles;
- May have onsite treatment or pre-treatment obligations (especially for trade waste).

The water organisation will also be able to apply differential charges, where justified, for activities that impose disproportionate costs (e.g., high-strength wastewater discharges).

Potential approaches to charging for each of the three waters

Each of the three water services—drinking water, wastewater, and stormwater—will have its own charging methodology under the regional model. These methodologies will be developed by Metro Water. The direction set out in this plan is designed to ensure full cost recovery, consistency with regulatory requirements, and alignment with service levels and community expectations.

Water service	Potential charging approach

Drinking water	Transitioning over time to volumetric charging, based on metered consumption, with a mix of fixed and variable components. The shift to volumetric pricing will occur as water meters are rolled out across the region. In areas without meters, an interim fixed charge may apply.
Wastewater	Charged via a fixed charge for most residential customers. For non-residential users, a proxy volumetric approach may be adopted over time, where wastewater discharge is assumed to correlate with metered water use. There are no plans to directly meter wastewater.
Stormwater	Likely to be charged based on property characteristics, such as impervious surface area or connection size. The approach to charging for stormwater is acknowledged to be more complex and will require detailed consideration by Metro Water, working with councils and the community.

WCC transition from CV-based rates to uniform and volumetric charging

Wellington City Council currently charges for water services based on capital value (CV), which can result in misaligned incentives and inequitable outcomes, e.g., low-consumption households in high-value homes pay disproportionately more.

Local Water Done Well legislation requires WCC revenue collection to transition to uniform charges or fixed / volumetric tariffs.

The impacts of this are that households with high capital value but low water use are likely to see lower charges, while households with high water use may pay more than they do under CV-based rates

Transitional pricing may be applied for up to five years.

Ringfencing of water services revenue

The requirement for ringfencing water services revenue applies under the Local Government (Water Services) Act to territorial authorities that continue to deliver water services directly. Ringfencing ensures that all revenue collected for the provision of water services is used solely for those services and is kept separate from general council revenue and expenditure.

In the case of the Wellington metro region, the councils proposing this Plan have opted to transfer water services to a joint water organisation. Under this model, Metro Water becomes the direct provider of water services, assuming full responsibility for planning, investment, delivery, and billing.

As a result, the ringfencing provisions do not apply to the councils, because they will no longer be generating revenue through rates to apply to water activities and there will be no assumed dividends paid to the Council shareholders.

Appendix C7: Financial statements

The financial statements presented in this appendix are based on high-level financial modelling undertaken as part of the Metro Water WSDP. They represent indicative forecasts only and are subject to a range of assumptions, uncertainties, and limitations.

These projections:

- Reflect investment profiles, operating assumptions, and financing strategies outlined in the WSDP;
- Are based on information available at the time of preparation and rely on information provided by Councils and Wellington Water Limited, including Long-Term Plans, Annual Plans, asset management plans, and assumptions agreed by the participating councils;
- Do not constitute actual budgets or financial forecasts formally adopted by any council or Metro Water;
- Are expressed in inflated terms and include inflation assumptions as specified in the WSDP model;

These statements should not be relied upon for decision-making outside the context of the WSDP and they have not been subject to external audit.

Actual outcomes may vary materially from these projections due to changes including:

- Scope, timing, or cost of capital and operating programmes;
- Assumptions relating to debt financing, revenue recovery, and efficiency improvements;
- Policy, legislative, or regulatory settings, including economic regulation frameworks.

A summary of risks, uncertainties and assumptions are provided in Appendices C1, C8, and C9 of this Plan.

Metro Water financial statements

Funding impact statement ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Sources of operating funding										
General rates	24,839	27,800	-	-	-	-	-	-	-	-
Targeted rates	308,754	351,828	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	3,943	1,283	1,371	1,407	1,441	1,475	1,509	1,542	1,574	1,608
Local authorities fuel tax, fines, infringement fees and other receipts	3,479	2,749	3,448	3,707	4,010	4,395	4,808	5,270	5,692	6,263
Fees and charges	12,374	16,607	446,861	507,190	575,680	653,583	742,217	842,831	957,486	1,087,900
Total operating funding	**353,389**	**400,267**	**451,680**	**512,304**	**581,131**	**659,453**	**748,534**	**849,643**	**964,752**	**1,095,771**
Applications of operating funding										
Payments to staff and suppliers	198,487	233,774	247,504	267,286	282,819	289,772	302,035	309,530	320,495	331,643
Finance costs	69,281	74,918	93,442	112,576	138,431	168,403	202,479	233,890	264,551	296,826
Internal charges and overheads applied	21,071	22,142	-	-	-	-	-	-	-	-
Other operating funding applications	4	(2)	(1)	(5)	(2)	5	(4)	(2)	-	-
Total applications of operating funding	**288,843**	**330,832**	**340,945**	**379,857**	**421,247**	**458,179**	**504,510**	**543,418**	**585,047**	**628,468**
Surplus/(deficit) of operating funding	**64,546**	**69,435**	**110,735**	**132,447**	**159,884**	**201,274**	**244,023**	**306,225**	**379,706**	**467,303**
Sources of capital funding										
Subsidies and grants for capital expenditure	119,377	182,261	23,115	49,380	37,390	-	-	-	-	-
Development and financial contributions	8,362	11,449	14,545	14,959	19,820	22,351	22,664	22,945	23,881	24,220
Increase/(decrease) in debt	282,350	259,819	291,059	462,223	448,452	522,299	480,269	423,491	400,052	552,809
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	1,809	-	-	-	-	-	-	-	-
Total sources of capital funding	**410,089**	**455,338**	**328,719**	**526,562**	**505,663**	**544,650**	**502,933**	**446,436**	**423,932**	**577,029**
Applications of capital funding										
Capital expenditure - to meet additional demand	118,256	56,004	73,522	115,269	129,670	112,390	84,479	122,665	133,784	253,028
Capital expenditure - to improve levels of services	209,777	276,429	169,034	191,378	191,511	316,250	346,843	298,772	217,577	320,823
Capital expenditure - to replace existing assets	146,602	192,157	196,898	352,362	344,365	317,284	315,635	331,223	452,277	470,481
Increase/(decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in investments	-	183	-	-	-	-	-	-	-	-
Total applications of capital funding	**474,635**	**524,773**	**439,455**	**659,009**	**665,546**	**745,924**	**746,957**	**752,660**	**803,638**	**1,044,332**
Surplus/(deficit) of capital funding	**(64,546)**	**(69,435)**	**(110,735)**	**(132,447)**	**(159,884)**	**(201,274)**	**(244,023)**	**(306,225)**	**(379,706)**	**(467,303)**
Funding balance	**-**	**-**	**(0)**	**-**	**-**	**-**	**0**	**-**	**-**	**-**

Statement of comprehensive revenue and expense ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Operating revenue	353,389	400,267	451,680	512,304	581,131	659,453	748,534	849,643	964,752	1,095,771
Other revenue	127,739	195,519	37,660	64,339	57,210	22,351	22,664	22,945	23,881	24,220
Total revenue	**481,128**	**595,786**	**489,340**	**576,643**	**638,341**	**681,804**	**771,198**	**872,587**	**988,633**	**1,119,991**
Operating expenses	198,491	233,772	247,503	267,281	282,817	289,777	302,031	309,528	320,495	331,643
Finance costs	69,281	74,918	93,442	112,576	138,431	168,403	202,479	233,890	264,551	296,826
Overheads and support costs	21,071	22,142	-	-	-	-	-	-	-	-
Depreciation & amortisation	212,456	228,431	245,575	261,868	281,368	301,065	321,442	341,154	360,714	379,894
Total expenses	**501,299**	**559,263**	**586,520**	**641,725**	**702,615**	**759,244**	**825,952**	**884,572**	**945,761**	**1,008,363**
Net surplus / (deficit)	**(20,171)**	**36,523**	**(97,180)**	**(65,082)**	**(64,274)**	**(77,440)**	**(54,754)**	**(11,985)**	**42,872**	**111,628**
Revaluation of infrastructure assets	358,036	377,826	393,783	401,976	408,928	395,786	372,283	365,230	324,708	335,409
Total comprehensive income	**337,865**	**414,350**	**296,602**	**336,894**	**344,653**	**318,346**	**317,528**	**353,246**	**367,580**	**447,037**
Cash surplus / (deficit) from operations (excl depreciation)	**192,285**	**264,954**	**148,395**	**196,786**	**217,094**	**223,625**	**266,687**	**329,169**	**403,586**	**491,523**

Statement of cashflows ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Cashflows from operating activities										
Cash surplus / (deficit) from operations	192,285	264,954	148,395	196,786	217,094	223,625	266,687	329,169	403,586	491,523
Net cashflows from operating activities	**192,285**	**264,954**	**148,395**	**196,786**	**217,094**	**223,625**	**266,687**	**329,169**	**403,586**	**491,523**
Cashflows from investment activities										
Investments	-	(183)	-	-	-	-	-	-	-	-
Capital expenditure	(474,635)	(524,590)	(439,455)	(659,009)	(665,546)	(745,924)	(746,957)	(752,660)	(803,638)	(1,044,332)
Net cashflows from investment activities	**(474,635)**	**(524,773)**	**(439,455)**	**(659,009)**	**(665,546)**	**(745,924)**	**(746,957)**	**(752,660)**	**(803,638)**	**(1,044,332)**
Cashflows from financing activities										
New borrowings	282,350	259,819	291,059	462,223	448,452	522,299	480,269	423,491	400,052	552,809
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-
Net cashflows from financing activities	**282,350**	**259,819**	**291,059**	**462,223**	**448,452**	**522,299**	**480,269**	**423,491**	**400,052**	**552,809**
Net increase/(decrease) in cash and cash equivalents	**-**	**-**	**(0)**	**-**	**-**	**-**	**0**	**-**	**-**	**-**
Cash and cash equivalents at beginning of year	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517
Cash and cash equivalents at end of year	**32,517**	**32,517**	**32,517**	**32,517**	**32,517**	**32,517**	**32,517**	**32,517**	**32,517**	**32,517**

Statement of financial position ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Assets										
Cash and cash equivalents	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517
Other current assets	-	-	-	-	-	-	-	-	-	-
Infrastructure assets	8,576,571	9,250,557	9,838,219	10,637,336	11,430,442	12,271,087	13,068,884	13,845,621	14,613,253	15,613,099
Other non-current assets	2,464	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647
Total assets	**8,611,552**	**9,285,721**	**9,873,383**	**10,672,500**	**11,465,605**	**12,306,250**	**13,104,048**	**13,880,785**	**14,648,416**	**15,648,263**
Liabilities										
Borrowings - current portion	-	-	-	-	-	-	-	-	-	-
Other current liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings - non-current portion	1,586,129	1,845,948	2,137,007	2,599,231	3,047,683	3,569,982	4,050,251	4,473,742	4,873,794	5,426,603
Other non-current liabilities	-	-	-	-	-	-	-	-	-	-
Total liabilities	**1,586,129**	**1,845,948**	**2,137,007**	**2,599,231**	**3,047,683**	**3,569,982**	**4,050,251**	**4,473,742**	**4,873,794**	**5,426,603**
Net assets	**7,025,423**	**7,439,773**	**7,736,375**	**8,073,269**	**8,417,922**	**8,736,269**	**9,053,797**	**9,407,043**	**9,774,623**	**10,221,660**
Equity										
Revaluation reserve	358,036	735,862	1,129,645	1,531,621	1,940,549	2,336,335	2,708,618	3,073,848	3,398,556	3,733,965
Other reserves	6,667,387	6,703,910	6,606,730	6,541,648	6,477,374	6,399,934	6,345,179	6,333,195	6,376,067	6,487,695
Total equity	**7,025,423**	**7,439,773**	**7,736,375**	**8,073,269**	**8,417,922**	**8,736,269**	**9,053,797**	**9,407,043**	**9,774,623**	**10,221,660**

Drinking supply financial statements

Funding impact statement ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Sources of operating funding										
General rates	3,064	3,516	-	-	-	-	-	-	-	-
Targeted rates	135,166	154,633	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	2,700	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	3,219	2,485	3,175	3,425	3,721	4,097	4,503	4,956	5,371	5,934
Fees and charges	9,921	14,194	178,656	203,660	234,434	267,668	307,059	358,954	412,295	472,352
Total operating funding	**154,070**	**174,828**	**181,831**	**207,085**	**238,155**	**271,765**	**311,562**	**363,910**	**417,666**	**478,286**
Applications of operating funding										
Payments to staff and suppliers	97,333	113,242	118,072	127,608	135,858	139,904	147,261	151,597	155,887	162,434
Finance costs	33,869	36,275	41,773	51,916	65,920	80,614	94,711	106,293	115,965	123,831
Internal charges and overheads applied	8,020	8,233	-	-	-	-	-	-	-	-
Other operating funding applications	4	(1)	-	(2)	(1)	3	(1)	(2)	(1)	(1)
Total applications of operating funding	**139,226**	**157,749**	**159,845**	**179,521**	**201,777**	**220,522**	**241,971**	**257,889**	**271,852**	**286,264**
Surplus/(deficit) of operating funding	**14,844**	**17,079**	**21,986**	**27,563**	**36,378**	**51,244**	**69,590**	**106,021**	**145,815**	**192,021**
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	3,252	4,349	5,217	5,265	6,943	7,672	7,475	7,314	7,310	7,491
Increase/(decrease) in debt	158,601	118,164	144,895	257,801	246,103	232,561	164,675	145,582	79,134	121,954
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	**161,853**	**122,513**	**150,112**	**263,066**	**253,046**	**240,233**	**172,150**	**152,896**	**86,444**	**129,445**
Applications of capital funding										
Capital expenditure - to meet additional demand	52,204	17,854	40,168	54,141	54,454	44,344	55,753	96,875	87,061	188,344
Capital expenditure - to improve levels of services	50,708	44,375	55,033	146,846	140,021	148,720	83,760	32,383	16,293	20,327
Capital expenditure - to replace existing assets	73,785	77,180	76,897	89,643	94,950	98,412	102,226	129,658	128,904	112,794
Increase/(decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in investments	-	183	-	-	-	-	-	-	-	-
Total applications of capital funding	**176,697**	**139,592**	**172,098**	**290,630**	**289,424**	**291,476**	**241,740**	**258,917**	**232,259**	**321,466**
Surplus/(deficit) of capital funding	**(14,844)**	**(17,079)**	**(21,986)**	**(27,563)**	**(36,378)**	**(51,244)**	**(69,590)**	**(106,021)**	**(145,815)**	**(192,021)**
Funding balance	**-**	**-**	**(0)**	**(0)**	**-**	**(0)**	**0**	**-**	**-**	**-**

Statement of comprehensive revenue and expense ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Operating revenue	154,070	174,828	181,831	207,085	238,155	271,765	311,562	363,910	417,666	478,286
Other revenue	3,252	4,349	5,217	5,265	6,943	7,672	7,475	7,314	7,310	7,491
Total revenue	**157,322**	**179,177**	**187,048**	**212,350**	**245,098**	**279,437**	**319,037**	**371,224**	**424,977**	**485,777**
Operating expenses	97,337	113,241	118,072	127,606	135,857	139,907	147,260	151,595	155,886	162,433
Finance costs	33,869	36,275	41,773	51,916	65,920	80,614	94,711	106,293	115,965	123,831
Overheads and support costs	8,020	8,233	-	-	-	-	-	-	-	-
Depreciation & amortisation	72,897	78,565	83,907	89,771	97,330	104,944	112,472	119,104	125,881	131,923
Total expenses	**212,123**	**236,314**	**243,752**	**269,292**	**299,107**	**325,465**	**354,443**	**376,992**	**397,732**	**418,187**
Net surplus / (deficit)	**(54,801)**	**(57,137)**	**(56,704)**	**(56,942)**	**(54,009)**	**(46,028)**	**(35,406)**	**(5,769)**	**27,245**	**67,590**
Revaluation of infrastructure assets	108,874	115,921	118,520	122,207	127,388	125,800	119,701	117,242	104,427	107,069
Total comprehensive income	**54,073**	**58,784**	**61,816**	**65,265**	**73,379**	**79,772**	**84,295**	**111,473**	**131,671**	**174,659**
Cash surplus / (deficit) from operations (excl depreciation)	**18,096**	**21,428**	**27,203**	**32,828**	**43,321**	**58,915**	**77,066**	**113,335**	**153,125**	**199,513**

Statement of cashflows ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Cashflows from operating activities										
Cash surplus / (deficit) from operations	18,096	21,428	27,203	32,828	43,321	58,915	77,066	113,335	153,125	199,513
Net cashflows from operating activities	**18,096**	**21,428**	**27,203**	**32,828**	**43,321**	**58,915**	**77,066**	**113,335**	**153,125**	**199,513**
Cashflows from investment activities										
Investments	-	(183)	-	-	-	-	-	-	-	-
Capital expenditure	(176,697)	(139,409)	(172,098)	(290,630)	(289,424)	(291,476)	(241,740)	(258,917)	(232,259)	(321,466)
Net cashflows from investment activities	**(176,697)**	**(139,592)**	**(172,098)**	**(290,630)**	**(289,424)**	**(291,476)**	**(241,740)**	**(258,917)**	**(232,259)**	**(321,466)**
Cashflows from financing activities										
New borrowings	158,601	118,164	144,895	257,801	246,103	232,561	164,675	145,582	79,134	121,954
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-
Net cashflows from financing activities	**158,601**	**118,164**	**144,895**	**257,801**	**246,103**	**232,561**	**164,675**	**145,582**	**79,134**	**121,954**
Net increase/(decrease) in cash and cash equivalents	**-**	**-**	**(0)**	**-**	**-**	**-**	**0**	**-**	**-**	**-**
Cash and cash equivalents at beginning of year	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292
Cash and cash equivalents at end of year	**19,292**	**19,292**	**19,292**	**19,292**	**19,292**	**19,292**	**19,292**	**19,292**	**19,292**	**19,292**

Statement of financial position ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Assets										
Cash and cash equivalents	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292
Other current assets	-	-	-	-	-	-	-	-	-	-
Infrastructure assets	2,632,095	2,808,860	3,015,571	3,338,637	3,658,119	3,970,452	4,219,422	4,476,478	4,687,282	4,983,895
Other non-current assets	2,464	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647
Total assets	**2,653,851**	**2,830,799**	**3,037,510**	**3,360,576**	**3,680,058**	**3,992,391**	**4,241,361**	**4,498,417**	**4,709,221**	**5,005,833**
Liabilities										
Borrowings - current portion	-	-	-	-	-	-	-	-	-	-
Other current liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings - non-current portion	704,421	822,585	967,480	1,225,281	1,471,384	1,703,945	1,868,620	2,014,202	2,093,336	2,215,289
Other non-current liabilities	-	-	-	-	-	-	-	-	-	-
Total liabilities	**704,421**	**822,585**	**967,480**	**1,225,281**	**1,471,384**	**1,703,945**	**1,868,620**	**2,014,202**	**2,093,336**	**2,215,289**
Net assets	**1,949,429**	**2,008,214**	**2,070,029**	**2,135,294**	**2,208,674**	**2,288,446**	**2,372,741**	**2,484,214**	**2,615,886**	**2,790,544**
Equity										
Revaluation reserve	108,874	224,795	343,315	465,522	592,911	718,711	838,412	955,654	1,060,081	1,167,150
Other reserves	1,840,555	1,783,418	1,726,714	1,669,772	1,615,763	1,569,735	1,534,329	1,528,560	1,555,805	1,623,394
Total equity	**1,949,429**	**2,008,214**	**2,070,029**	**2,135,294**	**2,208,674**	**2,288,446**	**2,372,741**	**2,484,214**	**2,615,886**	**2,790,544**

Wastewater financial statements

Funding impact statement ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Sources of operating funding										
General rates	3,032	3,399	-	-	-	-	-	-	-	-
Targeted rates	137,168	148,369	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	789	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	133	135	140	145	148	153	157	162	166	170
Fees and charges	2,436	2,396	193,732	220,257	247,481	282,617	322,038	363,324	408,424	461,979
Total operating funding	**142,769**	**155,088**	**193,872**	**220,402**	**247,629**	**282,770**	**322,195**	**363,486**	**408,590**	**462,149**
Applications of operating funding										
Payments to staff and suppliers	74,681	84,696	96,401	103,765	108,874	110,247	113,006	114,783	119,810	122,771
Finance costs	24,836	28,363	47,689	56,462	66,985	79,142	93,541	105,156	116,940	132,448
Internal charges and overheads applied	10,970	11,561	-	-	-	-	-	-	-	-
Other operating funding applications	(1)	(3)	1	(1)	-	2	1	-	-	-
Total applications of operating funding	**110,486**	**124,617**	**144,091**	**160,226**	**175,859**	**189,391**	**206,548**	**219,940**	**236,750**	**255,219**
Surplus/(deficit) of operating funding	**32,283**	**30,471**	**49,781**	**60,176**	**71,770**	**93,379**	**115,647**	**143,546**	**171,840**	**206,930**
Sources of capital funding										
Subsidies and grants for capital expenditure	116,893	177,502	16,725	-	-	-	-	-	-	-
Development and financial contributions	4,492	6,134	7,966	8,212	11,156	12,607	13,122	13,592	14,571	14,736
Increase/(decrease) in debt	125,977	144,449	152,438	190,833	167,383	211,038	199,848	112,941	187,108	276,880
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	**247,362**	**328,085**	**177,129**	**199,045**	**178,539**	**223,645**	**212,970**	**126,533**	**201,680**	**291,616**
Applications of capital funding										
Capital expenditure - to meet additional demand	63,373	29,975	17,928	22,552	24,751	44,798	16,613	17,378	41,880	66,000
Capital expenditure - to improve levels of services	149,934	221,724	101,614	28,884	25,243	103,090	149,711	107,923	65,822	133,257
Capital expenditure - to replace existing assets	66,338	106,857	107,368	207,786	200,315	169,137	162,292	144,778	265,817	299,289
Increase/(decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**279,645**	**358,556**	**226,910**	**259,222**	**250,309**	**317,024**	**328,617**	**270,079**	**373,520**	**498,546**
Surplus/(deficit) of capital funding	**(32,283)**	**(30,471)**	**(49,781)**	**(60,176)**	**(71,770)**	**(93,379)**	**(115,647)**	**(143,546)**	**(171,840)**	**(206,930)**
Funding balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Statement of comprehensive revenue and expense ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Operating revenue	142,769	155,088	193,872	220,402	247,629	282,770	322,195	363,486	408,590	462,149
Other revenue	121,385	183,636	24,691	8,212	11,156	12,607	13,122	13,592	14,571	14,736
Total revenue	**264,154**	**338,724**	**218,563**	**228,614**	**258,785**	**295,377**	**335,317**	**377,078**	**423,162**	**476,884**
Operating expenses	74,680	84,693	96,402	103,764	108,874	110,249	113,007	114,783	119,810	122,771
Finance costs	24,836	28,363	47,689	56,462	66,985	79,142	93,541	105,156	116,940	132,448
Overheads and support costs	10,970	11,561	-	-	-	-	-	-	-	-
Depreciation & amortisation	85,450	93,074	102,016	109,384	117,312	125,157	133,722	142,164	149,726	158,227
Total expenses	**195,936**	**217,691**	**246,107**	**269,610**	**293,171**	**314,548**	**340,270**	**362,104**	**386,476**	**413,446**
Net surplus / (deficit)	**68,218**	**121,033**	**(27,545)**	**(40,995)**	**(34,386)**	**(19,171)**	**(4,953)**	**14,975**	**36,685**	**63,438**
Revaluation of infrastructure assets	119,685	131,055	145,661	150,825	153,423	148,028	139,926	138,165	122,132	127,384
Total comprehensive income	**187,903**	**252,088**	**118,117**	**109,829**	**119,037**	**128,857**	**134,972**	**153,140**	**158,817**	**190,822**
Cash surplus / (deficit) from operations (excl depreciation)	**153,668**	**214,107**	**74,472**	**68,388**	**82,926**	**105,987**	**128,769**	**157,138**	**186,411**	**221,666**

Statement of cashflows ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Cashflows from operating activities										
Cash surplus / (deficit) from operations	153,668	214,107	74,472	68,388	82,926	105,987	128,769	157,138	186,411	221,666
Net cashflows from operating activities	**153,668**	**214,107**	**74,472**	**68,388**	**82,926**	**105,987**	**128,769**	**157,138**	**186,411**	**221,666**
Cashflows from investment activities										
Investments	-	-	-	-	-	-	-	-	-	-
Capital expenditure	(279,645)	(358,556)	(226,910)	(259,222)	(250,309)	(317,024)	(328,617)	(270,079)	(373,520)	(498,546)
Net cashflows from investment activities	**(279,645)**	**(358,556)**	**(226,910)**	**(259,222)**	**(250,309)**	**(317,024)**	**(328,617)**	**(270,079)**	**(373,520)**	**(498,546)**
Cashflows from financing activities										
New borrowings	125,977	144,449	152,438	190,833	167,383	211,038	199,848	112,941	187,108	276,880
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-
Net cashflows from financing activities	**125,977**	**144,449**	**152,438**	**190,833**	**167,383**	**211,038**	**199,848**	**112,941**	**187,108**	**276,880**
Net increase/(decrease) in cash and cash equivalents	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cash and cash equivalents at beginning of year	2,246	2,246	2,246	2,246	2,246	2,246	2,246	2,246	2,246	2,246
Cash and cash equivalents at end of year	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**

Statement of financial position ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Assets										
Cash and cash equivalents	2,246	2,246	2,246	2,246	2,246	2,246	2,246	2,246	2,246	2,246
Other current assets	-	-	-	-	-	-	-	-	-	-
Infrastructure assets	2,973,547	3,370,083	3,640,638	3,941,301	4,227,721	4,567,616	4,902,436	5,168,517	5,514,442	5,982,145
Other non-current assets	-	-	-	-	-	-	-	-	-	-
Total assets	**2,975,793**	**3,372,329**	**3,642,884**	**3,943,547**	**4,229,967**	**4,569,862**	**4,904,682**	**5,170,763**	**5,516,688**	**5,984,391**
Liabilities										
Borrowings - current portion	-	-	-	-	-	-	-	-	-	-
Other current liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings - non-current portion	781,347	925,796	1,078,234	1,269,067	1,436,450	1,647,488	1,847,336	1,960,276	2,147,385	2,424,265
Other non-current liabilities	-	-	-	-	-	-	-	-	-	-
Total liabilities	**781,347**	**925,796**	**1,078,234**	**1,269,067**	**1,436,450**	**1,647,488**	**1,847,336**	**1,960,276**	**2,147,385**	**2,424,265**
Net assets	**2,194,446**	**2,446,534**	**2,564,650**	**2,674,480**	**2,793,517**	**2,922,374**	**3,057,346**	**3,210,486**	**3,369,303**	**3,560,126**
Equity										
Revaluation reserve	119,685	250,740	396,401	547,225	700,649	848,676	988,602	1,126,767	1,248,900	1,376,284
Other reserves	2,074,761	2,195,794	2,168,250	2,127,254	2,092,868	2,073,697	2,068,744	2,083,719	2,120,404	2,183,842
Total equity	**2,194,446**	**2,446,534**	**2,564,650**	**2,674,480**	**2,793,517**	**2,922,374**	**3,057,346**	**3,210,486**	**3,369,303**	**3,560,126**

Stormwater financial statements

Funding impact statement ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Sources of operating funding										
General rates	18,743	20,885	-	-	-	-	-	-	-	-
Targeted rates	36,420	48,826	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	1,243	494	1,371	1,407	1,441	1,475	1,509	1,542	1,574	1,608
Local authorities fuel tax, fines, infringement fees and other receipts	127	129	133	137	141	145	148	152	155	159
Fees and charges	17	17	74,474	83,273	93,765	103,298	113,120	120,553	136,767	153,570
Total operating funding	**56,550**	**70,351**	**75,978**	**84,817**	**95,347**	**104,918**	**114,777**	**122,247**	**138,496**	**155,337**
Applications of operating funding										
Payments to staff and suppliers	26,473	35,836	33,031	35,914	38,088	39,620	41,767	43,149	44,798	46,438
Finance costs	10,576	10,280	3,981	4,199	5,525	8,646	14,228	22,441	31,646	40,547
Internal charges and overheads applied	2,081	2,348	-	-	-	-	-	-	-	-
Other operating funding applications	1	2	(2)	(2)	(1)	-	(4)	-	1	1
Total applications of operating funding	**39,131**	**48,466**	**37,010**	**40,110**	**43,611**	**48,267**	**55,991**	**65,590**	**76,445**	**86,986**
Surplus/(deficit) of operating funding	**17,419**	**21,885**	**38,968**	**44,707**	**51,735**	**56,651**	**58,786**	**56,657**	**62,051**	**68,351**
Sources of capital funding										
Subsidies and grants for capital expenditure	2,484	4,759	6,390	49,380	37,390	-	-	-	-	-
Development and financial contributions	618	966	1,362	1,482	1,721	2,072	2,067	2,038	1,999	1,993
Increase/(decrease) in debt	(2,228)	(2,794)	(6,273)	13,589	34,967	78,700	115,747	164,968	133,810	153,975
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	1,809	-	-	-	-	-	-	-	-
Total sources of capital funding	**874**	**4,740**	**1,479**	**64,451**	**74,078**	**80,772**	**117,814**	**167,006**	**135,809**	**155,968**
Applications of capital funding										
Capital expenditure - to meet additional demand	2,679	8,175	15,426	38,576	50,465	23,248	12,112	8,412	4,842	(1,316)
Capital expenditure - to improve levels of services	9,135	10,330	12,388	15,648	26,247	64,440	113,372	158,466	135,462	167,238
Capital expenditure - to replace existing assets	6,479	8,120	12,633	54,934	49,101	49,735	51,116	56,786	57,556	58,397
Increase/(decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**18,293**	**26,625**	**40,447**	**109,157**	**125,813**	**137,423**	**176,600**	**223,664**	**197,859**	**224,320**
Surplus/(deficit) of capital funding	**(17,419)**	**(21,885)**	**(38,968)**	**(44,707)**	**(51,735)**	**(56,651)**	**(58,786)**	**(56,657)**	**(62,051)**	**(68,351)**
Funding balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Statement of comprehensive revenue and expense ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Operating revenue	56,550	70,351	75,978	84,817	95,347	104,918	114,777	122,247	138,496	155,337
Other revenue	3,102	7,534	7,752	50,862	39,111	2,072	2,067	2,038	1,999	1,993
Total revenue	**59,652**	**77,885**	**83,730**	**135,679**	**134,458**	**106,990**	**116,844**	**124,285**	**140,495**	**157,330**
Operating expenses	26,474	35,838	33,029	35,912	38,087	39,620	41,763	43,149	44,799	46,439
Finance costs	10,576	10,280	3,981	4,199	5,525	8,646	14,228	22,441	31,646	40,547
Overheads and support costs	2,081	2,348	-	-	-	-	-	-	-	-
Depreciation & amortisation	54,110	56,792	59,652	62,713	66,726	70,964	75,248	79,886	85,107	89,744
Total expenses	**93,241**	**105,258**	**96,661**	**102,824**	**110,337**	**119,231**	**131,239**	**145,476**	**161,552**	**176,730**
Net surplus / (deficit)	**(33,589)**	**(27,373)**	**(12,932)**	**32,856**	**24,121**	**(12,241)**	**(14,395)**	**(21,190)**	**(21,058)**	**(19,400)**
Revaluation of infrastructure assets	129,477	130,851	129,602	128,944	128,116	121,958	112,656	109,823	98,149	100,956
Total comprehensive income	**95,888**	**103,478**	**116,670**	**161,799**	**152,237**	**109,717**	**98,261**	**88,632**	**77,092**	**81,556**
Cash surplus / (deficit) from operations (excl depreciation)	**20,521**	**29,419**	**46,720**	**95,569**	**90,847**	**58,723**	**60,853**	**58,696**	**64,050**	**70,345**

Statement of cashflows ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Cashflows from operating activities										
Cash surplus / (deficit) from operations	20,521	29,419	46,720	95,569	90,847	58,723	60,853	58,696	64,050	70,345
Net cashflows from operating activities	**20,521**	**29,419**	**46,720**	**95,569**	**90,847**	**58,723**	**60,853**	**58,696**	**64,050**	**70,345**
Cashflows from investment activities										
Investments	-	-	-	-	-	-	-	-	-	-
Capital expenditure	(18,293)	(26,625)	(40,447)	(109,157)	(125,813)	(137,423)	(176,600)	(223,664)	(197,859)	(224,320)
Net cashflows from investment activities	**(18,293)**	**(26,625)**	**(40,447)**	**(109,157)**	**(125,813)**	**(137,423)**	**(176,600)**	**(223,664)**	**(197,859)**	**(224,320)**
Cashflows from financing activities										
New borrowings	(2,228)	(2,794)	(6,273)	13,589	34,967	78,700	115,747	164,968	133,810	153,975
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-
Net cashflows from financing activities	**(2,228)**	**(2,794)**	**(6,273)**	**13,589**	**34,967**	**78,700**	**115,747**	**164,968**	**133,810**	**153,975**
Net increase/(decrease) in cash and cash equivalents	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cash and cash equivalents at beginning of year	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979
Cash and cash equivalents at end of year	**10,979**	**10,979**	**10,979**	**10,979**	**10,979**	**10,979**	**10,979**	**10,979**	**10,979**	**10,979**

Statement of financial position ($000)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34
Assets										
Cash and cash equivalents	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979
Other current assets	-	-	-	-	-	-	-	-	-	-
Infrastructure assets	2,970,930	3,071,613	3,182,010	3,357,398	3,544,602	3,733,019	3,947,026	4,200,627	4,411,528	4,647,060
Other non-current assets	-	-	-	-	-	-	-	-	-	-
Total assets	**2,981,909**	**3,082,592**	**3,192,989**	**3,368,377**	**3,555,581**	**3,743,998**	**3,958,005**	**4,211,606**	**4,422,507**	**4,658,039**
Liabilities										
Borrowings - current portion	-	-	-	-	-	-	-	-	-	-
Other current liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings - non-current portion	100,361	97,567	91,293	104,882	139,849	218,549	334,296	499,264	633,073	787,049
Other non-current liabilities	-	-	-	-	-	-	-	-	-	-
Total liabilities	**100,361**	**97,567**	**91,293**	**104,882**	**139,849**	**218,549**	**334,296**	**499,264**	**633,073**	**787,049**
Net assets	**2,881,548**	**2,985,026**	**3,101,696**	**3,263,495**	**3,415,732**	**3,525,449**	**3,623,710**	**3,712,342**	**3,789,434**	**3,870,990**
Equity										
Revaluation reserve	129,477	260,328	389,929	518,873	646,989	768,947	881,603	991,426	1,089,575	1,190,531
Other reserves	2,752,071	2,724,698	2,711,766	2,744,622	2,768,743	2,756,502	2,742,107	2,720,916	2,699,858	2,680,459
Total equity	**2,881,548**	**2,985,026**	**3,101,696**	**3,263,495**	**3,415,732**	**3,525,449**	**3,623,710**	**3,712,342**	**3,789,434**	**3,870,990**

Appendix C8: Approach to financial modelling and assumptions

The modelling presented builds on earlier regional financial modelling commissioned by DIA, beginning with the "Wellington Regional Model" and incorporating refinements through the Metro Water programme.

This model is designed for strategic decision support to assess financial sustainability rather than as an operating forecast. All figures are in inflated dollars, unless stated otherwise. Outcomes are sensitive to future market conditions, council decisions, regulatory inputs, and delivery risk.

Modelling structure and key inputs

1. **Long-term plan forecasts**: Baseline funding impact statements (FIS) for water supply, wastewater, and stormwater are drawn from the 2024–34 LTPs, with adjustments for 2025/26 Annual Plans.
2. **Consolidation adjustments**: Joint venture allocations and removal of Greater Wellington (GW) bulk revenue to avoid double counting at regional level.
3. **Increased investment**: Capex and consequential opex adjustments to reflect the preferred investment scenario.
4. **WO-specific assumptions**: Additional operating costs, efficiencies, establishment costs, and opening debt applied from 1 July 2026.
5. **Revenue solve**: Revenue (including water charges) is set to meet a 9% funds from operations (FFO) to debt ratio by FY34. Revenue increased are modelled to smooth evenly over the period of the plan.

Assumptions

Specific adjustments to LTP projections have been made to reflect the assumptions set out below for the scenarios modelled.

- **Start date:** 1 July 2026.
- **Establishment costs:** Additional costs for increased systems and IT capability as per the below table (added over FY27-28).

  These are based on estimated costs for:

  - $15m FY25/26 establishment costs including resourcing, set up, new Board / CE / ELT, temporary accommodation, legal, transfer arrangements, and financing. This is being debt funded by councils and will be passed to Metro Water.
  - $13.8m FY25/26 for Wellington Water TSI programme funded via GW and passed to Metro Water on Day 1. This includes assumption of asset management, CRM and Finance systems. This is being debt funded by councils and will be passed to Metro Water.

  - $40.5m FY26/27 to complete full IT systems, data transfer requirements for Metro Water (based on mid-point of estimate, BlueBeacon, July 2025).
  - $5m FY26/27 estimate for residual establishment costs / legal / transfers across councils and Metro Water.
- **Opening debt:** As per methodology outlined in Appendix C3.
- **Capital revenues:** Development contributions (DCs) and capital subsidies are as per the LTP for existing LTP growth capital expenditure with a modelled DC policy applied for additional capital expenditure detailed in Appendix C10.
- **Capital expenditure:** Outlined in part C of WSDP.
- **Consequential operating costs:** Additional operating expenditure resulting from additional capital expenditure (at a rate of 4% for growth and level of service related investment greater than $20M, excluding pipes. A rate of 1% for the Pākuratahi Lakes.)
- **Additional operating costs:** Allowances for additional costs over LTP assumptions for Board and management, Taumata Arowai and Commerce Commission fees, audit costs, and additional maintenance costs.
- **Efficiencies:** Operating efficiencies (2.25% p.a.) and capital efficiencies (1.55% p.a.) are staged (3-year ramp from FY27) and stop accumulating after 15 years. 15% step change in capital expenditure efficiency from FY29.
- **Median household income:** Stats NZ 2023 census data for each council area, forecast growth rate based on 20-year historical average relative to inflation (1.55% p.a. above inflation).
- **Connection annual growth numbers:** As provided by each Council as follows: HCC 0.9%, PCC 1.0%, UHCC 1.5%, WCC 0.6%.
- **Interest rate:** Interest rate assumptions are based on advice from PwC Treasury Advisory using current market data at 30 June 2025. In line with current LGFA guidance, interest rate pricing is based on a weighted average of the shareholding councils' credit ratings with a margin of 5 basis points per annum above the margin for a council with an equivalent credit rating. Interest rates on existing debt at 30 June 2026 are calculated based on a fixed rate basis, with maturities ranging from 1 to 10 years. All new debt growth beyond the initial debt refinancing is assumed to be funded on a floating rate basis. Estimated weighted average borrowing rate over the forecast period is 5.56% p.a.
- **Capital expenditure inflation:** Council long term plan capital expenditure remains inflated based on Councils' individual long term plan inflation assumptions. BERL 2024 water infrastructure inflation index is applied to additional forecast capital expenditure over LTP base levels.
- **WCC Sludge Minimisation Facility:** This project, due to be completed in FY27, is included in WCC's LTP through capital grants from the Infrastructure Funding and Financing (IFF) Special Purpose Vehicle (SPV) that was established to finance the facility. The project is therefore included in the capital programme and is treated consistently with other infrastructure assets for depreciation and consequential operational costs. However, finance-related costs (including interest and debt repayment) are not borne by Metro Water. These remain with the SPV and are recovered via a separate IFF levy charged directly to WCC ratepayers. This debt will not transfer to

Metro Water and will not be reflected in Metro Water's balance sheet or revenue requirement.

- **Vested assets:** delivered and funded by developers and Kāinga Ora are included in the financial model based on inputs and assumptions provided by each Council. These assets are recognised as non-cash contributions to the capital programme and are treated as additions to the asset base for depreciation, consequential operating costs, and renewal planning purposes. No financing or implications are assumed for these assets within the model.
- **Depreciation** is based on each Council's LTP forecasts for existing assets and planned capital investment. For capital expenditure above LTP levels, depreciation is calculated using a straight-line method over an estimated average asset life of 74 years, reflecting the typical lifespan of water infrastructure.

Appendix C9: Financial sustainability risks and mitigations

Delivering the Water Services Delivery Plan and achieving financial sustainability for the Water Services Council-Controlled Organisation (WSCCO) will require active management of several key risks. These risks arise from both internal factors (e.g., organisational establishment) and external conditions (e.g., market capacity, economic regulation).

The key risks identified through regional assessments are summarised below, along with proposed mitigation strategies.

Risk and description	Mitigations
Investment delivery risk: The scale of capital investment required may exceed the short-term delivery capacity of the construction market, leading to under-delivery, cost escalation, or delays.	-Align programme phasing to be under to 20–22% annual market capacity growth guidance. - Early market engagement and visibility of the 10-year pipeline. - Scalable delivery models (eg. panel contracting, alliances). - Capable client-side delivery team and project management systems. - Scenario modelling including of lower end investment scenario
Capital cost escalation risk: Capital and infrastructure costs may escalate significantly beyond current projections. This could compromise long-term affordability for consumers and increase pressure on revenue and financing strategies.	- Regularly update capital forecasts based on market based data. - Prioritise investment based on criticality and service risk - Engage early with economic regulator to optimise price/quality path
Revenue sufficiency and affordability risk: Significant increases in customer charges are required to achieve full cost recovery, posing affordability challenges and potential customer resistance.	- Phased transition to cost-reflective pricing. - Targeted affordability and hardship support policies and flexible payment arrangements. - Transparent communications on drivers of price increases. - Application of differential commercial-residential charging where appropriate. - Early engagement with the Commerce Commission to develop a price / quality pathway.
Financing and liquidity risk: Substantial debt loads in the early decades may pressure borrowing covenants and liquidity, limiting financial flexibility.	- Target 9% FFO-to-debt ratio by FY2034. - Prudent treasury and liquidity management practices. - Staged revenue growth aligned to debt servicing requirements. - Maintenance of cash buffers for resilience.
Economic regulation risk: Introduction of price-quality regulation may constrain	- Alignment of financial strategy with Building Block Model and cost-efficiency expectations. - Robust investment planning and regulatory submissions.

flexibility over revenue recovery or timing of capital programmes.	- Early engagement with the Commerce Commission on transitional expectations.
Growth and demand risk: Investment in growth areas may precede actual demand materialisation, creating under-recovery risks.	- Staged growth investment triggered by demand monitoring. - Strengthened development contribution (DC) policies. - Flexible capital programme able to adjust to growth variations. - Co-ordination with council district plans and regional planning
Asset information and data quality risk: Incomplete or inconsistent asset condition information increases the risk of mis-prioritisation or unplanned failures.	- Accelerated development of a unified asset management system. - Implementation of risk-based prioritisation frameworks. - Ongoing investment in asset condition assessments.
Unanticipated event risk: costs from an unanticipated event exceed insurance and debt headroom.	- Capital investment can be reprioritised or deferred - Fallback support available via uncalled capital or guarantees from councils.
Revenue shortfall from volumetric charging risk: Customer behaviour change under volumetric charging may result in lower-than-expected water use, leading to under-recovery of revenue.	- Design pricing structures to balance equity and revenue sufficiency - Initially use higher proportion fixed charges or tiered tariffs - Incorporate demand elasticity into financial forecasting.
Insurance Cover risk: There is a risk that the insurance market cannot provide sufficient capacity to meet the combined insurance requirements of Metro Water.	- Early with Insurance Brokers - Layer and Diversify Coverage

Appendix C10: Development contributions

Development Contributions (DCs) are a statutory funding mechanism under the Local Government Act 2002 (LGA) that allows territorial authorities to recover the growth-attributable portion of capital costs associated with infrastructure required to service new development. Under the proposed regional delivery model, the administration of DCs may remain with individual councils in the short term, or may transition to Metro Water through future harmonisation or delegation arrangements.

Councils have historically applied DCs to varying extents in their long-term plans, and estimated development contribution receipts for capital expenditure included in long term plans have not been revised (with the exceptions of GWRC and UHCC explained in detail below). There are a number of key considerations and constraints in relation to development contributions:

- **Policy and legal constraints:** Under the LGA, only the portion of a project attributable to growth can be recovered through DCs. Mixed-benefit projects must allocate costs proportionally between existing users and new development, requiring robust methodology and justification. However, categorisation of capital expenditure against the LGA categories is based on the primary driver of expenditure. This means there is an inherent misalignment between the "capital expenditure to meet increased demand" projection, and the "growth share" of costs that are recovered through development contributions.
- **Market feasibility and affordability:** Sudden increases in DC charges may affect development viability, particularly in brownfield intensification areas or for affordable housing.
- **Timing and cashflow risks:** Infrastructure is often built ahead of growth, creating a risk that DCs will under-recover if projected development is delayed or does not eventuate. There is also a delay between the date at which development contributions are assessed and the date under which they are payable, which can extend for a number of years in some cases. This means changes to development contributions policies will take some time to have an effect on cashflow.
- **Policy uncertainty:** The Government's announced reforms (including a possible shift to nationally defined "Development Levies") introduce ambiguity about how DC policies may evolve during the implementation of the WSDP.
- **Long term recovery requirements:** The LGA requires that development contributions are calculated and collected by reference to the "capacity life" of infrastructure. In most cases this capacity life will extend beyond a 10-year planning period, typically extending to 30 years. This period of collection is reflected in each Council's development contributions policy, and impacts the timing of policy changes.

Despite these constraints, DCs remain a significant source of growth-related funding and can reduce reliance on borrowing requirements.

Current development contribution (DC) policies

The four metro councils in the Wellington Region each apply DCs differently:

Council	Current status (2024–34 LTP)
Upper Hutt City Council	Current Development contributions policy does provide for DCs on three waters assets, but these are not included financial projections included within the LTP
Wellington City Council	New 2024 policy targets ~50% recovery on applicable growth capex. Planned recovery reflects lumpiness of capital programme and 30-year recovery timeframes.
Porirua City Council	Updating catchments; greenfield charges increasing by ~50% growth in Eastern Porirua was to be significantly funded through IAF funding and Kainga Ora development, and significant use of development agreements. Revenue only recognised on project completion but development contribution policy has a 30-year capital works outlook.
Hutt City Council	Updating policy to increase recovery, especially for growth zones. Latest policy reflects increased recovery targets, however growing resistance from developers.

Modelled development contribution policies

For financial modelling purposes, the current initial draft version of the WSDP applies the DC assumptions embedded in each council's 2024–34 Long Term Plan (LTP) to the corresponding capital investment forecasts. However, to enable consistent comparison and affordability testing across councils, a modelling approach has been used for additional investment over and above the LTP capital programme in financial modelling:

- The revised capital programme has been reviewed by Wellington Water's asset management group and the regional team. Through this process, all projects with a growth component have been identified, and the growth share (the proportion of costs that can justifiably be recovered from the growth community) has been identified.
- A 30-year capacity life has been assumed for all projects consistent with industry practice.
- Projects have been grouped by council, and expected capital costs and timing of cashflows have been modelled over the 10-year WSDP and LTP period.
- Annual connection growth, consistent with the growth assumed in the underlying financial modelling, has been modelled per council.
- A rolling DC account balance has been calculated based on anticipated annual receipts and capital expenditure outflows at a whole of council level for each council. This includes interest on debt balances.
- Development contributions have been calculated to ensure that the debt balance is equal to zero at the end of the capacity life.
- Annual development contribution revenue has been assessed based on the annual connection growth multiplied by the per connection charge.

- We have assumed that infrastructure that would have otherwise been constructed by GWRC (which is otherwise legislatively prevented from setting development contributions), would be able to be funded from development contributions within the new entity.
- No detailed breakdown of development contribution receipts for water, wastewater, and stormwater, is included within UHCC's long term plan. For modelling purposes we have assumed that 10% of the annual growth cost in the existing long-term plan would be recovered through development contributions.

The financial model allows 75% of forecast DC revenue to be included in net debt calculations under LGFA financial covenants. This is consistent with Local Government Funding Agency (LGFA) provided guidance in April 2025 for councils with more than 50,000 connections.

Policy uncertainty and potential for uplift

The Government has signalled an intention to replace development contributions with Development Levies (DLs) — a new funding tool that may be available to both territorial authorities and water entities. While legislation has not yet been introduced, DLs could offer greater flexibility or broader application than current DCs, particularly for regionally delivered infrastructure. Depending on the final design, this could create a material opportunity to increase growth-related revenue recovery, reducing pressure on customer charges and supporting a stronger alignment with the "growth pays for growth" principle. The potential impact of increased growth revenue is tested in *Appendix C11: Sensitivity scenarios*, which includes a 'lower end scenario' which reflects opportunity for a greater share of growth-related capital expenditure to be recovered from developers.

Appendix C11: Sensitivity scenarios

Impact on household affordability

This appendix presents a series of sensitivity tests designed to assess how key financial inputs influence household affordability under the proposed regional water services model. These tests explore the extent to which the model's outcomes are resilient to changes in efficiency performance, investment requirements, growth-related revenue, and borrowing assumptions.

The scenarios have been selected to reflect the most material levers available to the water organisation and councils in shaping pricing outcomes over time. Each variable was flexed independently to isolate its impact on affordability (with exception of the combined scenario as outlined below). While real-world conditions may involve combinations of these changes, the purpose of this analysis is to understand the directional significance of each input.

The seven key variables tested are:

1. Efficiency assumptions

Efficiency gains—both operational and capital—are important to improving long-term affordability. The base model assumes annual efficiency uplifts of 2.25% (opex) and 1.55% (capex) from FY27, with an additional step-change of 15% from FY29. Scenarios test the effect of higher and lower sustained efficiencies and the removal of the step-change.

2. Capital Investment Programme (Capex Levels)

Capital investment is a primary driver of water service charges over time. Scenarios test the impact of adjusting total investment by ±20% relative to the modelled Plan, to reflect either delivery constraints or higher-than-expected investment requirements.

3. Development Contributions (DCs)

DCs help recover growth-related infrastructure costs and reduce the burden on household bills over time. Scenarios examine the impact of doubling or halving DC revenue from FY28 to reflect policy decisions or changes in development activity.

4. Borrowing parameters and LGFA leverage buffers

Borrowing capacity and the financial headroom maintained relative to LGFA covenants materially influence pricing and risk. Scenarios test the affordability impact of applying a higher (10%) or lower (8%) headroom buffer to the Funds from Operations (FFO) to debt ratio used in the model.

5. Population and connection growth

Population growth determines both the demand for infrastructure and the number of connections over which costs can be spread. Scenarios assess the impact on affordability if growth is either significantly higher (double) or lower (half) than forecast:

6. Interest rate movements

Given the scale of planned borrowing, interest costs are a major driver of Metro Water's long-term financial profile. While the model assumes a stable average borrowing rate, actual rates are subject to market volatility and refinancing risk. Scenarios assess the impact on affordability if interest rates are either significantly higher (+1.5%) or lower (-1.5%) than forecast.

7. Earlier FFO-debt compliance

LGFA's guidance allows up to five years from establishment for water entities to reach covenant compliance, with any longer glide path requiring approval by the LGFA Board. For Metro Water, this five-year window would conclude in FY31. In-principle support is being sought from LGFA for a seven-year transition, allowing Metro Water to achieve the 8% compliance target by FY33. This scenario tests the price increases required if compliance is required by FY31.

Additionally, the WSDP has identified both investment deliverability and growth cost recovery as key variables. This scenario tests the combined impact of two credible shifts — one risk-based, one opportunity-based — to explore the layered effects of these potential shifts.

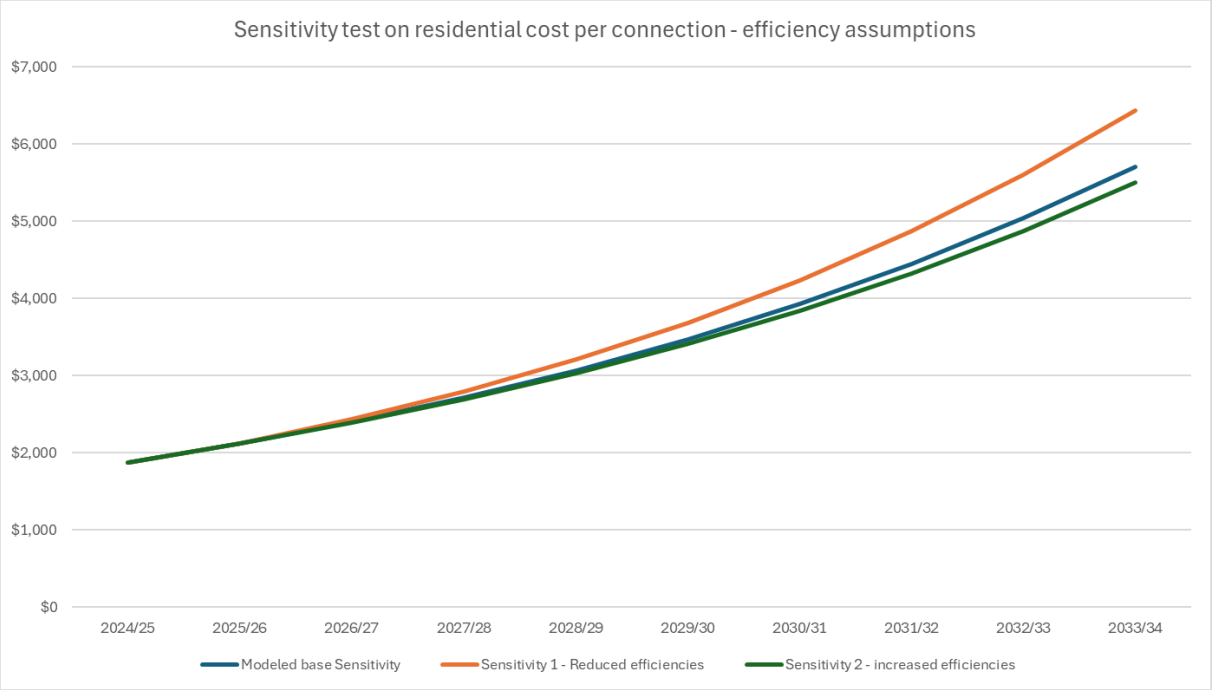
For each scenario, the resulting impact on average household water charges has been modelled across the 10-year WSDP period.

Efficiency assumptions

- **Why**: Efficiency gains are a significant driver for price reductions under the regional model.

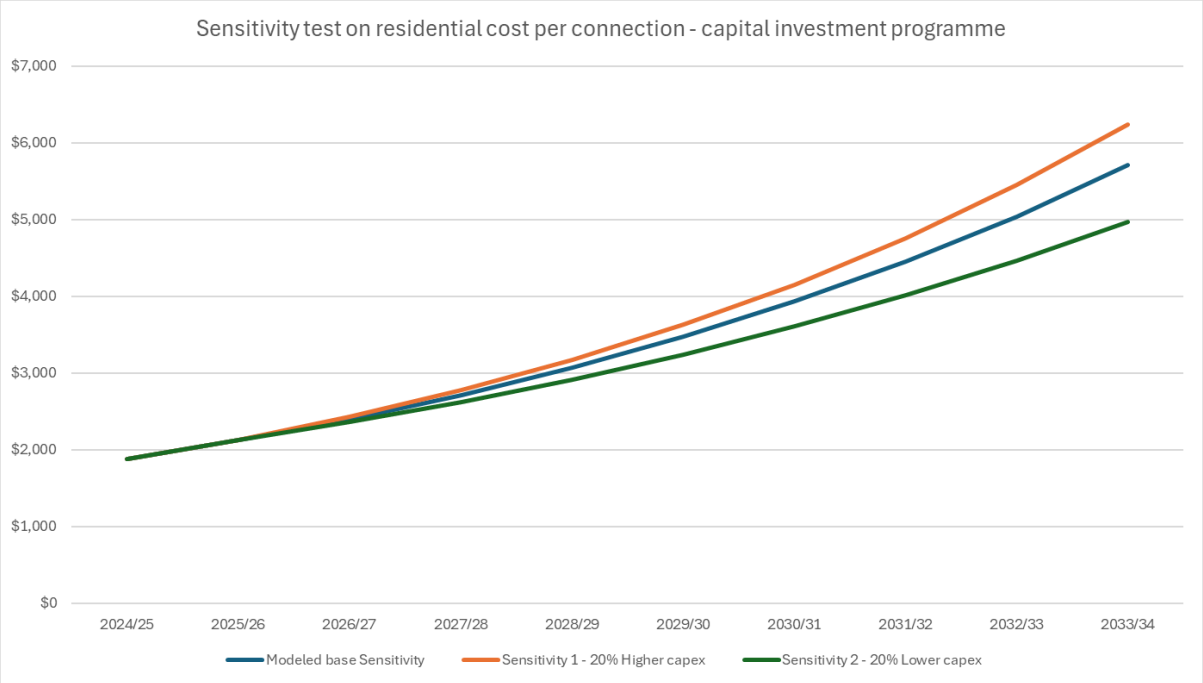
Scenarios Tested

- *Base assumption*: 2.25% opex / 1.55% capex per annum, plus a 15% step change in FY29.
- **Sensitivity 1 - Reduced efficiencies:** 1% opex / 1% capex gains. No step change.
- **Sensitivity 2 – Increased efficiencies:** 3% opex / 2% capex. 15% step change



Capital Investment Programme (Capex Levels)

- **Why**: Capital spend is the single largest driver of price increases.
- **Scenarios Tested**
  - **Sensitivity 1 - Higher capex:** Capital expenditure levels at 120% of modelled plan from FY28
  - **Sensitivity 2 - Lower capex:** Capital expenditure levels at 80% of modelled plan from FY28

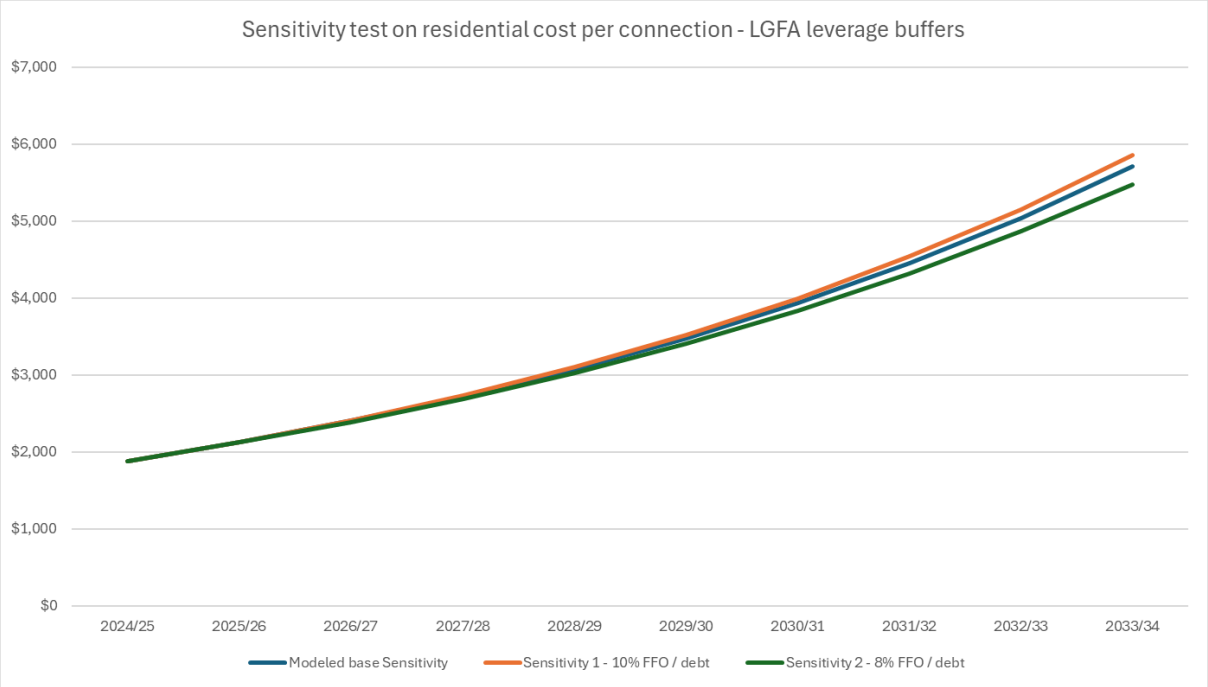


Development Contributions (DCs)

- **Why**: DCs offset capital costs and over time reduce required revenue from households.
- **Scenarios tested**:
    - **Sensitivity 1 – Lower DC recovery:** Half modelled DCs from FY28
    - **Sensitivity 2 – Higher DC recovery:** Double modelled DCs from FY28

Borrowing Parameters / LGFA Leverage Buffers

- **Why**: The ability to borrow longer-term or use higher leverage can flatten price paths.
- **Scenarios tested**:
    - **Sensitivity 1 – Higher FFO / Debt ratio:** 10%
    - **Sensitivity 2 – Lower FFO / Debt ratio:** 8%

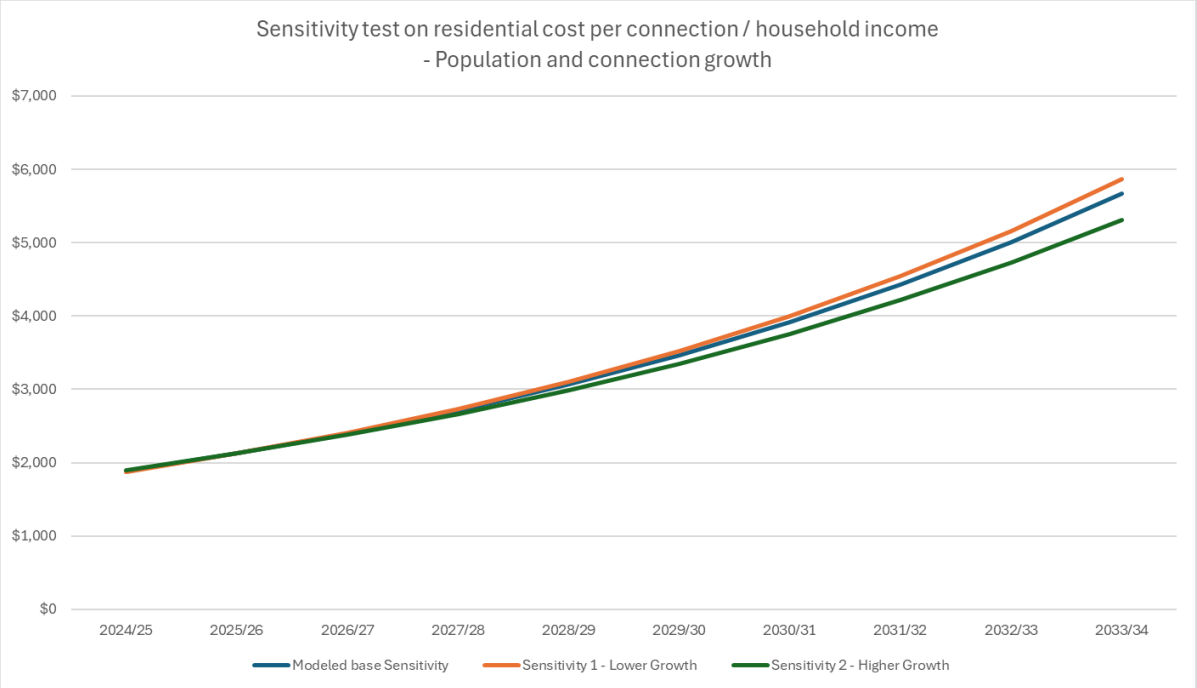


Population and connection growth

- **Why**: Population growth determines both the demand for infrastructure and the number of connections over which costs can be spread.

  Scenarios tested:

  - **Sensitivity 1 – Low-growth:** Connection growth at half the current council forecasts from FY27
  - **Sensitivity 1 – High-growth:** Connection growth at double the current council forecasts from FY27

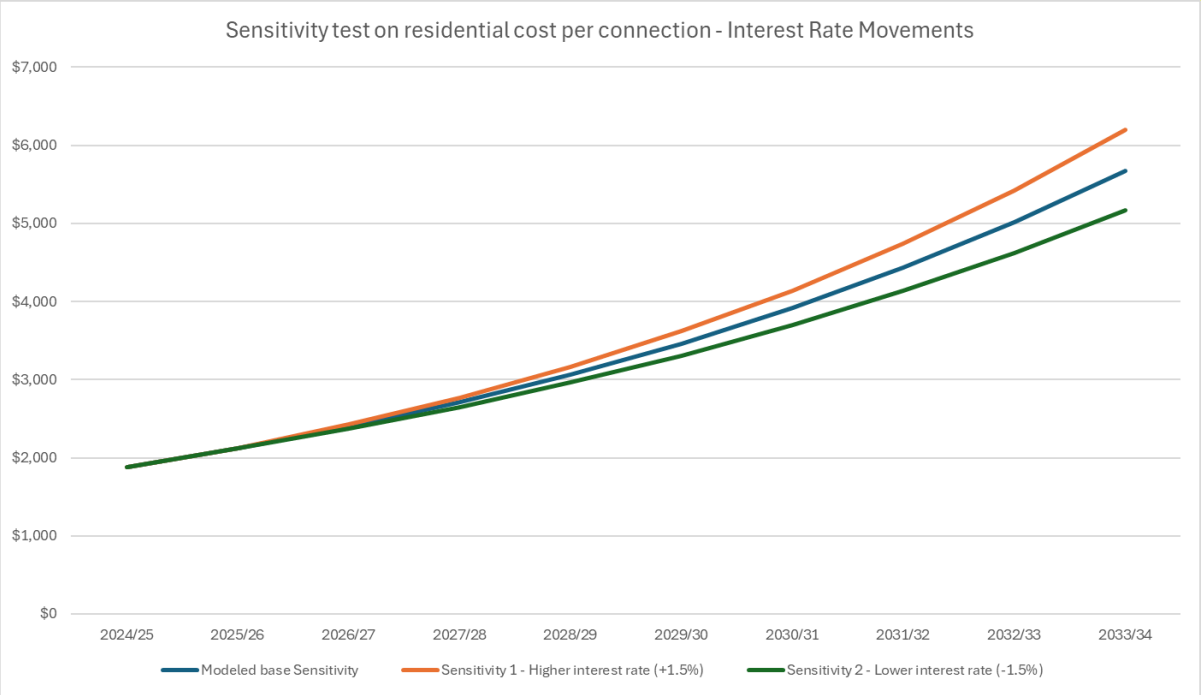


Interest rate movements

- **Why:** Given the scale of planned borrowing, interest costs are a major driver of Metro Water's long-term financial profile. While the model assumes a stable average borrowing rate, actual rates are subject to market volatility and refinancing risk.

  Scenarios tested:

  - **Sensitivity 1 – High interest costs:** +1.5%
  - **Sensitivity 2 – Lower interest costs:** -1.5%

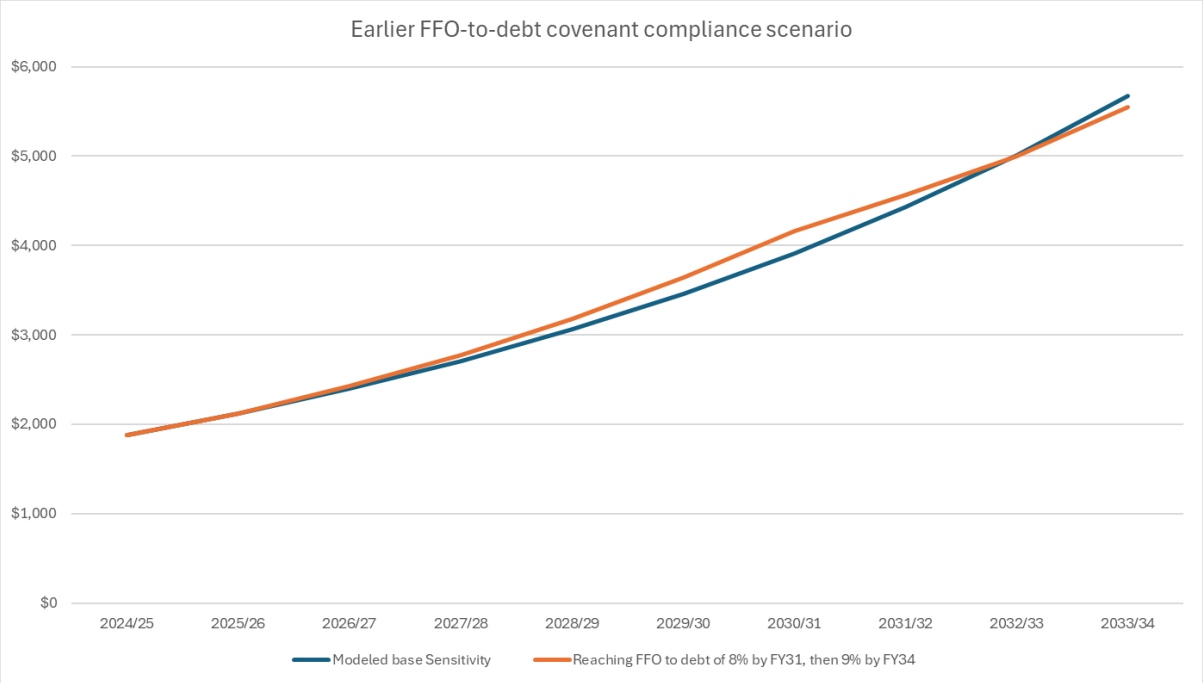


Earlier FFO-to-debt covenant compliance

- **Why**: LGFA's guidance allows up to five years from establishment for water entities to reach covenant compliance, with any longer glide path requiring approval by the LGFA Board. For Metro Water, this five-year window would conclude in FY31.
- While LGFA have indicated aa seven-year transition, allowing Metro Water to achieve the 8% compliance target by FY33, this scenario tests accelerated compliance by FY31.

  Scenarios tested:

  - **FFO-to-debt compliance by FY31**

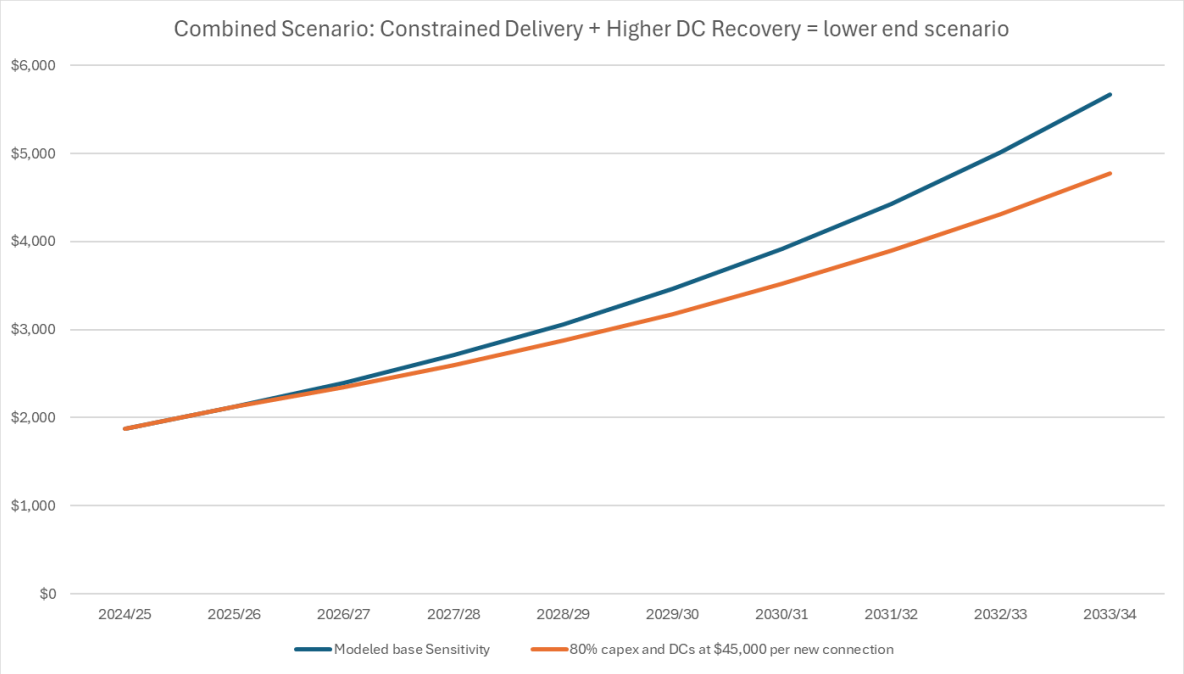


Combined Scenario: Constrained Delivery + Higher DC Recovery = lower end scenario

Why: The WSDP has identified both investment deliverability and growth cost recovery as key variables. This scenario tests the combined impact of two plausible shifts — one risk-based, one opportunity-based — to explore the layered effects on residential charges.

Scenario definition:

- **Constrained delivery:** Capital investment delivered at 80% of the planned programme (by value) from FY27. This reflects potential constraints in workforce capacity and local delivery readiness.
- **Higher development contribution (DC) recovery:** DC revenue modelled at $45,000 per new connection by FY34, up from ~$17,500 in the current model. This reflects a policy opportunity from the proposed introduction of Developer Levies that Metro Water may choose to pursue.



Commentary

A slower pace of delivery could help moderate customer charges by reducing borrowing needs, while improved growth cost recovery may further ease the costs on customers by allocating more costs to growth-related developments. Together, these shifts may offer a potential balanced and affordability pathway — one that acknowledges potential delivery constraints while leveraging new funding tools.

However, constrained delivery also carries risks, including delays in addressing critical network performance issues, deferral of compliance-related upgrades, and slower realisation of customer, environmental, growth, and resilience benefits. It may also reduce flexibility to optimally sequence projects — particularly those with time-bound regulatory consents or interdependencies — increasing the risk of misalignment with statutory or service level obligations.

Higher Developer Levies may also affect the pace or location of growth, depending on how they interact with housing supply economics and local market conditions.

Conclusion

These sensitivity scenarios highlight both the key uncertainties and the strategic levers available to Metro Water to manage affordability in a complex and evolving environment. While the base case sets out a financially sustainable pathway, outcomes remain sensitive to changes in efficiency performance, capital investment scale and pace, and development contribution revenue.

The analysis underscores the need for adaptive financial management, robust monitoring, and sufficient flexibility within the water services financial strategy to respond effectively to changing circumstances over the life of the plan.

Appendix C12: Projected charges for residential households

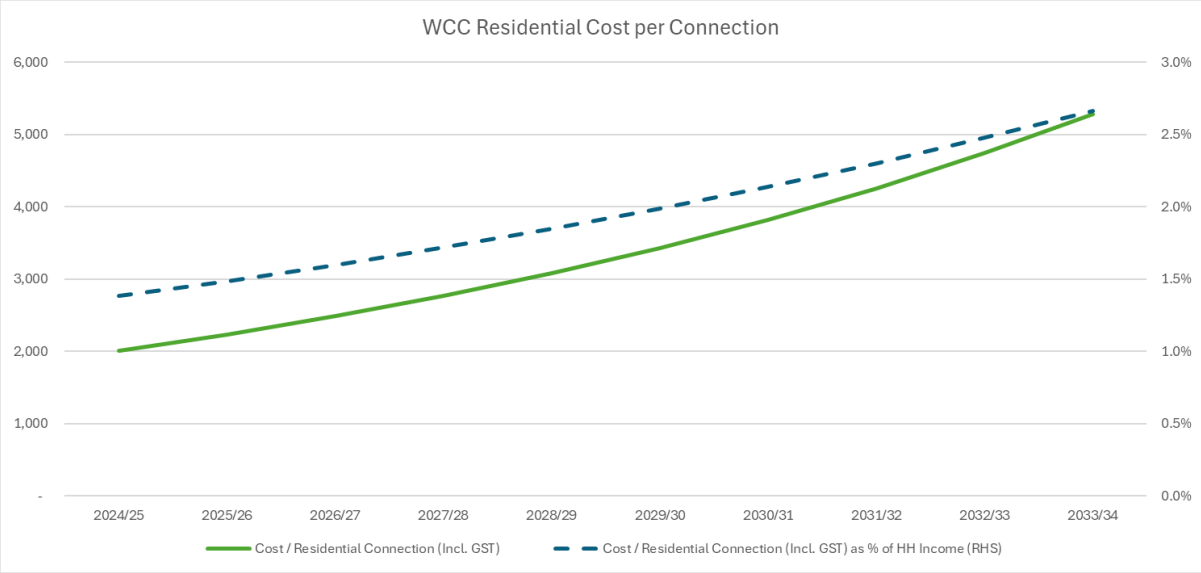
This appendix presents the projected average water charges for residential households across each participating council over the 10-year period of the Plan. These figures reflect each council's unique starting point, debt balances, growth assumptions, and capital investment profile.

Projected charges are based on a cost-to-serve approach that reflects localised infrastructure needs and delivery costs. Over time, pricing is expected to move toward regional harmonisation. However, the pace and structure of that transition remain uncertain, and this may impact how prices evolve in each council area.

The projected average residential charges presented are indicative only. They are based on current council revenue and connection data, using existing rating policies to estimate the split between residential and non-residential customers. Figures have been extrapolated using forecast revenue requirements and projected growth in water supply connections. Final pricing decisions will be determined by Metro Water once established. Note that Wellington City Council's sludge minimisation levy is excluded from these residential charge estimates.

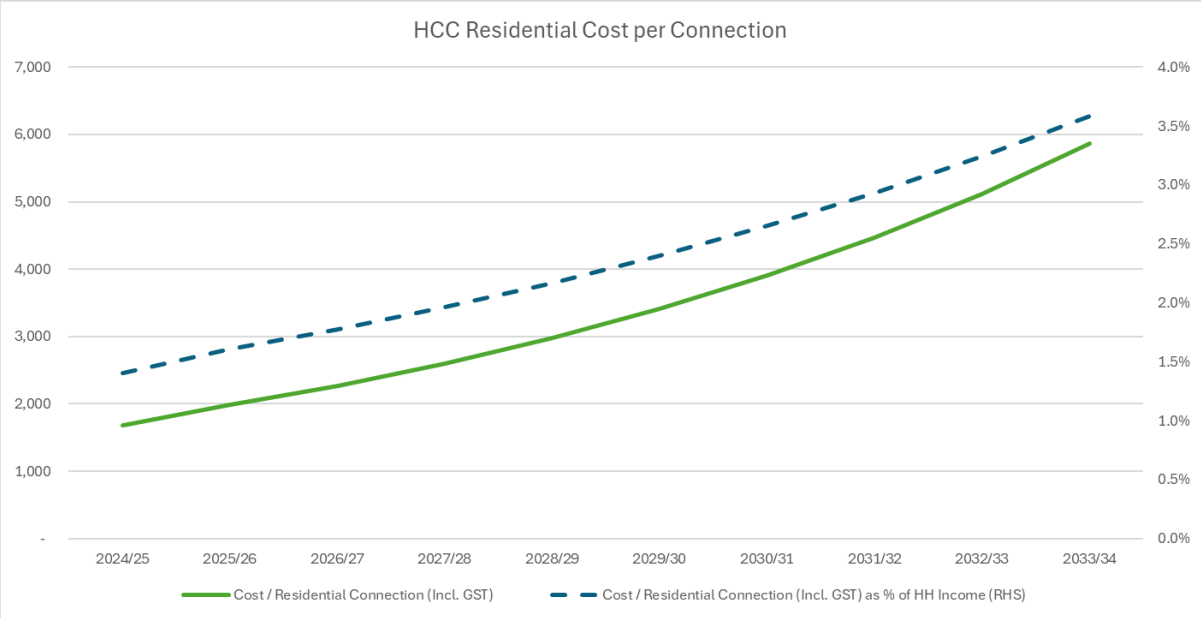
Wellington City

Average charge per connection										
Inflated $	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Revenue requirements ($000s)										
Residential	125,790	140,827	157,802	176,822	198,135	222,016	248,776	278,762	312,362	350,011
Other	69,894	78,249	87,680	98,248	110,090	123,360	138,229	154,890	173,559	194,478
Total revenue requirement	**195,684**	**219,076**	**245,482**	**275,070**	**308,225**	**345,376**	**387,005**	**433,651**	**485,920**	**544,489**
Projected number of residential connections	72,209	72,645	73,081	73,519	73,960	74,404	74,851	75,300	75,752	76,206
Projected number of non-residential connections	3,988	4,012	4,036	4,060	4,085	4,109	4,134	4,159	4,184	4,209
Total connections	**76,197**	**76,657**	**77,117**	**77,580**	**78,045**	**78,513**	**78,984**	**79,458**	**79,935**	**80,415**
Average charge per residential connection (including GST)	**2,003**	**2,229**	**2,483**	**2,766**	**3,081**	**3,432**	**3,822**	**4,257**	**4,742**	**5,282**
Projected increase		11.3%	11.4%	11.4%	11.4%	11.4%	11.4%	11.4%	11.4%	11.4%
Projected median household income	144,808	149,949	155,272	160,785	166,492	172,403	178,523	184,861	191,423	198,219
Water services charges as % of household income	**1.4%**	**1.5%**	**1.6%**	**1.7%**	**1.9%**	**2.0%**	**2.1%**	**2.3%**	**2.5%**	**2.7%**



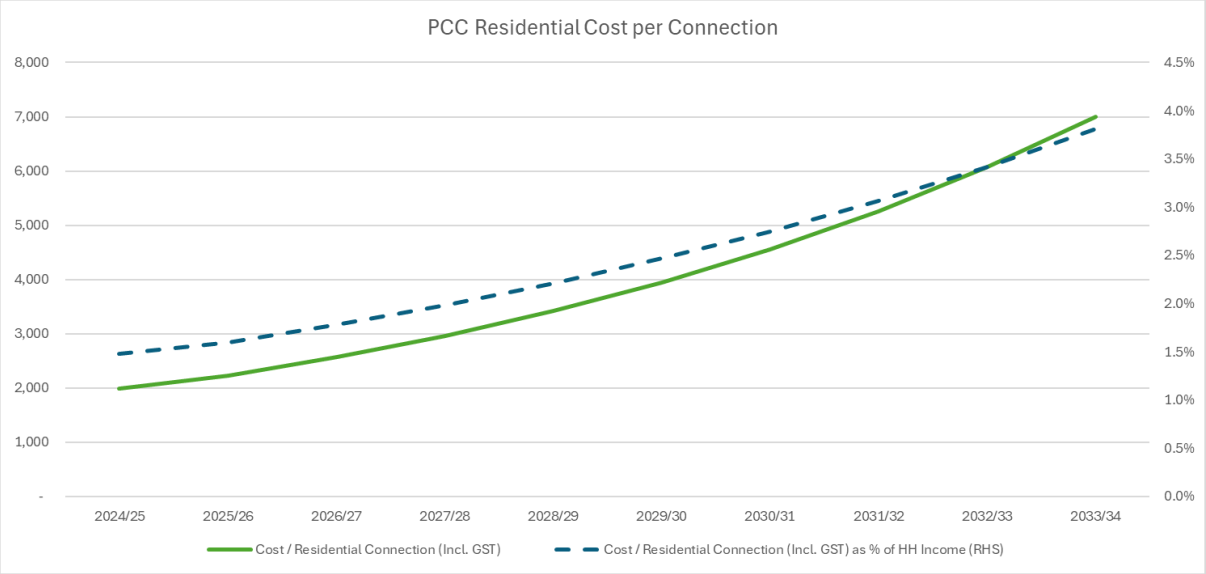
Hutt City

Average charge per connection										
Inflated $	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Revenue requirements ($000s)										
Residential	55,983	66,671	77,030	88,997	102,824	118,799	137,256	158,581	183,219	211,684
Other	14,761	17,579	20,310	23,465	27,111	31,323	36,189	41,812	48,308	55,813
Total revenue requirement	**70,744**	**84,250**	**97,339**	**112,462**	**129,935**	**150,122**	**173,445**	**200,392**	**231,526**	**267,497**
Projected number of residential connections	38,325	38,674	39,022	39,373	39,727	40,085	40,445	40,809	41,177	41,547
Projected number of non-residential connections	2,968	2,995	3,022	3,049	3,077	3,104	3,132	3,160	3,189	3,218
Total connections	**41,293**	**41,669**	**42,044**	**42,422**	**42,804**	**43,189**	**43,578**	**43,970**	**44,366**	**44,765**
Average charge per residential connection (including GST	**1,680**	**1,983**	**2,270**	**2,599**	**2,977**	**3,408**	**3,903**	**4,469**	**5,117**	**5,859**
Projected increase		18.0%	14.5%	14.5%	14.5%	14.5%	14.5%	14.5%	14.5%	14.5%
Projected median household income	119,377	123,614	128,003	132,547	137,252	142,125	147,170	152,395	157,805	163,407
Water services charges as % of household income	**1.4%**	**1.6%**	**1.8%**	**2.0%**	**2.2%**	**2.4%**	**2.7%**	**2.9%**	**3.2%**	**3.6%**



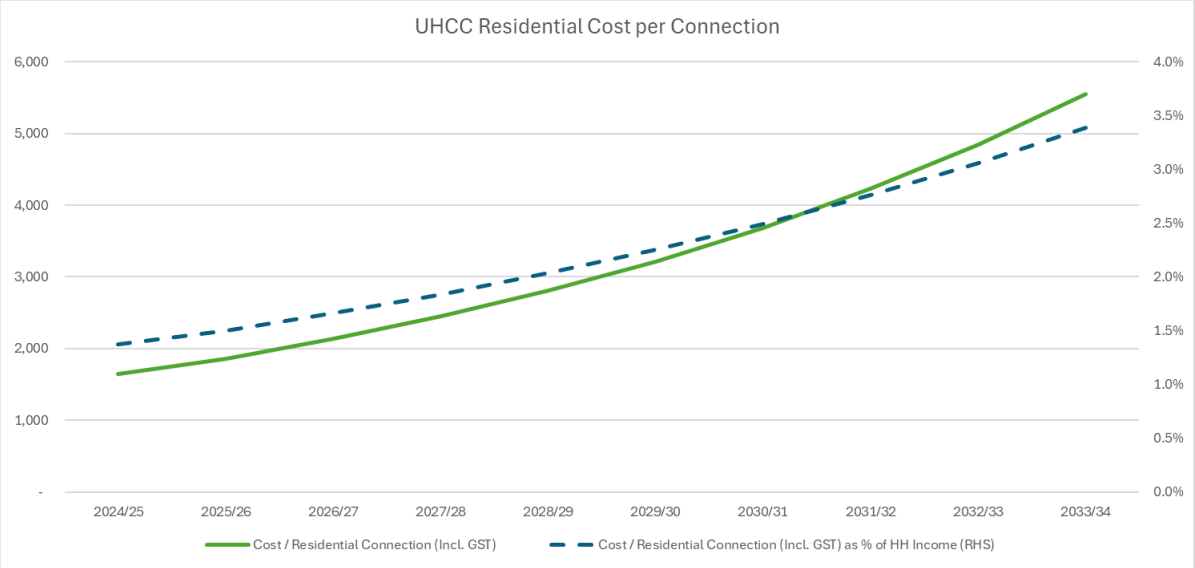
Porirua City

Average charge per connection										
Inflated $	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Revenue requirements ($000s)										
Residential	34,591	38,989	45,457	52,998	61,790	72,041	83,992	97,927	114,172	133,113
Other	7,334	8,266	9,638	11,237	13,101	15,274	17,808	20,762	24,207	28,223
Total revenue requirement	**41,925**	**47,255**	**55,094**	**64,235**	**74,891**	**87,315**	**101,801**	**118,689**	**138,379**	**161,336**
Projected number of residential connections	19,978	20,180	20,382	20,586	20,791	20,999	21,209	21,421	21,636	21,852
Projected number of non-residential connections	1,115	1,126	1,137	1,149	1,160	1,172	1,183	1,195	1,207	1,219
Total connections	**21,093**	**21,306**	**21,519**	**21,734**	**21,952**	**22,171**	**22,393**	**22,617**	**22,843**	**23,071**
Average charge per residential connection (including GST)	**1,991**	**2,222**	**2,565**	**2,961**	**3,418**	**3,945**	**4,554**	**5,257**	**6,069**	**7,005**
Projected increase		11.6%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%
Projected median household income	134,323	139,091	144,029	149,142	154,437	159,919	165,596	171,475	177,562	183,866
Water services charges as % of household income	**1.5%**	**1.6%**	**1.8%**	**2.0%**	**2.2%**	**2.5%**	**2.8%**	**3.1%**	**3.4%**	**3.8%**



Upper Hutt City

Average charge per connection										
Inflated $	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**
Revenue requirements ($000s)										
Residential	22,101	25,435	29,593	34,431	40,059	46,608	54,228	63,093	73,407	85,407
Other	3,139	3,612	4,202	4,889	5,689	6,619	7,701	8,960	10,424	12,129
Total revenue requirement	**25,240**	**29,047**	**33,796**	**39,320**	**45,748**	**53,227**	**61,928**	**72,052**	**83,831**	**97,536**
Projected number of residential connections	15,471	15,707	15,943	16,182	16,424	16,671	16,921	17,175	17,432	17,694
Projected number of non-residential connections	670	681	691	701	712	722	733	744	755	767
Total connections	**16,142**	**16,388**	**16,633**	**16,883**	**17,136**	**17,393**	**17,654**	**17,919**	**18,188**	**18,460**
Average charge per residential connection (including GST)	**1,643**	**1,862**	**2,135**	**2,447**	**2,805**	**3,215**	**3,685**	**4,225**	**4,843**	**5,551**
Projected increase		13.4%	14.6%	14.6%	14.6%	14.6%	14.6%	14.6%	14.6%	14.6%
Projected median household income	119,805	124,058	128,462	133,023	137,745	142,635	147,699	152,942	158,371	163,994
Water services charges as % of household income	**1.4%**	**1.5%**	**1.7%**	**1.8%**	**2.0%**	**2.3%**	**2.5%**	**2.8%**	**3.1%**	**3.4%**


UHCC Residential Cost per Connection
6,000
5,000
4,000
3,000
2,000
1,000
-
4.0%
3.5%
3.0%
2.5%
2.0%
1.5%
1.0%
0.5%
0.0%
2024/25
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
Cost / Residential Connection (Incl. GST)
Cost / Residential Connection (Incl. GST) as % of HH Income (RHS)

Appendix C13: Council specific investment outcomes

This appendix provides an overview of capital investment and anticipated outcomes specific to each council. All figures presented here are uninflated, pre-efficiencies and include projects currently being delivered by the councils outside of Wellington Water.

Hutt City Council

Capital investment by strategic outcome

WSDP Strategic Outcome	10-Year Total	30-Year Total
Catch up	562,837,631	1,083,129,346
Keep up	426,711,261	2,077,979,797
Build up	473,398,095	1,218,149,990
Clean up	184,670,731	1,025,756,223
Faults	113,670,080	315,578,959
Resilience	66,196,746	566,776,746
Grand Total	**1,827,484,544**	**6,287,371,062**

Capital investment by asset type

Asset Type	10-Year Total	30-Year Total
Control Systems	5,561,604	15,675,000
Network	1,257,116,138	4,893,150,410
Non-Asset Based	16,055,568	55,605,568
Other	2,139,453	2,139,453
Pump stations	36,131,963	196,667,498
Reservoirs	115,616,384	233,009,204
Resource Consents	7,663,694	7,663,694
Storage	66,957,543	156,891,738
Treatment Plants	320,242,198	726,568,498
Grand Total	**1,827,484,544**	**6,287,371,062**

Capital investment by water

Water	10-Year Total	30-Year Total
Drinking Water	509,117,459	1,450,917,208
Stormwater	407,859,462	1,893,616,988
Wastewater	431,115,246	1,797,828,712
Wastewater JV	479,392,377	1,145,008,153
Grand Total	**1,827,484,544**	**6,287,371,062**

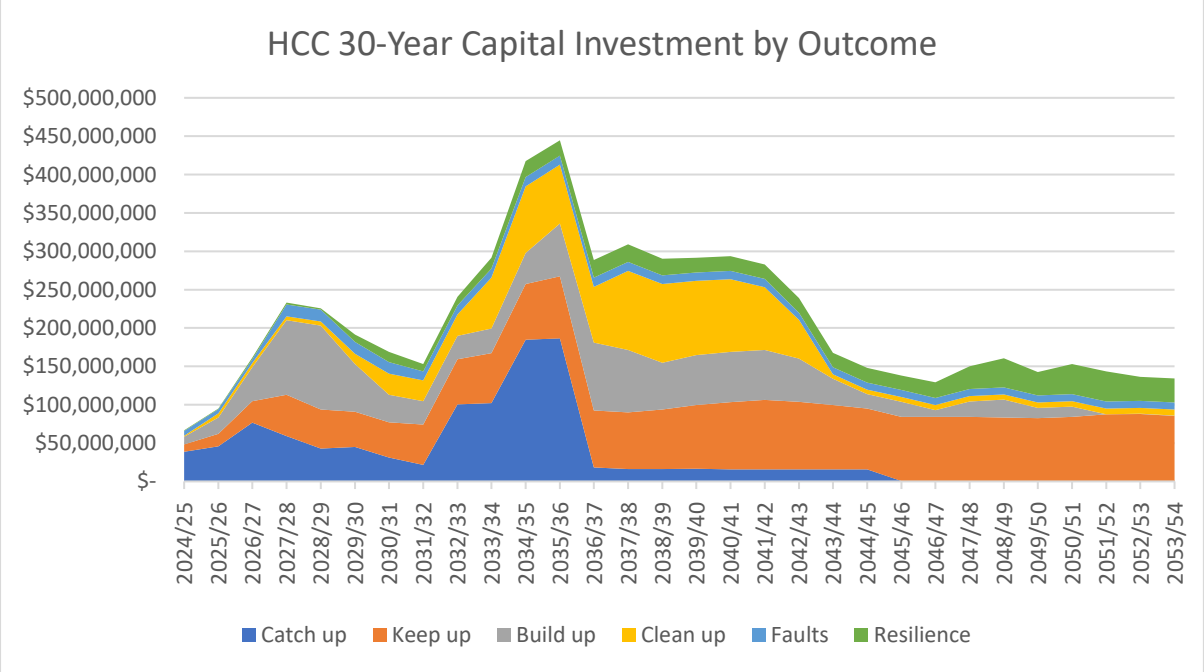
30-year investment highlights

- $488.7M for HCC's share of the Seaview WWTP JV Main Effluent Outfall delivered by FY35/36 ($474.7M in addition to the baseline LTP). The spike in "catch up" renewals in short term is due to the Seaview Outfall pipe.
- $256.0M WWNO subcatchment reduction plan - Black Creek fully funded from FY27/28 ($71.3M investment in the LTP period)
- $2,522.6M investment in planned and reactive network renewals over the full 30 years ($208.6M increase in the LTP period)
- $1,218M in infrastructure to support growth over 30 years.
- $249.7M in renewals and level of service improvements at the Seaview WWTP (excluding the Seaview Outfall Pipe)
- $558.2M to improve flooding issues through the Hutt Valley over the 30 years. All activity started in the LTP period, but main delivery is beyond 2034/35.

Outcomes

- Significant improvement in the age of the network.
- Some localised improvement in freshwater quality above that funded in the LTP (Black Creek wastewater overflow reduction)
- Ability to support more widespread growth, but not FY2034/35 onwards. Due to significant cost of the Seaview outfall pipe in the short term.
- Improved resilience through flood reduction
- Compliance issues at Seaview WWTP addressed, but construction of the outfall pipe does not commence when required to meet resource consent requirements. It is currently programmed as early as financially possible.
- Reservoir contamination risks addressed

Capital investment profile



Porirua City Council

Capital investment by strategic outcome

WSDP Mapping	10-Year Total	30-YearTotal
Catch up	122,048,960	213,648,960
Keep up	303,504,346	793,225,996
Build up	281,339,204	1,139,612,840
Clean up	116,198,362	355,974,362
Faults	93,295,733	145,983,294
Resilience	70,326,875	325,480,274
Grand Total	**986,713,479**	**2,973,925,726**

Capital investment by asset type

Asset Type	10-Year Total	30-Year Total
Control Systems	3,576,568	7,298,626
Network	645,708,337	2,276,715,403
Non-Asset Based	14,662,808	49,372,202
Other	3,880,232	24,567,792
Pump stations	51,287,409	100,984,163
Reservoirs	88,984,715	155,548,029
Resource Consents	4,747,399	5,753,759
Storage	59,530,734	97,530,734
Stormwater storage / treatment	273,572	273,572
Treatment Plants	113,314,601	255,134,343
(blank)	747,103	747,103
Grand Total	**986,713,479**	**2,973,925,726**

Capital investment by water

Water	10-Year Total	30-Year Total
Drinking Water	307,507,222	654,311,689
Stormwater	160,041,303	754,251,294
Wastewater	360,723,138	1,226,060,106
Wastewater JV	158,441,816	339,302,636
Grand Total	**986,713,479**	**2,973,925,726**

30-year investment highlights

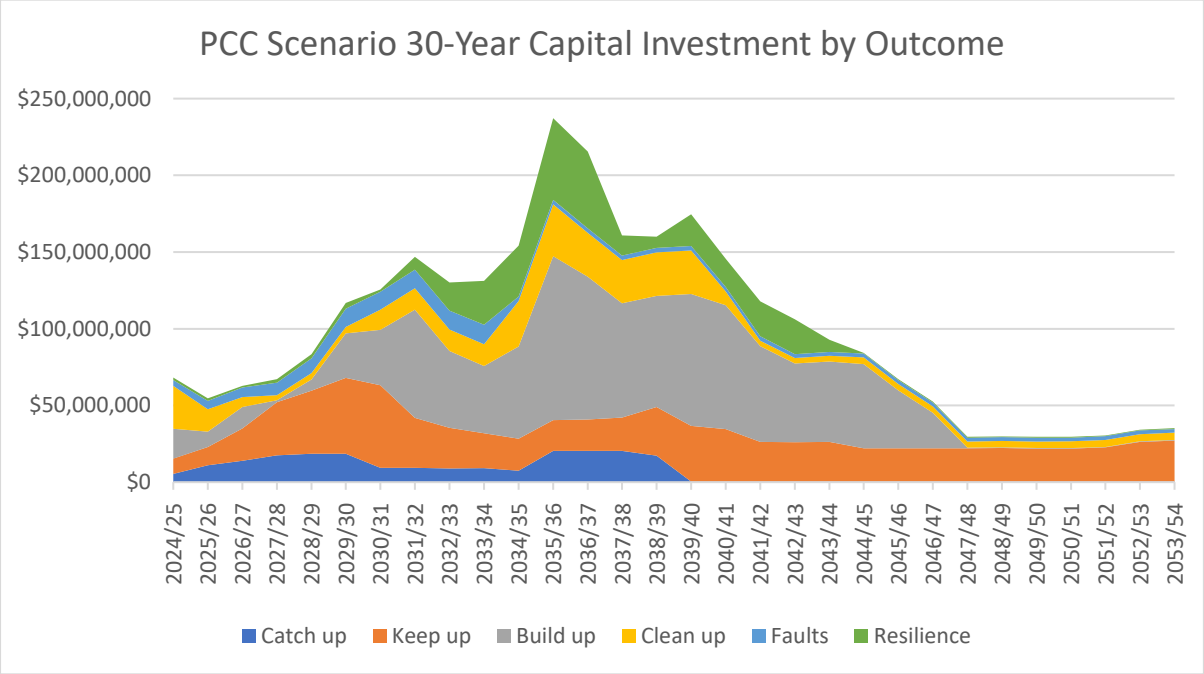
- $703.0M in planned and reactive network renewals ($40.0M increase in the LTP period)
- $205.6M in WWTP renewals and level of service improvements, including $47.1M from FY27/28 for the sludge reduction dryer.
- $1,139.6M in growth related infrastructure, including $85.0M for the Paremata Wastewater Trunk Main Upgrade Stage 2 from FY27/28 and $500.0M allocated for the Eastern Porirua Regeneration Project.

- $323.2M to reduce flooding risks.

Outcomes

- Widespread increased investment in renewals will reduce asset age.
- Flooding risks will be lowered in isolated areas, but more investment or other interventions may be required.
- Growth enabling infrastructure added to programme, particularly in the eastern Porirua area.
- Compliance and environmental issues at the wastewater treatment plant addressed.
- The health of streams, rivers and harbours improves.

Capital investment profile



Upper Hutt City Council

Capital investment by strategic outcome

WSDP Mapping	10-Year Total	30-Year Total
Catch up	185,313,620	335,747,431
Keep up	211,034,811	956,440,124
Build up	29,452,894	301,386,023
Clean up	41,488,612	603,115,612
Faults	31,061,408	87,548,087
Resilience	27,999,642	90,859,642
Grand Total	**526,350,987**	**2,375,096,919**

Capital investment by asset type

Asset Type	10-Year Total	30-Year Total
Control Systems	7,146,998	28,707,083
Network	338,124,780	1,632,826,438
Non-Asset Based	8,502,088	29,202,088
Pump stations	7,162,507	35,302,300
Reservoirs	22,892,304	279,710,772
Resource Consents	4,179,819	4,179,819
Storage	1,095,836	35,781,919
Stormwater storage / treatment	0	18,000,000
Treatment Plants	137,246,656	311,386,499
Grand Total	**526,350,987**	**2,375,096,919**

Capital investment by water

Water	10-Year Total	30-Year Total
Drinking Water	160,339,986	667,725,278
Stormwater	57,288,903	350,477,783
Wastewater	103,268,222	866,176,079
Wastewater JV	205,453,876	490,717,780
Grand Total	**526,350,987**	**2,375,096,919**

30-year investment highlights

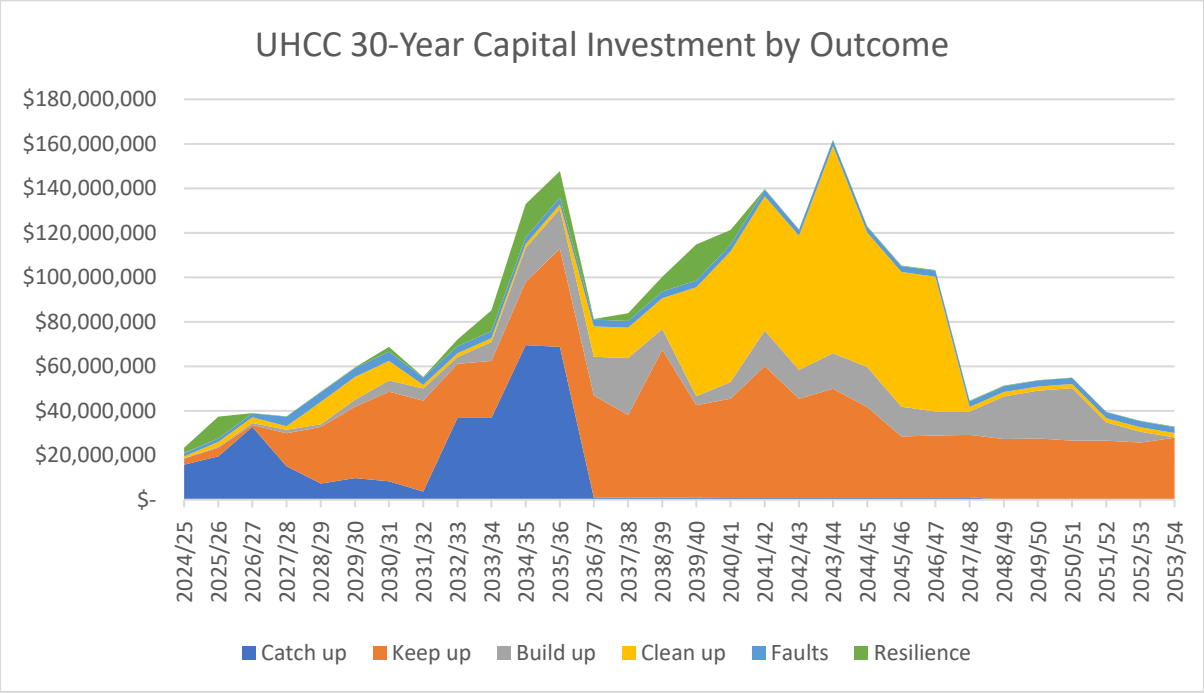
- $209.5Mfor UHCC's share of Seaview WWTP JV Main Effluent Outfall delivered by FY35/36 ($203.5 M in addition to the baseline LTP).
- $694.0M in planned and reactive network renewals (additional $38.3M in LTP period)
- $7.4.5M to fully fund Universal Residential Metering with roll out by FY31/32.
- $301.4M in growth infrastructure but mostly from FY2034/35 onwards due to the significant cost of the Seaview outfall pipe in the first 10 years.
- $118.3M to improve flooding risks.

- $567.3M to improve environmental water quality through the Network Discharge Consenting programme.

Outcomes

- Improvement in the age of the network, however, the annual budget for network renewals remains low in in the first 10 years due to the significant cost of the Seaview Outfall Pipe.
- Earlier investment in water metering aligns to regional approach to improving water supply security.
- Improved environmental water quality by fully funding the Network Discharge Consenting programme.
- Greater ability to support growth from FY234/35 onwards.

Capital investment profile



Wellington City Council

Capital investment by strategic outcome

WSDP Mapping	10-Year Total	30-Year Total
Catch up	900,071,487	1,500,268,092
Keep up	770,267,920	3,180,925,513
Build up	223,368,387	1,516,868,151
Clean up	501,307,362	1,597,855,502
Faults	131,846,310	445,758,309
Resilience	162,400,965	1,167,833,025
Grand Total	**2,689,262,432**	**9,409,508,593**

Capital investment by asset type

Asset Type	10-Year Total	30-Year Total
Control Systems	6,370,437	17,274,797
Network	1,821,995,086	7,292,987,427
Non-Asset Based	19,267,216	66,767,216
Other	6,750,000	6,750,000
Pump stations	89,123,725	409,537,830
Reservoirs	151,098,899	549,673,053
Resource Consents	16,280,353	16,663,993
Storage	42,676,024	271,676,024
Treatment Plants	535,700,692	778,178,253
Grand Total	**2,689,262,432**	**9,409,508,593**

Capital investment by water

Water	10-Year Total	30-Year Total
Drinking Water	686,028,856	2,032,593,411
Stormwater	466,329,620	2,186,156,106
Wastewater	1,476,503,485	5,061,411,662
Wastewater JV	60,400,471	129,347,414
Grand Total	**2,689,262,432**	**9,409,508,593**

30-year Investment Highlights

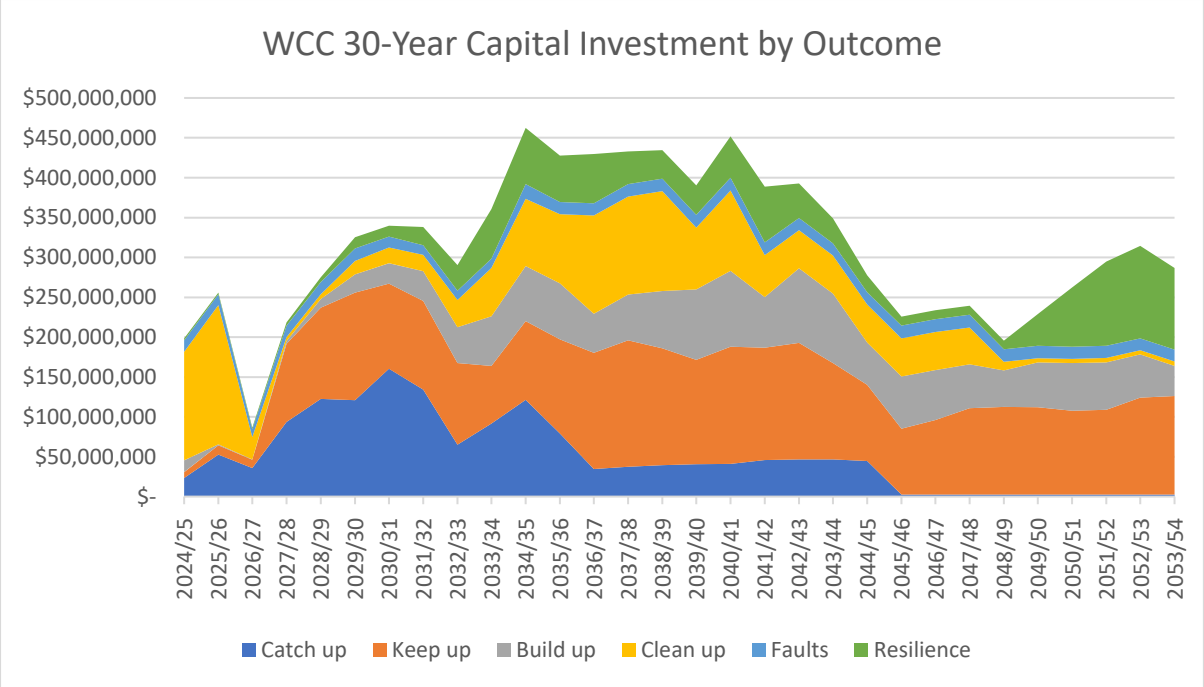
- $3,186.6M in planned and reactive network renewals including $89.4M to fully fund the Eastern Trunk Main from FY2027/28 ($70.1M in addition to the baseline LTP).
- $1,136.2M in flooding improvements
- $1,516.9M to support growth
- $759.3M in WWTP renewals and level of service improvements (including Porirua WWTP)
- $197.4M for the Western and Moa Point Outfall pipe renewals

- $90.4M to fully fund the Airport Interceptor from FY2028/29 ($84.9M in addition to the baseline LTP).

Outcomes

- Age of the network and pump stations is improved through significant uplift in panned and reactive network renewals.
- Overall improved reliability and availability of water services
- Freshwater quality improvements
- Increased ability to support growth
- Risk of wastewater asset failure at the Wellington Airport reduced.

Capital Investment Profile



Geater Wellington Regional Council

Capital investment by strategic outcome

WSDP Strategic Outcome	10-Year Total	30-Year Total
Catch up	70,609,837	172,959,168
Keep up	263,437,998	992,480,747
Build up	347,349,895	2,341,023,794
Faults	43,049,731	124,519,724
Resilience	61,342,445	687,229,445
Grand Total	**785,789,906**	**4,318,212,879**

Capital investment by asset type

Asset Type	10-Year Total	30-Year Total
Control Systems	16,298,976	38,680,015
Network	142,898,316	1,221,778,375
Non-Asset Based	1,282,456	3,282,456
Other	1,962,215	3,242,215
Pump stations	40,366,610	58,156,106
Reservoirs	23,003,957	50,015,782
Resource Consents	6,391,766	6,391,766
Source	301,993,657	958,185,657
Treatment Plants	251,591,953	1,978,480,505
Grand Total	**785,789,906**	**4,318,212,879**

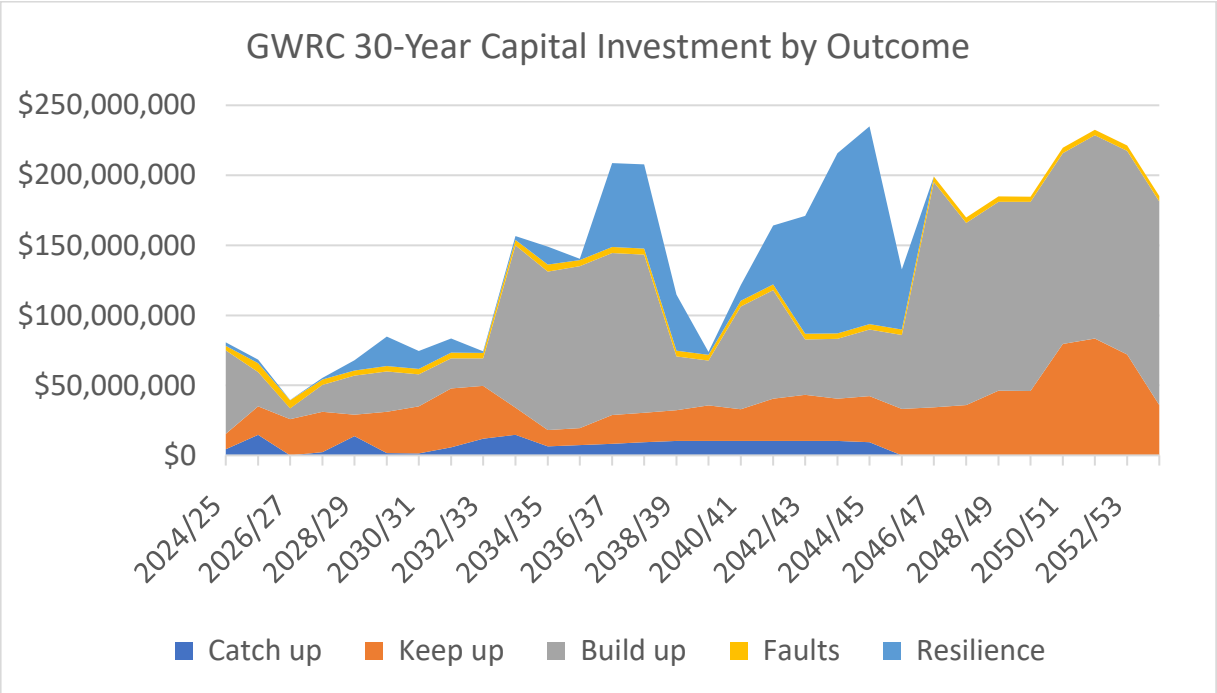
30-year Investment Highlights

- $649.6M to construct the Te Marua WTP Scheme Expansion Stage 1 (Pākuratahi Lakes 1 and 2 ($613.7M in addition to the baseline LTP). Investment for enabling works starts in FY2027/28 and main construction from FY2033/34 to FY2037/38.
- $500M construction of Te Marua WTP Scheme Expansion Stage 2 (Pākuratahi Lake 3 and WTP upgrade) spend from FY2051/52.
- $871.9M for other growth-related investment including additional capacity at Wainuiomata WTP.
- $687.2M to improve seismic resilience of critical water assets and improve the resilience of the network

Outcomes

- Water supply security increases and becomes more sustainable when the lakes are completed in 2037/38.
- Increased resilience to the water network with a new water treatment plant and cross harbour pipeline.
- Ability to support growth.
- Seismic resilience of the bulk water assets improved to meet the required earthquake resiliency standard in the mid-late term.

Capital Investment Profile



Appendix C14: Advice on the application of consequential opex to operations and maintenance budgets

WAUGH

MEMORANDUM

To:	Adrienne Black [Black Consulting Ltd]
Cc:	Dougal List [Scott Consulting Ltd], Dave Humm
From:	H. Blake-Manson, R. Blakemore [Waugh Infrastructure Management Ltd]
Date:	9th May 2025
Subject:	WSDP – Advice on the Application of Consequential Opex To Operations and Maintenance Budgets
Pages:	Three (3)

Kia ora Adrienne,

Thankyou for the query regarding consequential operations and maintenance expenditure (consequential opex) and its assignment to the forecast investment statement required as part of the Water Service Delivery Plan. We have considered this below.

1. Recommendation

It is recommended for the purposes of this Water Service Delivery Plan that consequential opex is applied as follows:

a) For growth on a per connection basis **and** from the year that growth is projected to occur i.e., 1% growth projection result in an additional proportionate uplift opex uplift

b) 4% of capital estimate. Applies to capital project/programmes over $20M **and** where there is a likely increase in complexity e.g., smart water meters **and** from the year that project is programmed

An exception to this is the Pākuratahi Lakes. A factor of 1% should be applied due to disproportionate capital costs

Notes: i) the most appropriate method for determining the value of consequential opex is via assessment at the time of project commissioning (prior to hand-over to a service provider), ii) if the assessment has not been completed then pricing by a specialist service provider or QS could be undertaken as soon as possible during the operations/maintenance phase.

2. Context of Assessment

The financial sufficiency assessment being formulated as part of the WSDP has many components. Accommodation of consequential opex (CO) is considered appropriate as part of the assessment. Here CO is defined as:

> additional operations and maintenance costs arising where new activities are required to ensure the asset/s achieves all required performance and compliance specifications

When considering lifecycle costs, these can be assigned into the following general phases: acquire, maintain, renewal and disposal.

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Wellington Water has identified via previous asset management maturity assessments that it intends to demonstrate achievement of a core level of maturity. Accounting for CO is appropriate (scale is Aware, Basic, Core, Intermediate, Advanced). It is therefore relevant an important that it is included in the investment sufficiency forecasts.

It is not unusual for CO to be included by New Zealand's 3Waters asset owner operations and maintenance budgets. This is particularly the case for high growth rate councils where new and sometimes complex assets are being added as development occurs.

3. Exclusions

This advice does not consider whether CO has been applied to existing opex budgets. We have undertaken a high level desktop assessment only, and rely on the interpretation of project titles and prior knowledge of Wellington Water Ltd asset plans.

Considering the asset lifecycle:

- CO costs are incurred during the 'acquire' phase however these cannot currently be quantified and are not considered further e.g. acceptance of defects resulting from capital works issues. For example 'pipe dipping' requiring periodic flushing where none should exist
- while there may be CO incurred during the disposal phase e.g., labour costs, demolition support, this is not been evaluated here
- efficiencies will be applied by others and separate to CO. I note that new assets have baked' in' costs that are generally very difficult to reduce unless elements such as consumable/materials can be purchased at scale and discounted costs.

4. Consequential costs across the asset lifecycle

A brief assessment – see Table One considers CO in the maintenance phase only.

Table One: Consequential opex in the maintenance phase

	Category in Maintain Phase	Comments
Item	Operating	Identify significant sub categories e.g., electricity where CO will be incurred
	Maintenance	
1	scheduled/planned maintenance	Majority of assets should have periodic planned maintenance already. Should be criticality component based (increased frequency for high criticality assets, related to complexity/specialists required)
2	reactive repairs	should be low for new well designed/constructed assets. Increases as asset ages subject to use/purpose e.g., corrosive wastewater, water treatment chemicals, outfalls
3	intermittent maintenance	n/a
4	alteration/reconfiguration	driven by change in demand (growth/decline), legislation (standards, regional polices etc)
5	holding spares	held by the asset owner or assigned supplier (critical spares only), requiring time/time inspection/servicing/storage
	Risk exposure	Note: excludes potential residual risk exposure, capital use

6	insurance	Not considered – included elsewhere in the financial assessment
7	risk mitigation measures	resulting from health/safety, public, preparation and response to climate/natural hazards 8)
8	admin/support	Not considered – included elsewhere in the financial assessment
9	interest cost on borrowing	
10	depreciation	

5. Application to Wellington Metropolitan Councils

There are three factors at play which will give rise to CO:

i) Connection based growth

Comment: Green field network extensions and brown field infill will result in increased opex costs. This includes items such as valve exercising, network flushing, cleaning new pumpstations.

ii) The high volume/proportional cost of reactive works due to poor network condition and performance

Comment: This is likely to require continued year on year effort and investment until c. 2/3rd of renewals or high criticality renewals are completed. Further, in the short term the level of reactive repairs may increase until a significant quantity of network renewals are completed.

In the case of wastewater treatment plants, there are documented reviews which identify the previous form of contract drove underinvestment in maintenance. There will be a CO impact as a result, until renewals / refurbishment is completed.

Note: It is likely that some Councils have not increased opex to match an appropriate level.

iii) Complex **new** infrastructure

Comment: facilities such as complex new wastewater and water treatment plants, smart water meters. Examples are the Moa Point sludge minimisation facility, Pākuratahi Lakes.

Recommendation

Considering the matters above and discussions with CO would apply as follows:

- For growth using per connection growth forecasts
- Future new complex facilities and assets at 4% of the capital cost using a minimum threshold of $20M
- For Pakuratahi Lakes – 1% of capital costs

And note that evaluation of actual consequential opex should be determined through specialists' assessments.

Hugh Blake-Manson
Infrastructure Advisor

Appendix E1: Day zero and day one target end states and outcome statements

Day zero (1 October 2025) target end state: Metro Water has been incorporated, and establishment funding is in place. An Establishment Board has been appointed and is accountable for establishing Metro Water through an Establishment Director and Interim CE.	
Ref - MVP Outcome	**Target End State (MVP Outcomes)**
Governance and Leadership	
1	The interim Partners' Committee (AOG with delegations) consisting of mana whenua and Shareholder councils' representatives approved and appointed by councils by 22 August. The interim Partners' Committee would take affect by 15 September to support the appointment of the Establishment Board.
2	The appointment of an Establishment Board who commence mid-September 2025 to enable the incorporation of the organisation by 1 October.
3	The draft Constitution and Partners' Agreements are endorsed by councils prior to the Establishment Board being appointed. The draft Statement of Expectations will be endorsed by councils.
4	The principles of a Customer Charter are identified and endorsed by councils.
5	An Establishment Director has been appointed, and the critical roles of the Establishment Team are in place but further recruitment/seconding/contracting of the Establishment Team will continue past Day 0.
6	The search for an interim Chief Executive has commenced prior to Day 0 and ideally appointed soon after 1 October to commence early 2026.
Finance, Commercial and Legal	
7	Interim banking, accounting, tax, accounts receivable, invoicing and payment arrangements are in place.
8	Interim procurement and contracting processes are in place to support the establishment of the WO.
9	Essential support for the Establishment Board is in place.
10	Principles for debt transfer, including timing, process and indicative quantum are endorsed by councils.
11	The mechanism to uphold cost to serve approach agreed.
12	Establishment budget confirmed and in place.
13	The WO is legally incorporated and has an agreed legal name.
14	Developed revenue strategy, pricing and charging as part of WSDP.
15	Confirmed billing and revenue pass-through approach for Day 1 agreed and plan to deliver this underway.
16	Interim procurement and contracting processes identified and in place for Day 0 to Day 1.
Information Technology and Systems	
17	Review of current and future state IT requirements completed with clear plan and roadmap agreed by CE Group (this identifies the lift and shift of current Wellington Water IT systems, understands the Wellington Water current IT investment plan and future system requirements of the WO).
18	A functional lead is in place as part of the Establishment Team.
Customer	
19	A review has been completed of the current state and future state requirements for the customer journey in the new WO including alignment with IT requirements.
20	A plan has been developed that sets out what the minimum viable product is for Day 1 and what is needed to achieve this milestone.

21	A customer experience lead is in place as part of the Establishment Team.
People and Workforce	
22	A job transfer pathway identified and agreed.
23	A change approach and plan for the management of people change across councils, Wellington Water and the new WO.
Asset Management and Operations	
24	High-level Asset Management & Operations establishment approach developed.
Regulatory Compliance	
25	High-level Regulatory Compliance establishment approach developed.
Corporate Support	
26	High-level Corporate Support establishment approach developed.
Establishment Programme	
27	An establishment plan to achieve Day 0 has been endorsed by CE Group – complete. Endorsed by CE Group 29 May 2025.
28	Office space for the Establishment Team has been identified, potentially within existing council/Wellington Water properties.
29	Communications expertise is in place as part of the Establishment Team.

Day one (1 July 2026) target end state:

Accountability and ownership of the customer relationship, assets, compliance and capital works are transferred to Metro Water. Funding arrangements and terms for debt transfer are in place along with critical staff and workable systems for Metro Water to operate. Some functions and support will continue to be provided by councils in the interim where necessary.

Ref – MVP Outcome	Target End State (MVP outcome)
Governance and Leadership	
1	A permanent Partners' Committee consisting of mana whenua and shareholder council representatives is in effect.
2	The interim Establishment Board remains in place and the recruitment plan for a permanent Board has been agreed.
3	The recruitment approach and plan for a permanent CE has been agreed.
4	A Water Services Strategy is agreed and in place.
5	Tier two leadership roles filled, and individuals commenced employment.
Finance, Commercial and Legal	
6	Funding and financing certainty with financial arrangements in place to support the investment plan and operations.
7	Permanent banking facilities, treasury, tax, insurance and accounting processes and systems in place.
8	Debt and revenue transfer activities completed.
9	Transition Service Agreements in place between the WO and councils.
10	Interim revenue collections and pass-through billing arrangements operational at each council.
11	Pricing and revenue plan agreed including charging and confirmation of approach to development contributions.
12	Contracts have been novated and regulators notified.
13	Legal powers have been identified and transferred.
Information Technology and Systems	
14	Core enabling and delivery systems and protocols are operational such as payroll and people management (HRIS), finance, customers (CRM), asset management, cyber security and data management.
15	A clean, minimum data set has been migrated from Councils and Wellington Water to the WO.
16	All employees have the digital tools necessary to do their job.
17	An ICT support model is in place and staff know how to access support.
18	All employees, contractors and third-party suppliers can be paid.
19	Cyber security risk is understood and mitigated.
Customer	
20	The customer experience interface (systems and processes) with councils and the WO are implemented and in place.
21	Communication and engagement with customers regarding the WO, water billing and complaints/query processes and channels have been undertaken.
22	Customer data has been transferred from councils and Wellington Water.
23	Existing commercial customers have a key relationship manager in place and their contracts novated.
People and Workforce	

24	The WO has key leadership, management and critical roles filled.
25	The applicable council and Wellington Water staff have transferred to the new WO.
26	Staff can access key HR functions, systems and policies such as leave entitlements.
27	All equipment for staff to undertake their job is in place and accessible.
28	Payroll is in place.
29	Staff have an office location, security access including staff IDs.
Asset Management and Operations	
30	Assets have transferred and the WO is accountable for these.
31	Capital projects transferred and uninterrupted.
32	Accountability of for safe and complaint drinking water, wastewater and stormwater transferred to the WO.
33	Business continuity and incident and emergency management response plans and arrangements are in place.
Regulatory Compliance	
34	Regulatory obligations such as resource consents, water standards, health and safety, emergency management, economic regulation etc have been transferred to the WO who is now accountable.
Corporate Support	
35	All corporate functions have been established in the WO and have the capability and capacity to support the operations of the WO.

Appendix E2: Metro Water establishment roadmap

See the next four pages:

- Page 146: **Establishment of Metro Water Pre-establishment (April to October 2025)**
  - Key elected member inputs, decision points and milestones
  - Workstream 1: Governance and Ownership
  - Workstream 2: Detailed Establishment Plan to Day 0

- Page 147: **Establishment of Metro Water Pre-establishment (April to October 2025), continued**
  - Workstream 3: Councils
  - Workstream 4: Wellington Water

- Page 148: **Establishment of Metro Water Establishment (October 2025 to June 2026) and Post-establishment (July 2026 -)**
  - Key elected member inputs, decision points and milestones
  - Workstream 1: Governance & Leadership
  - Workstream 2: Detailed Establishment Plan to Day 1

- Page 149: **Establishment of Metro Water Establishment (October 2025 to June 2026) and Post-establishment (July 2026 -) continued**
  - Workstream 3: Councils
  - Workstream 4: Wellington Water

Responsibility key:
- Elected Member
- WSDP Prog Team
- Establishment Team
- MetroWater
- Council
- Wellington Water

Roadmap: Establishment of Metro Water
Pre-establishment (April to October 2025)

Day 0
Metro Water has been incorporated, and establishment funding is in place. An Establishment Board has been appointed and is accountable for establishing Metro Water through an Establishment Director and Interim CE.

1 April 2025 | 1 May 2025 | 1 June 2025 | 1 July 2025 | 1 August 2025 | 1 September 2025 | 1 October 2025

Key elected member inputs, decision points and milestones

Council workshops on delivery model. Hearings and deliberations to consider consultation feedback

By 30 Jun 25
Council decisions to confirm delivery model and decide to finalise WSDP

Council workshops: foundation document and customer charter principles

Council workshops: WSDP adoption and establishment / foundation documents

By 22 Aug 25
Councils decisions:
1. Adopt WSDP
2. Endorse Partners Agreement & Constitution, endorse principles for Customer Charter, SoE & transfer principles

26/08/25
AOG approve successful candidates for the Establishment Board and finalises foundation documents

1 Oct 25
Day 0
Metro Water incorporated and full Establishment Board appointed

Election Period

Workstream 1: Governance and Ownership

Aim: Incorporate Metro Water and appoint Establishment Board by 1 October 2025

Initial drafting of critical day 0 foundation documents (partners agreement, constitution, statement of expectations) including role of mana whenua

Partners agreement, constitution, and principles for customer charter, transfer & SoE drafted post council workshops

Council review and finalisation of partners agreement, constitution, statement of expectations; and principles for customer charter, SoE & transfer agreement

15/09/25
At least one Establishment Board member in place to support incorporation. General Counsel engaged.

Development of draft asset, liability, revenue and debt transfer principles as preferred pathway for endorsement following confirmation of delivery model and customer charter principles

Indicative timetable for Establishment Board recruitment and appointment

Develop scope, accountabilities and terms for leadership roles and Establishment Board.
Develop appointment plan and interim CE recruitment development

26/06/25
Council CEs approve Establishment Board search brief and approach

1/07/25
Establishment Board recruitment commences

Indicative timetable for Interim CE appointment

31/07/25
Steering Group approve Interim CE search approach and position description

17/10/25
Establishment Board appoint Interim CE

Workstream 2: Detailed Establishment Plan to Day 0

Aim: Complete the high-level planning and preparation required to support the Establishment Board to establish Metro Water by 30 June 2026

Finance, Commercial and Legal

Confirm Day 0 to Day 1 funding and financing approach including establishment budget

Develop proposed revenue approach, pricing, and charging. (including interim billing approach and transition period). Develop debt transfer approach.

Agree mechanisms to uphold cost to serve principle

Draft Transfer Principles – debt, assets, liabilities

Confirm detailed funding arrangements for Day 0 to Day 1

Agree cost to serve approach and mechanisms to uphold

Confirm Metro Water finance function arrangements for Day 0 to Day 1

29/05/25
Council CEs approve Establishment plan inc. Day 0 / Day 1 roadmap and MVP

Incorporation documents, including legal name prepared, approved and lodged

Information Technology & Systems

Customer

People & Workforce

Asset Management & Operations

Regulatory Compliance

Corporate Support

Council input to Day 0 and Day 1 MVP – 5 May hui

Develop Day 0 / Day 1 MVP and roadmap

High level requirements confirmed for the Day 1 MVP

Establishment plan

Documentation of delivery model and establishment plan in WSDP.

Conduct gap analysis and develop IT and systems implementation approach

Develop IT & systems establishment plan

Conduct gap analysis and develop customer approach

Develop customer establishment plan

Shareholder review and feedback on WSDP to inform detailed establishment planning.

Finalisation of delivery model and establishment approach in WSDP

Develop detailed People & Workforce, Asset Management & Operations, Regulatory Compliance, and Corporate Support establishment plans

Development of establishment plan to inform scope of functional areas establishment approach and detailed implementation planning.

Roadmap: Establishment of Metro Water
Pre-establishment (April to October 2025)

Responsibility key:
- Elected Member
- WSDP Prog Team
- Establishment Team
- Metro Water
- Council
- Wellington Water

1 April 2025 | 1 May 2025 | 1 June 2025 | 1 July 2025 | 1 August 2025 | 1 September 2025 | 1 October 2025

Election Period

Workstream 3: Councils

Aim: Support establishment planning, and prepare for the transfer of assets, debt, revenue, staff and accountabilities to Metro Water

Councils and Programme Team develop Transition Services Agreement for Day 0 to Day 1 and beyond. Establishment budget and funding, banking, treasury and other financial arrangements including insurance, IT, HR and other corporate support to Day 1. Customer services, billing and revenue, and other arrangements from Day 1

Procurement: Legal (including governance), IT, Customer Experience, Executive Search

Confirm FY 25/26 funding requirements and implications in Annual Plan

Conduct initial planning for the transfer of assets, debt, revenue, staff and accountabilities to Metro Water

Development of procurement plan for establishment resources

By 29/05/25
Council CEs approve procurement plan for Establishment Director & Core Team

Procurement: Establishment Director & Team

By 4/07/25
Steering Group select Establishment Director & Core Team

Identify key interdependencies and approaches required for debt transfer (including guarantees), billing (including pricing and charging) and revenue during transition

Establish interim banking and accounting arrangements for Metro Water

Develop 2026/27 Statement of Expectations for Metro Water

Ensure effective communications with staff and communities throughout planning and establishment process

Identify other interdependencies with MetroWater establishment and ensure these are adequately planned for and managed

Workstream 4: Wellington Water Limited

Aim: Support establishment planning, and prepare for the transfer of assets, staff and accountabilities to Metro Water

Conduct initial planning for the transfer of assets, staff, WIP, operations, contracts, customers and accountabilities to Metro Water. Commence initial planning for the disestablishment of WWL.

Identify key interdependencies and approaches required for the IT programme, other WIP, and change processes

Identify other interdependencies with WO establishment and ensure these are adequately planned for and managed

By 30/07/25
Steering Group endorsement of WWL RFP for IT programme

RFP development for IT programme and alignment with future WO Day 1 requirements

Cleansing of asset data

Continued delivery of Information Systems programme and alignment with council actions and Metro Water requirements

Ensure effective communications with staff and communities throughout planning and establishment process

Roadmap: Establishment of Metro Water
Establishment (October 2025 to June 2026) and Post-establishment (July 2026 -)

Responsibility key:
- Elected Member
- WSDP Prog Team
- Establishment Team
- Metro Water
- Council
- Wellington Water

1 October 2025 | 1 November 2025 | 1 December 2025 | 1 January 2026 | 1 February 2026 | 1 March 2026 | 1 April 2026 | 1 May 2026 | 1 June 2026 | 1 July 2026 | 1 August 2026 | 1 September 2026 | 1 October 2026

Election Period

Xmas

Key elected member inputs, decision points and milestones

- **By 31/12/25** — Partners' Committee approve 26/27 SOE
- **By 31/12/25** — Steering Group ratify finalised foundation documents
- **By 19/12/25** — Partners' Committee appointed (TBC)
- Partners' Committee reviews 2026/27 Water Services Strategy
- **1 July 26 Day 1 Go-Live WO operational**
- Process to appoint enduring Board commences

Day 1 – Go-Live
Accountability and ownership of the customer relationship, assets, compliance and capital works are transferred to Metro Water. Funding arrangements and terms for debt transfer are in place along with critical staff and workable systems for Metro Water to operate. Some functions and support will continue to be provided by councils in the interim where necessary.

Workstream 1: Governance & Leadership

Aim: Establish Metro Water as operational WSP by 30 June 2026

- Establishment Board receives Partners' Agreement, Constitution, draft Statement of Expectations, transfer principles and Customer Charter principles.
- Councils and Metro Water develop Transfer Agreement
- **1/03/26** — Board and Steering Group agree Transfer Agreement
- Metro Water develops Customer Charter
- **15/02/26** — Board approves Customer Charter
- Final adjustments to schedules of Transfer Agreement
- **By 5/01/26** — Interim CE in place
- Metro Water develops Water Services Strategy for 2026/27
- **By 30/06/26** — Board approves WSS
- Process to appoint Permanent CE commences (TBC)
- Indicative timetable for Tier 2 appointment
- Finalisation of 2026/27 Statement of Expectations (with Councils)
- **5/01/26** — Interim CE approval to recruit
- **1/03/26** — Tier 2 appointed
- **By 15/04/26** — Tier 2 in place

Workstream 2: Detailed Establishment Plan to Day 1

Aim: Deliver the MVP functional capabilities required for Metro Water to be operational by 1 July 2026

- Transfer Principles (debt, liabilities, assets revenue) confirmed and endorsed by Board
- Transition Services Agreement reviewed and amended as necessary (including SLAs and RAs) to support Metro Water operations beyond Day 1
- Insurance in place
- Detailed establishment plans for Finance, Commercial & Legal, Information Technology and Systems, Customer, People & Workforce, Asset Management & Operations, Regulatory Compliance, and Corporate Support functions finalised and endorsed by Board
- **19/12/25** — Establishment Board approves Day 1 MVP, detailed establishment plans and transfer principals

Finance, Commercial and Legal
- Investment, price and finance plans finalised and endorsed by Board
- Give legal effect to economic/ commercial transfer

Information Technology & Systems
- TBC by 31/07/25
- TBC by 01/09/25

Customer
- TBC by 31/07/25
- TBC by 01/09/25

People & Workforce
- TBC by 31/08/25
- TBC by 01/10/25

Asset Management & Operations
- TBC by 31/08/25
- TBC by 01/10/25

Regulatory Compliance
- TBC by 31/08/25
- TBC by 01/10/25

Corporate Support
- TBC by 31/08/25
- TBC by 01/10/25

Roadmap: Establishment of Metro Water
Establishment (October 2025 to June 2026) and Post-establishment (July 2026 -)

Responsibility key:
- Elected Member
- WSDP Prog Team
- Establishment Team
- Metro Water
- Council
- Wellington Water

1 October 2025 | 1 November 2025 | 1 December 2025 | 1 January 2026 | 1 February 2026 | 1 March 2026 | 1 April 2026 | 1 May 2026 | 1 June 2026 | 1 July 2026 | 1 August 2026 | 1 September 2026 | 1 October 2026

1 July 26 Day 1 Go-Live Metro Water operational

Election Period

Xmas

Workstream 3: Councils

Aim: Support the establishment of Metro Water and transfer assets, debt, revenue, staff and accountabilities to Metro Water

- Development of 2026/27 Statement of Expectations for Metro Water
- Conduct detailed planning for debt transfer mechanics and transition period.
  - Develop Council treasury strategy and policy amendments
  - Confirm technical accounting approach
- Billing and revenue pass through arrangements have been finalised and are in place
- Prepare LTP amendments and Annual Plan 2026/27 revisions to key policies (e.g. Revenue and Financing policy) caused by establishment of Metro Water
- Initial LTP amendments and Annual Plan 2026/27 revision decisions and public consultation
- Final LTP amendment and Annual Plan 2026/27 decisions
- Day 1 compliance, regulation, emergency management, and H&S accountabilities confirmed
- Land ownership issues resolved, and title transfer arranged where appropriate
- Customer service arrangements have been finalised and are in place including processes and clarity of council role
- Novation or transfer of contracts and other arrangements developed
- Council staff change process complete

Workstream 4: Wellington Water Limited

Aim: Support the establishment of Metro Water and transfer assets, staff and accountabilities to Metro Water

- Day 1 compliance, regulation, emergency management, and H&S accountabilities confirmed
- Novation or transfer of contracts and other arrangements developed
- Execute novation/transfer plan
- Conduct detailed planning for the transfer of assets, staff, WIP, operations, contracts, customers and accountabilities to Metro Water. Conduct detailed planning for the disestablishment of WWL. Develop plan for delivery of water services to SWDC in 2026/7.
- Implement plans for the transfer of assets, staff, WIP, operations, contracts, customers and accountabilities to Metro Water. Conduct detailed planning for the disestablishment of WWL.
- Implement WWL disestablishment plan, including delivery of residual responsibilities.
- Align water meters project with Information Systems programme
- Cleansing of asset data
- Prepare working IT systems for transfer
- Continued delivery of Information Systems programme and alignment with council actions and Metro Water requirements

draft

Constitution of [Metro Water] Limited

Constitution of [Metro Water] Limited

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draft

1. Defined terms and interpretation

1.1 Defined terms

In this Constitution, unless the context otherwise requires:

Board means Directors who number not less than the required quorum, acting together as a board of Directors.

Board Skills Matrix means the skills matrix set out in the Partners Agreement.

Business Day means a day (other than a Saturday, a Sunday or a public holiday) on which registered banks are open for business in Wellington, New Zealand.

Chair means the chair of the Board appointed in accordance with clause 12.9.

Companies Act means the *Companies Act 1993*.

Company means [Metro Water] Limited.

Constitution means this constitution of the Company (including the Schedules) and all amendments to it from time to time.

Director means a person appointed as a director of the Company in accordance with this Constitution.

Financial Year has the meaning set out in the LG(WS) Act.

Independent Director means a Director who is neither a current elected member of any Local Authority that is a Shareholder nor a current employee of any Partner and who is not formerly an elected member or employee of any Local Authority that is a Shareholder or a Partner (as the case may be) within the preceeding [five] years.

LGA means the *Local Government Act 2002.*

LG(WS) Act means the [*Local Government (Water Services) Act 2025*].

Local Authority has the meaning set out in the LGA.

Ordinary Resolution means a resolution that is approved by a simple majority of the votes of those Shareholders entitled to vote and voting on the question.

Partner means each Shareholder, and each of Te Rūnanga O Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

Partners Agreement means the partners agreement relating to the Company to be entered into between the Company and the Partners within six months of the date of this Constitution (as amended from time to time).

Partners Committee has the meaning set out in the Partners Agreement.

Partner Reserved Matters has the meaning given to it in the Partners Agreement.

Service Area means the territorial districts of Wellington City, Lower Hutt, Porirua, and Upper Hutt.].

Shares means the shares in the Company on issue from time to time.

Shareholder means any person for the time being registered in the Company's share register as the holder of one or more Shares in the Company.

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Shareholder Reserved Matters has the meaning given to it in the Partners Agreement.

Special Resolution means a resolution that is approved by a majority of 75 per cent. of the votes of those Shareholders entitled to vote and voting on the question.

Statement of Expectations has the meaning given to it in LG(WS) Act.

Subsidiary has the meaning set out in the Companies Act.

Water Services has the meaning set out in the LG(WS) Act, which will be the water services transferred by the Shareholders to the Company in accordance with the Transfer Agreement between each Shareholder and the Company.

Water Services Annual Budget has the meaning set out in the LG(WS) Act.

Water Services Annual Report has the meaning set out in the LG(WS) Act.

Water Services Strategy has the meaning set out in the LG(WS) Act.

1.2 **Interpretation**

In this Constitution, the following rules of interpretation apply, unless the context requires otherwise:

(a) headings are for convenience only and do not affect interpretation;

(b) the singular includes the plural and *vice versa*, and a gender includes other genders;

(c) another grammatical form of a defined word or expression has a corresponding meaning;

(d) words in this Constitution have the same meaning as in the Companies Act unless inconsistent with the context;

(e) a reference to a party, person or entity includes:

(i) an individual, firm, company, trust, partnership, joint venture, association, corporation, body corporate, estate, state, government or any agency thereof, municipal or local authority and any other entity, whether incorporated or not (in each case whether or not having a separate legal personality); and

(ii) an employee, agent, successor, permitted assign, executor, administrator and other representative of that party, person, entity;

(f) a reference to dollars or $ is to New Zealand currency and excludes every tax and duty;

(g) a reference to a clause, schedule, appendix or attachment is to a clause, schedule, appendix or attachment of this agreement;

(h) a reference to a statute, ordinance, code or other law includes regulations and other instruments under it and consolidations, amendments, re enactments or replacements of any of them;

(i) references to the word include or including are to be construed without limitation;

(j) references to any form of law is to New Zealand law, including as amended or re-enacted;

(k) a reference to a document or instrument includes the document or instrument as novated, altered, supplemented or replaced from time to time;

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(l) written and in writing include any means of reproducing words, figures or symbols in a tangible and visible form;

(m) any obligation falling due for performance on or by a day other than a Business Day will be performed on or by the Business Day immediately following that day; and

(n) an obligation not to do something includes an obligation not to allow or cause that thing to be done.

1.3 Conflict of terms

If there is any conflict:

(a) between a provision of this Constitution and the provisions of the Partners Agreement, the terms of the Partners Agreement will prevail (other than to the extent prohibited by the Companies Act) and the Shareholders must pass any resolutions that may be necessary to amend the provisions of this Constitution to make it consistent with the Partners Agreement;

(b) between a provision in this Constitution and a mandatory provision in the Companies Act, the LG(WS) Act or the LGA, then the mandatory provision in the Companies Act, the LG(WS) Act or the LGA (as the case may be) will prevail; and

(c) between:

(a) a provision in this Constitution and a provision in the Companies Act which is expressly permitted to be altered by this Constitution; or

(b) a word or expression defined or explained in the Companies Act and a word or expression defined or explained in this Constitution,

then the provision, word or expression in this Constitution will prevail.

2. Capacity and objectives

2.1 Water Organisation

(a) As at the date of its incorporation, the Company is a Water Organisation for the purposes of the LG(WS) Act.

(b) The Company must not carry on any business other than the provision of Water Services and activities that are related to, or necessary for, the provision of Water Services, in order to:

(i) meet the objectives set out in section [15] of the LG(WS) Act for the Service Area; and

(ii) maximise the cost efficiency of providing Water Services.

2.2 Capacity

Subject to this Constitution, the Companies Act, the LG(WS) Act, the LGA and the Statement of Expectations, the Company has full capacity, rights, powers and privileges to carry on or undertake any business or activity, do any act, or enter into any transaction.

3. Water Organisation requirements

(a) The Company must comply with:

(i) its obligations under the LGA and LG(WS) Act, including preparing, adopting and publishing its Water Services Strategy and Water Services Annual Budget;

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(ii) all applicable statutory and regulatory obligations relating to Māori and the Treaty of Waitangi, including those set out in the LGA and LG(WS) Act; and

(iii) the applicable part of the *Local Government Official Information and Meetings Act 1987.*

(b) The Partners are entitled to comment on the Company's draft Water Services Strategy and draft Water Services Annual Budget, and the Company must consider those comments. However, the Partners will not have the power to require changes or approve the final Strategy or final Budget.

(c) In accordance with the LG(WS) Act, the auditor for the Company will be the Auditor-General.

(d) The Company must adopt and maintain a Customer Charter. The Customer Charter must include an explanation of how customers can make complaints in relation to the Water Services provided by the Company and address any other matters provided for in the Statement of Expectations.

4. Shares

Subject to this Constitution, the Partners Agreement and the LG(WS) Act, the Board may:

(a) issue Shares at any time, to any person listed in clause [0] or any other person permitted to hold Shares in accordance with the LG(WS) Act and in such numbers as it thinks fit;

(b) issue Shares in different classes which have different rights;

(c) issue Shares which are redeemable (as defined in section 68 of the Companies Act); and

(d) divide existing Shares into different classes which have different rights,

provided that no Shares may be issued unless the issue is first approved by Special Resolution or, to the extent that it is relation to another territorial authority becoming a Shareholder, as a Shareholder Reserved Matter.

5. Calls on shares

5.1 **Board may make calls**

Subject to the Partners Agreement, the Board may make calls on any Shareholder in respect of any money unpaid on their Shares, and not previously made payable at a fixed time, by prior written notice to the relevant Shareholder specifying the time and date for payment (such time and date to be no earlier than 10 Business Days after the notice is given to the relevant Shareholder). The relevant Shareholder must comply with the terms of any call made by the Board. A call may be payable by instalments. The Board may revoke or postpone a call.

5.2 **Interest and expenses**

A person who fails to pay a call on the due date must pay:

(a) interest on that money from the day payment was due to the day of actual payment at a rate fixed by the Board; and

(b) all expenses which the Company has incurred or may incur because of non-payment,

provided that the Board may waive payment of all or part of that interest or those expenses.

6. Lien over shares

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6.1 **Existence and subject matter of lien**

If a Shareholder fails to pay any call on the due date, the Board may at any time by written notice to the Shareholder require payment of the unpaid amount together with any amount payable under clause 5.2. That notice must specify a further date (not earlier than 10 Business Days from the date of the notice) by which payment is required to be made, and must state that if that payment is not made on or before the specified date, clause 6.2 will apply.

6.2 **First lien**

The Company has a first lien over each Share and the proceeds of any sale of the Share for:

(a) all unpaid calls owing in respect of the Shares and any amount payable under clause 5.2; and

(b) sale expenses owing to the Company in respect of the Shares.

The registration of any transfer of a Share will not operate as a waiver of any lien the Company may have on that Share, unless notice to the contrary is given by the Company to the transferee.

7. Transfer of shares

7.1 **Right to transfer**

Subject to any restrictions set out in this clause 7, the LGA, the LG(WS) Act and the Partners Agreement, a Share may be transferred by entry of the name of the transferee in the share register for the Company following receipt by the Company of a validly signed form of transfer.

7.2 **Prior approval required**

No Shareholder may sell, assign, transfer or dispose of, directly or indirectly, the legal or beneficial ownership of any of its Shares except in accordance with the provisions of this clause 7 and unless the relevant sale, assignment, transfer or disposal:

(a) has first been approved in writing by all Shareholders; or

(b) is a permitted transfer in accordance with clause 7.4.

7.3 **No delay**

The Board may not exercise any powers conferred by this Constitution to refuse or delay the registration of any sale, assignment, transfer or disposal of Shares completed in accordance with clause 7.2.

7.4 **Permitted transfers**

Subject to the LG(WS) Act, the restrictions in this clause 7 do not apply to the transfer of Shares by a Shareholder to:

(a) another Shareholder that has a territorial district within the Service Area; or

(b) any successor Local Authority to that Shareholder; or

(c) a consumer trust established for the purpose of providing water services to the public, provided that the shares being transferred include any unpaid shares held by the transferring Local Authority.

7.5 **Board may refuse to register**

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The Board may refuse or delay the registration of any transfer of a Share to any person if:

(a) the transfer would result in a breach of law, this Constitution or the Partners Agreement; or

(b) any money payable on that Share is due for payment and has not been paid; or

(c) the Company has an unsatisfied lien on that Share or the proceeds of sale of that Share; or

(d) the transferee is a person without legal capacity to contract or the transfer has not been properly executed; or

(e) the transfer is not accompanied by proof (reasonably required by the Directors) of the right of the transferor to make the transfer; or

(f) the Directors acting in good faith determine that registration of the transfer would not be in the best interests of the Company; or

(g) the transfer document is not in the usual or common form or otherwise in the form prescribed by the Board from time to time (if any),

provided that the Board must at all times comply with section 84 of the Companies Act.

8. Distributions

Without limiting clause 9,the Company must not pay any dividend or distribute any surplus in any way, directly or indirectly, to the Shareholder.

9. Company acquiring its own shares

Regardless of clause 8, the Company may acquire its own Shares only if it has first been authorised to do so by Special Resolution, in which case the Shares purchased or otherwise acquired will be deemed to be cancelled immediately on acquisition.

10. Shareholder meetings

10.1 Annual meeting

The Board must hold an annual Shareholders' meeting in accordance with section 120 of the Companies Act unless in the case of any annual meeting, everything required to be done at that meeting (whether by way of resolution or otherwise) is done by written resolution in accordance with section 122 of the Companies Act.

10.2 Special meetings

A special Shareholders' meeting:

(a) may be called at any time by the Board; and

(b) must be called by the Board on the written request of the Partners Committee.

10.3 Proceedings at Shareholders' meetings

The provisions of the First Schedule to the Companies Act as modified by this Constitution, including the rules set out in Schedule 1, govern proceedings at Shareholders' meetings.

11. Reporting requirements

11.1 Reporting

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Subject to clause 11.2:

(a) the Board must prepare the reports required by the Partners Committee by notice in writing to the Company (any such notice must comply with the requirements in section [209(4)] of the LG(WS) Act), in accordance with the requirements specified in that notice;

(b) within [eight] months of the start of each Financial Year of the Company, the Board must prepare and adopt a water services half-yearly report in accordance with the LG(WS) Act, which must include information required to be included by the Statement of Expectations (in accordance with [section 208(3)] of the LG(WS) Act); and

(c) within [three] months of the end of each Financial Year of the Company, the Board must prepare, adopt and deliver to the Partners, and publish in accordance with the [section 203] of the LG(WS) Act, its Water Services Annual Report for that Financial Year, which must include the information required to be included by:

(a) the Statement of Expectations;

(b) the Companies Act; and

(c) sections [205] to [208] of the LG(WS) Act.

11.2 Information to be withheld

Nothing in this clause 11 requires the inclusion in any Statement of Expectations, annual report, financial statements or quarterly report required to be produced under this Constitution of any information that may be properly withheld if a request for that information was made under the *Local Government Official Information and Meetings Act 1987*.

12. Directors

12.1 Initial Directors

On adoption of this Constitution, the first Directors are the persons named as Directors in the application for registration of the Company.

12.2 Independent Directors

As soon as practicable after the date of incorporation [and no later than the day immediately preceding the date the Company begins providing Water Services], , all Directors will be Independent Directors.

12.3 Number of Directors

The maximum number of Directors will be [seven] and the minimum number of Directors will be [five].

12.4 Appointment and removal by Partners

(a) Subject to clause12.2, the Partners Committee will appoint up to the number of Directors set out in clause12.3, by notice in writing to the Company and in accordance with the Partners Agreement. Directors may be removed and replaced in the same way.

(b) The Partners and the Company will promptly take all steps necessary or desirable to effect the appointment, replacement or removal of any individual (including if a Director fails to vacate office when required to do so) in accordance with this clause 12.4 if applicable, including, in the case of the Shareholders, by exercising their voting rights in the relevant Shareholders' meeting (or by way of written resolution).

12.5 Appointment and removal by Board

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[Where there is a casual vacancy on the Board, the [Appointments and Accountability Committee] established by the Board (or, where the Board so determines, the full Board), may, by majority vote,recommend an appointment to fill that vacancy to the Partners Committee for its approval in accordance with the Partners Agreement. A Director may be removed in a similar manner.].

12.6 **Skills of Directors**

(a) Other than the Directors appointed on incorporation a person may only be appointed to be a Director if the person has, in the opinion of the group appointing that person, the skills, knowledge, or experience to:

(i) guide the Company, given the nature and scope of its activities; and

(ii) contribute to the achievement of the objectives of the Company.

(b) All Director appointments must be made in accordance with the Board Skills Matrix, with the aim of ensuring that the Board as a whole has the skills required by the Board Skills Matrix.

12.7 **Term of appointment**

(a) No person may be appointed as a Director for a term of more than [four] consecutive years (the **Term**).

(b) A Director may be reappointed at the expiry of his or her Term of appointment, provided that no Director may be reappointed for more than [three] consecutive Terms.

12.8 **Vacation of office**

A Director vacates office if that Director:

(a) resigns by written notice of resignation to the Company. The notice is to be effective when it is received at that address or at a later time specified in the notice; or

(b) is removed from office in accordance with clause 12.5; or

(c) becomes disqualified from being a Director pursuant to section 151 of the Companies Act; or

(d) dies.

12.9 **Appointment of Chair**

(a) The Partners Committee will appoint a Chair of the Board in accordance with the Partners Agreement. .

(b) The Chair will hold office until:

(i) he or she ceases to be a Director of the Company; or

(ii) a new Chair is appointed by the Partners Committee. .

12.10 **Powers of the Board**

(a) Subject to clause 12.10(b) and any restrictions in the Companies Act, the LG(WS) Act, the Partners Agreement or this Constitution, the business and affairs of the Company must be managed by or under the direction or supervision of the Board.

(b) The Board has, and may exercise, all the powers necessary for managing, directing and supervising the management of the business and affairs of the Company except to the extent

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that this Constitution, the Partners Agreement, the Companies Act or the LG(WS) Act expressly requires those powers to be exercised by the Shareholders or any other person.

12.11 **Prohibited matters**

Regardless of clause 12.10(b), the Board must not, and must not cause the Company to:

(a) incur indebtedness to any person other than the New Zealand Local Government Funding Agency Limited and a New Zealand registered banking institution; or

(b) grant a security interest over any of the assets of the Company,

except to the extent permitted by the LG(WS) Act and the Partners Agreement.

12.12 **Shareholder Reserved Matters and Partner Reserved Matters**

Regardless of clause 12.10(b), but subject to any restrictions in the LG(WS) Act, the Board must not, and must not cause the Company to enter into any transaction or matter that is a Partner Reserved Matter or a Shareholder Reserved Matter, unless first approved in writing by the Shareholders or the Partners (as the case may be) in accordance with the Partners Agreement.

12.13 **Solvency test**

Regardless of any approval attained pursuant to clause 12.11, the Board must not cause the Company to borrow or raise any money, or enter into or incur any guarantee or other liability of any nature, if the effect of doing so would be that the Company will not satisfy the solvency test (as that term is defined in the Companies Act).

12.14 **Proceedings of the Board**

The provisions of the Third Schedule to the Companies Act as modified by this Constitution, including the rules set out in Schedule 2, govern proceedings at meetings of Directors.

12.15 **Directors' duties**

In addition to the duties set out in the Companies Act, the Directors must assist the Company to meet the objective set out in clause 2.1(b) and any other requirements set out in the Statement of Expectations or the LG(WS) Act.

12.16 **Directors to act in good faith**

A Director, when exercising powers or performing duties, must act in a manner which that Director believes to be in the best interests of the Company (regardless that it may not be in the best interests of any particular Partner) and consistent with section 59 of the LGA.

12.17 **Indemnity and insurance of Directors and employees**

The Company may indemnify and effect insurance in accordance with any part or all of section 162 of the Companies Act provided that:

(a) the Board must ensure that particulars of any indemnity given to, or insurance taken out for, any director, or employee of the Company are immediately entered in the interests register; and

(b) the Board may impose any conditions in relation to any indemnity or insurance if the conditions do not contravene the Companies Act.

For the purposes of this clause 12.17 "director" includes any former director, "employee" includes any former employee and "Company" includes any related company.

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12.18 **Disqualification of Directors**

A person will be disqualified from holding the office of Director if he or she:

(a) is or becomes disqualified from being a Director under any provision of the Companies Act or the LG(WS) Act; or

(b) dies; or

(c) becomes a protected person under the *Protection of Personal and Property Rights Act 1988*; or

(d) is an undischarged bankrupt.

12.19 **Remuneration of Directors**

(a) The Shareholders will determine, by Special Resolution, the total amount available to the Board each year to make remuneration payments in accordance with paragraph (b) below.

(b) The Board may not authorise any form of remuneration to be paid to a Director without Board approval and unless that payment is made and authorised in accordance with the provisions of the Companies Act and the Special Resolution passed in accordance with paragraph (a) above.

(c) The Board may authorise the reimbursement by the Company of reasonable travelling, hotel and other expenses incurred by Directors in attending Board meetings, Partner meetings, Shareholder meetings, or in relation to any other affairs of the Company.

12.20 **Other offices with company held by Director**

(a) Any Director may act by himself or herself or by the Director's firm in a professional capacity for the Company, and the Director or the Director's firm will be entitled to remuneration for professional services as if the Director were not a Director. Nothing in this clause authorises a Director or the Director's firm to act as auditor of the company.

(b) A Director may hold any other office or place of profit in the Company (other than the office of auditor) in conjunction with the Director's office of Director for the period and on the terms (as to remuneration and otherwise) as the Board determines, subject to the necessary reporting disclosures and avoidance of conflicts of interest.

12.21 **Alternate Directors**

(a) Each Director will have the power from time to time by written notice to the Company to appoint any person who is already a Director to act as an alternate Director in his or her place. An alternate Director cannot be appointed for more than one Director at any given time. The following provisions will apply to an alternate Director:

(i) the alternate Director will not be entitled to any remuneration in his or her capacity as alternate Director in addition to that of the Director in whose place he or she acts, but will have the same rights as a Director to be reimbursed under clause 12.19(c);

(ii) unless otherwise provided by the terms of the appointment, the alternate Director:

(aa) has the same rights, powers and privileges (including the power to sign resolutions of Directors and the power to sign documents on behalf of the Company, but excluding the power to appoint an alternate Director under this clause 12.21); and

(bb) must discharge all of the duties and obligations of the Director in whose place he or she acts.

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(b) An alternate Director will cease to be an alternate Director:

(i) if the Director who appointed the alternate Director ceases to be a Director, or revokes the appointment of the alternate; or

(ii) on the occurrence of any event relating to the alternate Director which, if the alternate Director were a Director, would disqualify the alternate Director from being a Director; or

(iii) if a majority of the other Directors resolve to revoke the alternate Director's appointment.

13. Interests of directors

13.1 Disclosure of interests

A Director must disclose particulars of any interest in a transaction or proposed transaction of the Company in accordance with section 140 of the Companies Act.

13.2 Interested Directors

As set out in section 139 of the Companies Act, a Director is "interested" in a transaction to which the Company is a party if:

(a) he or she is a party to the transaction or may derive a material financial benefit from it; or

(b) he or she has a material interest in another party to the transaction; or

(c) he or she is a director, officer or trustee of another party to the transaction; or

(d) he or she is a director, officer or trustee of a person who may derive a material financial benefit from the transaction; or

(e) he or she is a parent, child or spouse, civil union partner, or *de facto* partner of a person described in any of the above paragraphs; or

(f) he or she is otherwise directly or indirectly materially interested in the transaction.

13.3 Interested Directors may act

A Director who is interested in a transaction entered into, or to be entered into, by the Company must not do any of the following:

(a) sign a document relating to that transaction on behalf of the Company; or

(b) do any other thing in his or her capacity as a Director in relation to that transaction,

provided that a Director may vote, sign documents and otherwise do any other thing in his or her capacity as a Director with regard to any matter relating to the following:

(c) any payment or other benefit of the type referred to in section 161 of the Companies Act in respect of that Director in accordance with clause 12.19;

(d) the entry into an indemnity or insurance arrangement in respect of that Director in his or her capacity as a director of the Company in accordance with clause 12.17; or

(e) transactions in which a Director is interested solely in his or her capacity as a director of a Subsidiary of the Company.

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13.4 **Interests register review**

The Board will review the interests register at the beginning of every Board meeting.

13.5 **No prohibition re quorum**

No prohibition under this clause 13 will prevent the attendance of a Director at a Board meeting from counting for quorum purposes.

14. Notices

14.1 **Service**

Notices may be served by the Company upon any Director or Partner, either by personal delivery, by electronic means or by posting it in a prepaid envelope or package addressed to the recipient at his or her last known address (or, in the case of a company, its registered office). A notice may be given by the Company to joint Shareholders by giving the notice to the joint Shareholder named first in the Share Register in respect of the Share, or to any other person as or the joint Shareholders may in writing direct.

14.2 **Time of service**

Notices are deemed served at the following times:

(a) when given personally, on delivery;

(b) when sent by post or document exchange, five Business Days after (but exclusive of) posting; and

(c) when sent by email, at the time of transmission, if (in the event receipt is disputed) the sender produces a printed copy of the email which evidences that the email was sent to the email address of the recipient.

Any notice which has been served on a Saturday, Sunday or public holiday is deemed to be served on the first Business Day after that day.

15. Liquidation

If the Company is liquidated, the liquidator may, with the approval of the Shareholders by Special Resolution and any other approval required by the Companies Act or the LG(WS) Act, but subject to the requirements of the Partners Agreement (as notified by any Shareholder to the liquidator) and, if applicable, the rights or restrictions attached to the different classes of shares issued by the Company:

(a) distribute to the Shareholders in kind the whole or any part of the assets of the Company; and

(b) vest the whole or any part of any such assets in trustees upon any trusts for the benefit of the persons so entitled as the liquidator thinks fit, but so that the Shareholders are not compelled to accept any Shares or other securities on which there is any liability.

16. Methods of contracting

16.1 Deeds

A deed which is to be entered into by the Company may be signed on behalf of the Company by:

(a) two or more Directors;

(b) a Director, and any person authorised by the Board, whose signatures must be witnessed; or

(c) one or more attorneys appointed by the Company.

16.2 Written obligations

Subject to clause 16.1, an obligation or contract which is required by law to be in writing, and any other written obligation or contract which is to be entered into by the Company, may be signed on behalf of the Company by two people acting under the express or implied authority of the Company.

16.3 Other obligations

Subject to clause 16.1, any other obligation or contract may be entered into on behalf of the Company in writing or orally by two people acting under the express or implied authority of the Company.

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Schedule 1 - Rules for Shareholder Meetings

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1. Chair

(a) If the Chair is present at the meeting, he or she must chair the meeting.

(b) If there is no Chair or if the Chair is not present at the meeting within 15 minutes of the start time, the Directors present may elect a chair for that meeting, failing which, the Shareholders (or their representatives) present may elect a chair for that meeting.

2. Notice of meetings

(a) Each Shareholder and every Director of the Company must be sent written notice of the time and place of the meeting at least 10 Business Days before the meeting.

(b) The notice must state:

(i) the nature of the business to be discussed at the meeting in sufficient detail to enable the Shareholders to form a reasoned judgment in relation to it; and

(ii) the text of any Special Resolution to be put to the meeting.

(c) An irregularity in a notice of a meeting is waived if:

(i) the Shareholders attend the meeting without protest as to the irregularity; or

(ii) if each Shareholder agrees to the waiver.

(d) If a meeting is adjourned for 30 days or more, notice of the adjourned meeting must be given as in the case of an original meeting. It is not otherwise necessary to give any new notice for an adjourned meeting.

(e) The accidental omission to give a notice of a meeting to, or the non-receipt of a notice of a meeting by, any person entitled to receive notice does not invalidate the proceedings at that meeting.

3. Methods of holding meetings

A Shareholders' meeting may be held either:

(a) at the place, date, and time appointed for the meeting; or

(b) by means of audio, or audio and visual, communication. The Shareholders (or their representatives) participating must constitute a quorum and must all be able to simultaneously hear all participants throughout the meeting.

4. Quorum

(a) No business may be transacted at a Shareholder meeting if a quorum is not present.

(b) A quorum for a Shareholder meeting is present if a majority of Shareholders (based on the number of Shares held) or their proxies:

(i) is present; or

(ii) has completed postal votes (where permitted).

(c) If a quorum is not present within the 30 minutes after the start time for the meeting:

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(i) if the meeting is called under section 121(b) of the Companies Act, the meeting is dissolved;

(ii) for any other meeting, the meeting is adjourned to:

(aa) the same day in the following week at the same time and place, or

(bb) to another date, time and place to be fixed by the Directors.

5. Adjournments

The chair:

(a) may adjourn the meeting from time to time and from place to place, but no business can be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place; and

(b) must adjourn the meeting as above if directed to do so by the meeting.

6. Voting

(a) If a Shareholder meeting is held under paragraph 3(b) above, unless a poll is demanded, voting at the meeting will be by:

(i) voting by voice; or

(ii) voting by show of hands,

and the chair of the meeting will decide which method is used.

(b) A declaration by the chair of the meeting that a resolution is carried by the necessary majority is conclusive evidence of that fact unless a poll is demanded.

(c) Subject to the Partners Agreement and to any rights or restrictions attached to any Share:

(i) where voting is by voice or a show of hands, every Shareholder present in person or by representative has one vote; and

(ii) on a poll every Shareholder present in person or by representative has one vote in respect of every Share held by that Shareholder which entitles a Shareholder to vote; and

(iii) in the case of an equality of votes, the chair of the meeting does not have a casting vote.

7. Proxies and postal votes

(a) Each Shareholder has the right to appoint a representative as its proxy to attend and vote at Shareholder meetings on its behalf. Any such representative so appointed is entitled to attend and be heard at Shareholder meetings and to demand or join in demanding a poll, as if that representative was the relevant Shareholder.

(b) A Shareholder may not cast a postal vote at a Shareholders' meeting unless the Board has previously authorised postal votes for that meeting in which case:

(i) the notice of that meeting must state whether postal votes are authorised; and

(ii) postal voting must be carried out in accordance with clause 7 of the First Schedule to the Companies Act.

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8. Minutes

(a) The Board must ensure that minutes are kept of all proceedings at Shareholder meetings.

(b) Minutes which have been signed correct by the Chair of the meeting are *prima facie* evidence of the proceedings.

9. Shareholder proposals

(a) The Shareholders may give written notice to the Board of a matter the Shareholder proposes to raise for discussion or resolution at the next Shareholder meeting. The provisions of clause 9 of the First Schedule of the Companies Act apply to any notice given under this rule 9.1.

(b) The Chair of a Shareholder meeting will allow a reasonable opportunity for the Shareholders to question, discuss or comment on the management of the Company.

10. Other proceedings

Except as provided in this Schedule 1, and subject to this Constitution, a Shareholder meeting may regulate its own procedure.

Schedule 2 - Rules for Board Proceedings

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1. Notice of meeting

(a) A Director or, if requested by a Director to do so, an employee of the Company, may convene a meeting of the Board by giving notice in accordance with this clause.

(b) At least five Business Days' notice of a meeting of the Board must be given to every Director who is in New Zealand. The notice must include the date, time and place of the meeting and the matters to be discussed.

(c) An irregularity in the notice of the meeting is waived if all Directors attend the meeting without protest as to the irregularity or if all Directors entitled to receive notice of the meeting agree to the waiver.

(d) Notice of a meeting may be given by any means, including by telephone. Notice given by a letter addressed to a Director at his or her last known residential address in New Zealand will be deemed to have been given on the next Business Day after the letter is posted.

2. Method Of holding meetings

The Board may meet in person or by any technological means that allows participating Directors to be in communication with other participating Directors in a manner that is relatively contemporaneous. Where Directors are not all in attendance in one place but are holding a meeting through any such a system of communication:

(a) the participating Directors will be taken to be assembled together at a meeting and present at that meeting (including for the purposes of quorum requirements);

(b) the meeting will be taken to be held at the place agreed to by the participating Directors so long as at least one participating Director is physically present at that place; and

(c) all proceedings at meetings conducted in any such manner will be valid and effective as if conducted at a meeting at which all of them were physically present.

3. Quorum

(a) At any meeting of Directors:

(i) a quorum will only be present if at least a majority of Directors are present; and

(ii) any resolution, unless otherwise specified in this Constitution or the Partners Agreement, will be passed if a majority of the votes cast on it are in favour of it.

(b) If a quorum is not present within 30 minutes of the time appointed for the commencement of the Board meeting, the Board meeting must be adjourned to the same day in the following week at the same time and place, or to any other date, time and place as the chairperson may appoint, and if at the adjourned meeting a quorum is not present within one hour after the time appointed for the commencement of the meeting, the Directors present (regardless of the person who appointed them) will constitute a quorum. No business may be transacted at a meeting of Directors if a quorum is not present.

4. Voting

(a) Every Director has one vote.

(b) The Chair does not have a casting vote.

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(c) Subject to clause 12.11, a resolution of the Board is passed if it is agreed to by all Directors present without dissent or if a majority of the votes cast on it are in favour of it.

(d) A Director who abstains from voting is not presumed to have voted in favour of the relevant resolution of the Board.

5. Minutes

The Board must ensure minutes are kept of all proceedings at meetings of the Board.

6. Resolutions

(a) A resolution in writing, signed or assented to by all Directors then entitled to receive notice of a Board meeting, is as valid and effective as if it had been passed at a meeting of the Board duly convened and held.

(b) A resolution may consist of several documents (including facsimile or other similar means of communication) in like form each signed or assented to by one or more Directors.

(c) A copy of all resolutions must be entered in the minute book of Board proceedings.

7. No notice to directors outside New Zealand

It is not necessary to give notice of a meeting of the Board to any Director temporarily absent from New Zealand.

8. Other proceedings

Except as provided in this Schedule 2 and this Constitution, the Board may regulate its own procedure.

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Partners Agreement – Principles and Terms Sheet

Part One: Background

This document identifies the key terms that must be incorporated into the Partners Agreement

Part One is to assist with background by setting out the critical success factors and guiding principles that have been adopted to inform the drafting of the Partners Agreement. Part Two sets out in detail the proposed terms to be included in Metro Water's Partners Agreement and will act as a terms sheet by providing a preliminary framework to allow for the drafting of the Partners Agreement once agreement to the proposed terms has been reached with each of the Partners.

Given that some of the matters that the Partners Agreement can be addressed in different ways, the Terms Sheet sets out a range of options for some of the key terms. The key terms identified in the Terms Sheet are the key terms that have the greatest scope for divergence of opinion, require cooperation or negotiation, or involve complex concepts and ideas – so we have provided some guidance on preferred options for how those terms could be addressed. The proposed terms set out in Part Two have been drafted on the basis of the recommended options identified in the Terms Sheet and are subject to change. This Part (Parts One) is not intended to be part of the Partners Agreement once drafted – it is intended to explain the approach taken in the drafting of the terms in Part Two.

The key terms in this document have been identified and drafted by reference to the critical success factors and guiding principles

These factors and principles have been identified based on conversations with Partners, councils, and mana whenua. They reflect public statements, public and private sector joint venture experience, and are intended to assist everyone to reach in-principle agreement on the issues to be addressed.

Critical success factors	Guiding principles
Metro Water will be successful if it: • has a skills-based competent board as reflected in an agreed skills matrix for all board appointments; • strikes the right balance between having strong corporate governance (with the Partners Committee having an ongoing focus on the performance of the board), and board and management-led operational independence; • establishes and maintains trust and a strong Partnership with all Partners, including mana whenua; • establishes and maintains trust with customers and Partners; • provides high quality customer service and experience in the delivery of water services; • delivers water services in a way that provides value for money to customers; • has strategies for investment in water services infrastructure, long-term planning, financial forecasting and budgeting; • has access to long-term borrowing and maintains and implements their transparent funding mechanisms; • aligns with economic regulatory requirements and complies with ethical standards and relevant laws and regulations; • provides kaitiaki for te Taiao (guardianship of the natural environment);	**Principle One** Metro Water is being established to own, operate, maintain, renew and build water assets in the service area, instead of and on behalf of the five participating councils. In that sense, the assets will be, and continue to be, publicly-owned. **Principle Two** Partners intend that Metro Water will be managed and operated by an experienced senior leadership team under the supervision of an independent board of directors. Membership of the board will be determined by reference to the competence and skill each director holds in relation to that role, having regard to Metro Water's overarching purpose (as set out in Principle One). **Principle Three** Governance arrangements are instrumental to enable Metro Water to deliver water services across the service area in furtherance of its overarching purpose (as set out in Principle One), including ensuring that appropriate focus on the performance of the board is provided for whilst ensuring operational independence. **Principle Four**

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

Critical success factors	Guiding principles
• has proactive asset management, maintenance and implementation strategies; • implements robust risk management strategies to ensure regulatory compliance; and • moves from cost to serve to regional harmonisation over time.	Partner with mana whenua in governance and decision-making. **Principle Five** Where a drafting, process, or substantive issue can be solved in either a simpler or more complex way, the simpler way is better.

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Part Two: Proposed Terms Sheet – Partners Agreement

To the extent we agree or where further customisation of a clause is not required, we propose adopting the wording from the template Shareholders' Agreement prepared by the Department of Internal Affairs (**DIA**). We have indicated where we think such adoption is appropriate for each clause in the table below.

#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
1	**Definitions and Interpretation**	Sets out the definitions for the defined terms included in the Partners Agreement.	Will adopt wording from the DIA Template Shareholders' Agreement and modify as the context requires.
2	**Establishment of the Water Organisation**	Sets out clauses on: (a) shares; (b) payment for shares; and (c) name and registered office.	Proposed wording: *Incorporation:* *The Company will immediately upon incorporation, have the number of shares set out in [Schedule 1] which, on issue, will be held by the Shareholders set out in [Schedule 1].* *The Shareholders agree that the number of shares held by each Shareholder on incorporation will be adjusted following the transfer of assets from each Shareholder to the Company to ensure that the shares held by each Shareholder are consistent with the net value of the assets transferred. The Shareholders further acknowledge that a subsequent adjustment of shares may be required to reflect any changes in the net value of assets transferred once final settlement has occurred.* [Drafting Note: there are a range of options for how the enduring allocation of shares in Metro Water can be made. Subject to confirmation by the shareholding councils, the proposed option is that the shares in Metro Water will to be allocated to each council based on the total net value of the council's assets (minus agreed liabilities) transferred to (or assumed by) Metro Water at the time Metro Water is established or when any council joins or exits as a shareholder. The initial allocation of shares on incorporation of Metro Water will need to be adjusted to reflect the final valuations for each of the shareholding councils – this could take effect on 'Day 1' alongside the transfer of assets. A further adjustment in the number of shares held by each shareholder may also be required following the completion of the final settlement if valuations as at 'Day 1' can only be determined after that date.]

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
			Payment for Shares: The amount set out in [Schedule 1] will be payable by each Shareholder in respect of each Share held by that Shareholder, [receipt of which is hereby acknowledged]. [Drafting Note: the intention is that payment for the share will be in the form of the net value of the assets transferred to Meto Water. So the amount provided for in Schedule 1 will be only a nominal amount. However, Metro Water will require some initial working capital]. *Name and registered office: The name of the Company will be as set out in [Schedule 1] and the initial registered office and address for service of the Company will be as set out in [Schedule 1].*
3	**Purpose of Company**	Sets out clauses that provide a high-level outline of the purposes of Metro Water, including: (a) reflecting the statutory objectives; (b) the purpose of the shareholders of the Water Organisation; and (c) the initial business set up.	Proposed wording: *Purpose: It is the intention of the Partners that the Company is to carry on the Business.* [Drafting Note: the "Business" of Metro Water has been set out in clause 2.2 of the Constitution.] *Initial business set up: The Partners will work together to procure the initial business set up, operational steps, and transactions described and summarised in [Schedule 1].* *The Partners agree that the Company will achieve price harmonisation in setting water charges for water users within the Service Area no later than [insert date]. Prior to achieving price harmonisation, the Company may apply appropriate price differentials in setting charges for water users within the Service Area so that those charges reflect the corresponding costs to serve those water users.* [Drafting Note: based on feedback received, we have removed the requirement for Metro Water to apply appropriate price differentials from the Constitution. This matter is addressed in the Partners Agreement to provide flexibility and reflect the feedback that the end state is for Metro Water to achieve regional price harmonisation.] [Drafting Note: based on the feedback received, we understand that there may be a need to ensure Metro Water is not prevented from providing water services to other non-shareholding councils, either on a temporary/transitional or enduring basis, for example, South Wairarapa District Council that currently receives services from Wellington Water. The definition of the "Business" will need to be broad enough to accommodate Metro Water providing those services.]
4	**Board and directors**	Sets out clauses on: (a) the Board; (b) existing directors; and (c) performance evaluation.	***Board*** *(a) The Company will have the number of Directors that comply with Constitution.* *(b) The Directors will be appointment and removed in accordance with clause [12.4] of the Constitution.* ***Existing Directors***

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
			As at the date of this Agreement, the Directors named in [Schedule 1] are deemed to have been nominated and approved by the Partners to be the Directors. ***Performance evaluation*** *The Board will undertake a self-evaluation of its performance on an annual basis, in line with accepted good governance principles and practices, and the results will be reported directly to the Partners Committee and to the Chief Executives (or equivalent) of each of the Partners.*
5	**Shareholders' and Partners' Obligations**	Sets out clauses on: (a) voting and Shareholder Reserved Matters and Partner Reserved Matters; (b) duty to comply with the Constitution; (c) compliance with laws; (d) spirit of collaborative working; and (e) no surprises.	Proposed wording: *Voting and Shareholder Reserved Matters and Partner Reserved Matters:* *(a) Subject to clause [X] and any resolution that is required by the Companies Act or the Constitution to be passed as a Special Resolution, all resolutions of meetings of the Partners may be passed by Ordinary Resolution.* *(b) The Company will not enter into or give effect to any transaction or matter which is a Shareholder Reserved Matter unless the entry into that transaction or matter is approved in writing by:* *(i) the Shareholders who together hold more than the required percentage of all Shares held by the Shareholders, as listed in [Schedule 2]; or* *(ii) if no percentage in relation to that transaction or matter is listed in [Schedule 2], by Special Resolution.* (c) *The Company will not enter into or give effect to any transaction or matter which is a Partner Reserved Matter unless the entry into that transaction or matter is first approved in writing by the Partners in accordance with clause [X].*[Drafting Note: we propose the voting percentage for both Shareholder Reserved Matters and Partner Reserved Matters is set initially at 100 percent, i.e., unanimous. If that is not possible, a [two week] "compromise period" would follow to try and achieve consensus. If no consensus is possible, then 75 per cent or more votes will carry the proposal.] *Duty to comply with Constitution: Each [Partner] acknowledges the provisions of the Company's Constitution and each Shareholder will comply with the Company's Constitution.* *Compliance with laws: The Shareholders, and to the extent possible, the Partners who are not Shareholders, and the Company, will each ensure it complies with its obligations under the Local Government Act 2002, Local Government (Water Services Preliminary Arrangements) Act 2024, the [Local Government Water Services Act 2025] and the Companies Act.* *Spirit of collaborative working: The Partners must at all times act in a spirit of co-operation and collaborative working, endeavouring to act together to allow for the effective communication of the Partners' intentions or requirements to the Company.* *No surprises: The Partners will use best endeavours to act under the principle of "no surprises", both with the Company and with each other in relation to their respective interests.*

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
6	**Partners Committee**	Sets out clauses on: (a) establishment and terms of reference; (b) replacing a Partner Committee representative; (c) delegations to a Partner Committee representative; (d) authority of Partner Committee representatives; (e) attendance of Partner Committee representatives at meetings; and (f) failure to attend.	Proposed wording: *Establishment and Terms of Reference:* *(a) Promptly after the date of this Agreement, the Partners will jointly establish, maintain and operate a Partners Committee in accordance with the Terms of Reference to provide overarching governance of the Company, including:* *(i) in relation to the appointment of Directors to the Board of the Company;* *(i) to assist the Partners to fulfil their obligations under this Agreement;* *(ii) to provide a direct relationship between Partners and the Board of the Company; and* *(iii) where the Company has any obligation to consult with the Shareholders under the [Local Government (Water Services) Act 2025] or other applicable law, to allow the Company to meet such obligation by consulting with the Partners Committee.* *(b) Each Partner:* *(i) hereby confirms the Terms of Reference for the Partners Committee are on the terms attached at [Schedule 3] to this Agreement;* *(ii) will appoint a Partners Committee Representative; and* *(iii) will appoint an Alternate.* [Drafting Note: based on feedback received, we have included an express reference to the Partners Committee providing a direct relationship between the Partners and the Board of Metro Water.] *Replacing a Partners Committee Representative:* *Each Partner's appointed Partner Committee Representative and/or Alternate may be replaced from time to time by that Partner providing written notice to the Partners Committee and the other Partners.* *Delegations to a Partners Committee Representative:* *Each Partner agrees to delegate to its appointed Partners Committee Representative, and its Alternate, those responsibilities and powers set out in the [Appendix to the Terms of Reference].* *Authority of Partners Committee Representatives:* *Subject to the delegations under clause [X] above, the Partners agree that any matter for a Partner under this Agreement may be exercised by a duly authorised Partners Committee Representative.* *Attendance of Partners Committee Representatives at meetings:*

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
			Each Partner will ensure that its appointed Partners Committee Representative or the Alternate attends each meeting of the Partners Committee Council. *Failure to attend:* *If a Partner's appointed Partners Committee Representative or their Alternate is not present at the number of consecutive meetings of the Partners Committee set out in [Schedule 1], then that Partner will be required, on notice by any other Partner, to replace that Partner's appointed Partners Committee Representative and/or Alternate.*
7	**Loans and guarantees by Shareholders**	Under this clause, no Shareholders will be required to make any loans to Metro Water or guarantee the obligations of Metro Water, to any creditor or other party except with the express prior agreement of that Shareholder.	Proposed wording: *Loans and guarantees:* *No Shareholder will be required to make any loans to the Company or guarantee the obligations of the Company, to any creditor or other party except with the express prior agreement of the relevant Shareholder.* *The Shareholders agree that immediately after signing this Agreement, each Shareholder will take all steps necessary, including but not limited to, providing any guarantee, to enable the Company to access funding through the New Zealand Local Government Funding Agency.*
8	**Statement of Expectations**	Sets out clauses on: (a) the Partners' joint responsibility in preparing the Statement of Expectations; and (b) compliance (Partners to ensure that the business of Metro Water is conducted in accordance with its Statement of Expectations).	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.
9	**Share sale, issue, amalgamation, new joining shareholder, exiting shareholder, and valuation**	Sets out clauses on: (a) no sale; (b) no security interest; (c) share issue; (d) additional shareholder; (e) exiting shareholder; and (f) amalgamation of local authorities.	Proposed wording: *No sale:* *No Shareholder will directly or indirectly sell, transfer, or dispose of the legal or beneficial ownership of, or the control of, any of its Shares otherwise than in compliance with the Constitution and [Local Government Water Services Act 2025].* *No Security Interest:* *A Shareholder must not grant a Security Interest over any of its Shares.* *Share issue:*

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
			Subject to approval of the Shareholders in accordance with clause [X], the Board may issue Shares in accordance with the Constitution and the principles set out in [Schedule 1]. *Additional shareholders:* *Subject to approval of the Shareholders in accordance with clause [X], additional local authorities may become shareholders in the Company in accordance with the Constitution and the principles set out in [Schedule 1].* *Exiting shareholders:* *A local authority may cease to be a shareholder in the Company in accordance with the Constitution and the principles set out in [Schedule 1] (**Shareholder Exit**). In the event of a Shareholder Exit, the Shareholders will meet and discuss the effect of the Shareholder Exit on the shareholding structure of the Company and will exercise their voting rights to ensure that the structure (including the relative shareholding percentages of the remaining shareholders) remains appropriate and reasonable having regard to the purposes for which the Company was established as set out in clause [X].*
10	**Amalgamation of Shareholders**	Includes a clause on the effect of any future council amalgamations by two or more shareholding councils.	Proposed wording: *In the event that two or more of the Shareholders amalgamate into a single council, the shares in the Company held by those Shareholders immediately prior to the date of amalgamation will transfer to the new amalgamated Shareholder. The new amalgamated Shareholder will only be entitled to one representative on the Partners Committee.*
11	**Term and termination**	Includes a clause on the term (commencement and end dates of the Agreement).	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.
12	**Consequences of termination**	Sets out clauses on: (a) effect of termination; (b) liquidation; and (c) provisions that survive.	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.
13	**Suspension of rights**	Sets out clauses on: (a) consequences if an event or default occurs in respect of a shareholder; (b) non-defaulting shareholder; (c) default interest; and	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
		(d) other remedies.	
14	**Dispute resolution**	Sets out clauses on: (a) notice of writing to the other parties in case of an arising dispute; (b) negotiation; (c) escalation; (d) mediation; (e) arbitration; (f) implementation of agreement; (g) rights and obligations during a dispute; and (h) interlocutory relief and right to terminate.	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.
15	**Confidential information and public announcements**	Sets out clauses on: (a) confidentiality; (b) further permitted use and disclosure; and (c) public announcements and media releases.	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.
16	**Notices**	Sets out clauses on: (a) giving notices; (b) change of details of a party's postal or email address; and (c) time notice is given.	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires.
17	**General**	Sets out clauses on: (a) no partnership, joint venture; (b) no privity; (c) board action; (d) counterparts; (e) entire agreement; (f) severance;	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires. Proposed additional wording: *Mandatory review of this Agreement: The Partners Committee will undertake a review of this Agreement no later than [four] years from the date the Agreement is signed. The purpose of the review is to ensure that the Agreement, and the related arrangements, are still fit for purpose.* [Drafting Note: based on the feedback received, we have proposed a mandatory review of the Partners Agreement after a four year period.]

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
		(g) further assurance; (h) variation; (i) assignments and transfer; (j) costs; (k) inconsistency with Constitution; (l) mandatory review of the Partners Agreement; (m) waivers; and (n) governing law.	
18	**Schedule 1 – Agreement Details**	This Schedule will set out details about: (a) the Service Area for Water Services; (b) initial share issue and shareholding; (c) price payable for each paid up and uncalled share issued; (d) name of Metro Water; (e) registered office and address for service of Metro Water; (f) the initial business set up, operational steps and transactions to be taken; (g) the initial Directors; (h) the establishment of Partners Committee; (i) consequences of failure to attend Partners Committee meeting; (j) additional matters that should be specified in the Statement of Expectations; (k) time period before publication to provide the agreed Statement of Expectations to the Chairperson of the Board, the Chief Executive of the Water Organisation; (l) principles for share issue, including additional shareholders and exiting shareholders; (m) interest rate payable on payment default;	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires. Recommended principles to govern the process for additional shareholder councils joining after the establishment of the Company include: (a) additional councils may become shareholders in the Company; (b) additional councils would be issued shares in same manner as founding shareholding councils, i.e., in accordance with substantively the same terms as the agreed Transfer Principles and Debt Assumption; (c) a "buy in" price will be payable; (d) the "buy in price" will be set on a basis that takes into account a proportionate share of the costs incurred by the founding shareholder councils to establish the Company; and (e) the basis on which that "buy in" price is set is still to be determined. Recommended principles to govern the process for shareholding councils exiting after the establishment of the Company include (noting that these will not apply to Greater Wellington Regional Council): (a) a shareholding council may exercise the right to exit the Company by giving [12 months'] notice of its intention to cease to be a shareholder. The terms on which the exit may occur, such as any "buy out" price will be a Shareholders Reserved Matter; (b) with the exception of Greater Wellington Regional Council, the right to exit may only be exercised after a period of no less than [seven] year from the date of establishment. The Greater Wellington Regional Council may exercise the right to exit after a period of no less than [two] years from the date of establishment. It is currently anticipated that the Greater Wellington Regional Council's shares (including uncalled shares) would be re-distributed on its exit to the remaining shareholding councils that maintain their relative proportional

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
		(n) the place of arbitration; (o) the address for notices; and (p) the Partners Committee membership.	shareholdings to ensure that the Company does not become a subsidiary of any one shareholding council; (c) the exiting shareholder council would be entitled to have the original Water Services assets it transferred to the Company transferred back to it along with the relevant debt apportioned to those assets. This would not apply to the Greater Wellington Regional Council, which has indicated that on exit it will not be seeking to recover the assets or debt transferred to Metro Water; (d) a "buy out" price may be payable on exit to reflect effective compensation for the costs of any new Water Services assets that may transfer to the exiting shareholding council less the allocation and assumption of a share of the Company's debt (and other liabilities) for the new Water Services assets; and (e) the basis on which that "buy in" price is set is still to be determined.
19	**Schedule 2 – Shareholder Reserved Matters and Partner Reserved Matters**	Approvals required on matters relating to Partner Reserved Matters and Shareholder Reserved Matters	Will adopt wording from the DIA Template Stakeholders Agreement and modify if required. We have recommended that the following are Shareholder Reserved Matters: (a) any issue or proposed transfer of any shares; (b) whether any share buy-backs will be undertaken by the Company; (c) whether any call will be made for additional capital contributions; (d) any proposal to materially vary rights attaching to any equity securities in the Company; (e) taking any step in relation to the amalgamation, winding up or dissolution of the Company; (f) any proposal to materially vary or impact a minority shareholders' rights or interests; and (g) entry by the Company into a "major transaction" (as that term is defined in section 129(2) of the Companies Act). We have recommended that the following are Partner Reserved Matters: (a) the terms on which any new non-shareholding Partner will accede, or an existing non-shareholding Partner will leave; (b) the terms on which any new non-shareholding Partner will accede, or an existing non-shareholding Partner will leave Partners; (c) any amendments to the Partners Agreement or the Constitution; (d) the issuing of the Statement of Expectations; (e) the selection, appointment, and removal of directors to the Company's Board; and

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#	Heading	Description and clauses to include	Proposed drafting and comments/other considerations
			(f) the adoption of the Directors Skills Matrix and Appointment and Removal Protocols (and agreement to any changes).
20	**Schedule 4 – Partner Committee Terms of Reference**	This Schedule will set out the following details in relation to the Partners Committee: (a) the purpose of the Committee; (b) status of the Committee; (c) specific responsibilities of the Committee (including the issuing of the Statement of Expectations, performance monitoring of Metro Water, and appointment and removal of Board members); (d) membership of the Committee; (e) Chairperson; (f) quorum for meetings of the Committee; (g) alternates appointed by each member appointed to the Committee; (h) decision making; (i) remuneration; (j) administration in relation to reports considered by the Committee; and (k) common delegations (including governance oversight and shareholders/Partner responsibilities).	Will adopt wording from the DIA Template Stakeholders Agreement and modify as the context requires. Currently we are recommending that Reserved Partners Matters are decided on the basis of consensus, and where consensus is not possible, following a negotiation period of up to [two weeks] a 75 per cent. majority of members of the Partners Committee will be required. Each member of the Partners Committee will be entitled to one vote. [Drafting Note: based on feedback received from elected members we are currently exploring a range of alternative voting models for the Partners Committee – this is work in progress]
21	**Schedule 5 – Skills Matrix**	This Schedule can be specified to ensure compliance with clause 40 of the WS Bill (relating to required skills of Board directors).	[Drafting Note: see below for proposed draft Skills Matrix. Proposed wording for the Appointment and Removal Protocols will reflect standard provisions to be provided at a later drafting stage.]

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DRAFT SKILLS MATRIX ESTABLISHMENT BOARD

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Governance and leadership - Significant governance and leadership experience in a utility or commercial sector organisation.	• The ability and willingness to chair the Board. • The ability and willingness to participate fully in the life of the Board and on subcommittees as required. • Experience setting the strategic direction for a regulated utility or commercial organisation.
Regulated utility infrastructure experience – Experience and understanding of the regulatory environment and compliance requirements specific to the utility/infrastructure sector. This includes familiarity with laws, regulations, and policies that govern that infrastructure industry.	At least one Director should have experience leading or governing a regulated water utility or consulting to the water sector. • Wide-ranging experience across the operations of a water utility organisation with a strong focus on governance and strategic oversight. • Experience and understanding of regulations and laws applicable to regulated utility organisations.
Asset management planning / Infrastructure	At least one Director should have experience in asset management planning and engineering in an infrastructure environment.
Transition/change/establishment - Significant senior level experience and success in large-scale sector and/or organisation reform, change, and establishment, preferably at a governance level.	• Prior proven experience in transitions, change or the establishment of a new entity. • Proven experience in contributing to and building a new entity's organisational structures.

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

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Finance and risk - Experience in establishing complex commercial arrangements, including capital structure, debt financing and pricing and charging mechanisms; experience within networked regulated industries; and an ability to bring appropriate pragmatic advice to the Board table.	At least one Director (ideally two) should have experience in finance and risk within an establishment context. • Experience with large high stakes investment programmes. • Experience evaluating financial plans and ensure the organisations financial sustainability. • Expertise in identifying, assessing, and mitigating risks associated with utility operations. This includes financial, operational, and regulatory risks.
Customer - Commercial experience in integrating the customer experience into broader business strategies and inspiring a customer focused culture across an organisation starting from Day Zero.	At least one Director should have experience in customer experience: • Developing long-term strategies that recognise customers as a key driver to high performing service delivery. • The ability to champion the customer journey with colleagues and stakeholders
Relationship management - Significant proven experience of successfully building and maintaining collegial and stakeholder relationships through clear communication, influence, empathy, and understanding.	• Strong stakeholder engagement experience at senior executive levels. • Stakeholder management in both public and private sectors.
Mātauranga Māori/tikanga Māori/te ao Māori - Experience and deep understanding of te ao Māori and Te Tiriti o Waitangi.	• Understanding the significance of water to Māori social, economic, and environmental wellbeing. • At least one Director should bring strong cultural competency and a deep understanding of te ao Māori.
Public accountability - A deep understanding of the Wellington region and the local government context, and the role in public accountability.	• At least one Director should be Wellington based. • An awareness of the Wellington local and central government context.
Health & Safety – A good understanding of modern health & safety culture.	• Experience in high-hazard industries. • An awareness of what is required to establish a strong health & safety culture.

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Statement of Expectations – Principles

Part One: Background

This document identifies matters at a principles level to be included in the Statement of Expectations

It is important to note that the matters identified under the mandatory and optional matters in Part Two and Part Three of this document are not necessarily (and are not intended to be) the only matters to be addressed in the Statement of Expectations. Further the matters identified do not have to apply evenly to all water services or locations within Metro Water's service area. The Local Government (Water Services) Bill (the **Water Services Bill**) provides flexibility by allowing matters provided for in a Statement of Expectations to apply to all or only a specified part of:

(a) the water services provided by a water organisation (for example, a matter that applies only to wastewater); or

(b) to all or a specified part of a water organisation's service area (for example, a matter that applies only to particular territorial authority's district).

The matters in this document have been identified and drafted by reference to the legislation and guiding principles

In identifying the matters set out in Part Two and Part Three of this document, we have had regard to the guiding principles set out in the table below. These guiding principles have been identified based on conversations with participating councils and mana whenua partners, public statements, and current expectations of Wellington Water, and are intended to assist everyone to reach in-principle agreement on the matters to be addressed in the Statement of Expectations. Although the Water Services Bill refers to shareholders, we have adopted the reference to Partners to include mana whenua who are intended to be parties to the Partners Agreement. These principles are not intended to be part of the final Statement of Expectations – they are intended to explain the approach taken in the drafting of the matters in Parts Two and Three.

Guiding principles
Principle One The Statement of Expectations will support and be consistent with the other Foundation Documents (including the Constitution and Transfer Agreements) and all legislative obligations that apply to Metro Water as a water organisation under the Water Services Bill and other relevant legislation and will provide clarity of accountability between Metro Water and the shareholding councils.
Principle Two Water services will be provided in a cost-effective, transparent, and financially sustainable manner. Metro Water will balance the need for water services charges to be affordable, fair, equitable, and with the pressing need to address the backlog of investment required in water infrastructure within the region/service area.
Principle Three Water services charges will initially reflect the cost to serve the local communities within Metro Water's service area in order to minimise cross-subsidisation. As such, regional differences in prices within Metro Water's service area can be maintained to reflect regional differences in investment, borrowings and costs of service. However, Metro Water will work towards regional harmonisation of water charges over the medium to long-term.

draft

Guiding principles

Principle Four

Recognising water as a public good, in relation to instances of non-compliance during water restrictions, restricting the supply of drinking water to customers will only be used as a last resort. Where appropriate, other means to ensure compliance will be used first.

Principle Five

Metro Water will have appropriate processes in place to have meaningful engagement with customers in its service area and will consider the views of those customers when providing water services.

Principle Six

In additional to the governance arrangements proposed in the Partners Agreement, Metro Water will have appropriate processes in place to have meaningful partnerships with mana whenua in its service area when delivery water services and will consider the views of mana whenua in its service area in relation to those water services. Metro Water will give effect to te Mana o te Wai when providing water services working in partnership with mana whenua.

Principle Seven

In providing water services Metro Water will look for opportunities to support broader outcomes for the communities in its service area, such as unlocking future growth opportunities, adopting social procurement policy, and partnering with councils, mana whenua and government agencies to support and implement relevant community strategies such as the Wairarapa-Wellington-Horowhenua Future Development Strategy.

Principle Eight

Metro Water will be open and transparent on how it charges and provides water services to enable effective monitoring by its Partners and customers.

Principle Nine

The Statement of Expectations will reflect the agreed combined strategic priorities and outcomes of the Partners, rather than those of individual Partners. To this end, where appropriate, existing Wellington Water strategic priorities, outcomes, and reporting requirements should be used as a starting point for Metro Water.

Principle Ten

The Statement of Expectations will build on the statutory requirements for Metro Water to co-operate with and support its shareholding councils with regulatory matters, including resource management planning and land-use planning.

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

Part Two: Proposed Matters

draft

Outcomes	
Description	The outcomes that the Partners expect Metro Water to achieve by delivering water services.
Context	A Statement of Expectations must include the outcomes that the Partners expect the water organisation to achieve by delivering water services.
Proposal	Given that this would be Metro Water's first Statement of Expectations, we propose that some of the outcomes relate to the successful establishment of Metro Water and a seamless transition of water services delivery from Wellington Water to Metro Water. This proposal supports Principle One. The starting point for the remaining outcomes could be a review of the outcomes set out in Wellington Water's latest Statement of Intent. This approach supports Principle Nine. This section could also set out the Partners' expectations around moving from cost to serve to regional harmonisation in the delivery of water services over a specified period of time. In accordance with Principle Four, we also propose that the Statement of Expectations clearly records the Partners' expectations that Metro Water will give effect to te Mana o Te Wai in providing water services and partnering with iwi, and other Māori organisations. This is in addition to the governance arrangements with mana whenua set out in the Constitution and Partners Agreement. During 2024 Wellington Water introduced the following four outcomes (for completeness we have included the fourth outcome – this would not be relevant for Metro Water): (a) communities receive reliable three waters; (b) services delivered by Wellington Water are compliant; (c) water services are affordable and provide value; and (d) Wellington Water is a strong and capable organisation that is ready to fold into any future water services model. Additional outcomes that could be considered include broader outcomes, such as the commitment by Metro Water that: (a) it will have effects on the environment at the forefront of its decision-making on immediate emergency responses and its medium and long-term planning; (b) it will support its shareholding councils' housing growth and development plans; (c) it will support local business and communities through adopting social procurement programme; and/or (d) it will adopt a whole-of-catchment approach to providing water services. This section could also include outcomes that support the expectations relating to the Customer Charter (see Part Three below), including the expectations that: (a) all revenue collected will deliver measurable benefit to households, communities, and businesses; (b) water services are delivered in a way that demonstrates fairness and equity in pricing measures and delivery methods;

draft

Outcomes	
	(c) Metro Water will keep affordability at the forefront of its decision-making; and (d) Metro Water will only restrict the supply of drinking water to customers as a last resort, and where possible, that other means are used first to ensure compliance.

Resource Management Planning and Land-Use Planning	
Description	The requirements the Partners have relating to their respective resource management and land-use planning that are relevant to Metro Water's service area
Context	A Statement of Expectations must include the requirements relating to the territorial authority's resource management and land-use planning role and functions and how they interact with and relate to matter relevant to Metro Water.
Proposal	One of the key areas where shareholding councils and Metro Water will have an overlap of interests regarding resource management and land-use planning will be connections to water services networks as part of the building consent and resource consent process. We understand that currently applications and payment to connect or disconnect to the public water supply, wastewater or stormwater networks are made through each shareholding council and then processed by Wellington Water. As a minimum we propose that the Statement of Expectations clearly records the Partners' expectations in relation to Metro Water's role in relation to connections to water services networks as part of the building consent and resource consent processes. This proposal supports Principle One. As water infrastructure is a key component of land use planning system (and plays a direct role in urban growth and planning), Metro Water will need to interact with the resource management system to deliver on the objectives set by the shareholding councils through their district plans. Therefore, it will be important that Metro Water aligns its operations with the shareholding councils' planning documents and the broader resource management framework. This includes delivering water services that meet current and future needs, while also considering infrastructure and strategic planning, development controls, and land-use planning processes. For this reason, we propose that the Statement of Expectations clearly records the Partners' expectations in relation to Metro Water's role in their strategic planning processes (including setting clear expectations for how Metro Water will provide technical and strategic advice and otherwise engage with the Partners in relation to the development of district plans, bylaws, long-term plans, spatial plans, and other land use and resource management processes (including under any future resource management/planning legislation)). This proposal supports Principles One, Seven, and Ten.

Compliance with shareholders' statutory obligations	
Description	The statutory obligations that apply to a shareholder that is a territorial authority that Metro Water must also act in accordance with.

draft

Compliance with shareholders' statutory obligations	
Context	A Statement of Expectations must include a requirement that the water organisation will act in accordance with any relevant statutory obligation that applies to a shareholder that is a territorial authority.
Proposal	As a minimum the Statement of Expectations should clearly record the Partners' expectations that Metro Water will act in accordance with any relevant statutory obligation that applies to a shareholder that is a territorial authority. This proposal supports Principle One. The following areas may be relevant to Metro Water and where the shareholding councils may want to set out their expectations: (a) the administration of water services bylaws; (b) compliance and enforcement powers; and (c) offences. We propose that these are addressed in a manner consistent with Mandatory Matter One: Statutory Compliance, i.e., at a high level and/or thematic level.

Water Services Half-Yearly Reports	
Description	The information Metro Water must include in its Water Services Half-Yearly Report.
Context	In each financial year, a water organisation must prepare and adopt a water services half-yearly report that reports on the organisation's operations during the first six months of the financial year. A water organisation's water services half-yearly report must include the information that the organisation's Statement of Expectations specifies.
Proposal	As a starting point, we propose that Metro Water must include in its Half-Yearly Report the same information (as modified to reflect a six-month period) as required for its Annual Report, which is set out in Schedule 4 of the Water Services Bill. This would allow for easier comparison as to how Metro Water is tracking against its Water Services Strategy. This proposal supports Principle Eight.

Engagement with shareholders, shareholders' communities, iwi and mana whenua, and customers	
Description	The expectations the Partners have for how Metro Water will conduct its relationships and engage with them, the communities they represent, hapū and iwi, and the customers that will receive water services.
Context	To the extent not covered by one of the mandatory matters, the Water Services Bill allows a Statement of Expectations to include any other matters that the shareholders decide, including how the shareholders require the water organisation to conduct its relationships with them, their communities (including specific Partners), hapū and iwi, and customers.

draft

Engagement with shareholders, shareholders' communities, iwi and mana whenua, and customers	
Proposal	**Shareholders** We propose that the Statement of Expectations clearly records the Partners' expectations as to how Metro Water will interact with shareholders. This could include being open and transparent, providing information in a timely manner, and being constructive, etc. This could also include the Partners' expectations as to how Metro Water will involve them in its strategic planning and should reflect the requirements set out in Metro Water's Constitution (under the Water Services Bill, the shareholders of the water organisation must determine the nature of their involvement in preparing and finalising the Water Services Strategy and Annual Budget, and set out that information in the water organisation's constitution). This proposal supports Principles Eight and Ten. Any expectations would need to be consistent with the Partners Agreement. **Partners' communities (or any specific Partners within those communities)** We propose that the Statement of Expectations clearly records the Partners' expectations as to how Metro Water will interact with the Partners' communities and any specific Partners that have an interest in how water services are provided, including any requirements to undertake community engagement, and the contents of that engagement. Specific Partners could include community groups that have an interest in how water services are provided such as environmental groups or use who use water service infrastructure such as recreational and/or sports clubs. This proposal supports Principle Eight. **Iwi, and other Māori organisations** We propose that the Statement of Expectations clearly records the Partners' expectations as to how Metro Water will interact with hapū, iwi, and other Māori organisations, this could include being open and transparent, providing information in a timely manner, and being constructive, etc. This proposal supports Principles Six and Eight. Note this is separate and in addition to the governance and Partners arrangements provided for under Metro Water's Constitution and Partners Agreement – this section focuses on the Partners' expectations of Metro Water with iwi and mana whenua as customers and as Kaitiaki of the environment. **Customers in Metro Water's service area** We propose that the Statement of Expectations clearly records the Partners' expectations as to how Metro Water will interact with the customers in Metro Water's service area, this could include being open and transparent, providing information in a timely manner, any requirements to undertake customers engagement, and the contents of that engagement etc. Under the Water Services Bill, a Water Services Strategy must include information about how the water service provider proposes to obtain feedback from customer in relation to the water services that the water service provider provides to them. Further, we propose that the Statement of Expectations clearly records the Partners' expectations that Metro Water will adopt a Customer Charter that sets out what customers can expect from Metro Water and how they can engage with Metro Water (as required by Metro Water's Constitution). We also propose that this second incorporates the matters set out in the Customer Charter Principles. This proposal supports Guiding Principles One and Five. In accordance with Principle Four, we also propose that the Statement of Expectations clearly records the Partners' expectations that in situations of non-compliance during water restrictions (or any of the grounds included in the Water Services Bill), Metro Water will only restrict the supply of drinking water to customers as a last resort and where possible, other means are used first to ensure compliance.

draft

Additional performance indicators

Description

The performance indicators the Partners expect Metro Water to report against.

Context

To the extent not covered by one of the mandatory matters, the Water Services Bill allows a Statement of Expectations to include any other matters that the Partners decide, including performance indicators and measures that the Partners may use to monitor the water organisation.

A Water Services Strategy already *requires* a water service provider to include information on some performance indicators for each group of water services activities for which the water service provider is responsible. These include:

(a) the performance measures that apply to the group of water services activities, including as applicable:

(i) the measures that the water service provider considers will enable the public to assess the level of service for major aspects of the group of water services activities;

(ii) any intended levels of service that the water service provider is required to publicly disclose in a Water Services Strategy under subpart 4 of Part 4 of the *Commerce Act 1986*; and

(iii) if no similar requirements have been set under paragraph (ii) above, any performance measures specified in a rule made under section 261B of the *Local Government Act 2002* that are relevant to a group of water services activities; and

(b) the performance targets for each of the above performance measure.

In addition to the above, the shareholding councils are likely to have other performance indicators that they wish to adopt to monitor Metro Water. Under the Water Services Bill, a Water Services Strategy must contain any other information that the Partners of the water organisation require, this would include additional performance indicators.

Further, under the Water Services Bill, the shareholders of a water organisation must regularly monitor the performance of the water organisation. The monitoring must include an annual review of the organisation's performance in giving effect to:

(a) the Statement of Expectations provided by the Partners; and

(b) the strategic priorities, objectives, and outcomes specified in the water organisation's Water Services Strategy.

Additional performance indicators would assist the shareholding council to discharge their respective monitoring role of Metro Water as required under the Water Services Bill.

Proposal

We propose that the Statement of Expectations sets out any additional performance indicators that Partners expect Metro Water to measure its performance against. As a starting point the performance indicators set out in Wellington Water's latest Statement of Intent could be reviewed and where appropriate and/or relevant adopted. Wellington Water has adopted 10 measures with targets to measure its success in maintaining assets and delivering water services, these are:

#	Purpose	Measure	Target 25/26	Target 26/27	Target 27/28
1	Wellington Water delivers a level of service that its customers expect.	The percentage of Wellington Water's customers that report being "satisfied" or "very satisfied" with our services.	≥ 57.5%	≥ 60%	≥ 62.5%

draft

Additional performance indicators

2	The yearly average level of fluoride leaving each Metropolitan Water Treatment Plant is within the Ministry of Health guidelines 95% of the time.	The yearly average level of fluoride leaving each Metropolitan Water Treatment Plant is within the Ministry of Health guidelines (0.7-1.0 parts per million) 95% of the time.	Achieved at all plants	Achieved at all plants	Achieved at all plants
3	Wellington Water will deliver safe drinking water to metro Wellington.	Wellington Water complies with Drinking Water Quality Assurance Rules (Treatment)	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)
4	Wellington Water will deliver safe drinking water to South Wairarapa. [Note this may no longer be a relevant indicator]	Wellington Water complies with Drinking Water Quality Assurance Rules (Treatment)	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)
5	Wellington Water's metropolitan Wastewater Treatment Plants will operate as expected.	Wellington Water receives zero abatement notices, infringement notices, enforcement orders or convictions for breaches of consents.	0 notices, orders, and convictions	0 notices, orders, and convictions	0 notices, orders, and convictions
6	SWDC Wastewater Treatment Plants will operate as expected.	Wellington Water receives zero abatement notices, infringement notices, enforcement orders or convictions for breaches of consents.	0 notices, orders, and convictions	0 notices, orders, and convictions	0 notices, orders, and convictions
7	Wellington Water will replace/renew the target kilometres of pipe.	Percentage of targeted pipe replacement/renewal completed.	100%	To be set in 26-29 SoI	To be set in 27-30 SoI
8	Wellington Water will deliver its capital programme within the expected range.	Total capital delivery is between $240m (75%) and $288m (90%)	Achieved	To be set in 26-29 SoI	To be set in 27-30 SoI
9	Wellington Water's people remain engaged with the company and its purpose.	Wellington Water's overall engagement score remains stable or increases.	Overall engagement > 60%	Overall engagement > 60%	Overall engagement > 60%
10	Wellington Water will monitor and address critical health and safety risks for its people.	Health and safety critical risks will be reviewed, and improvements implemented.	Two or more critical risks	Two or more critical risks	Two or more critical risks

The current Wellington Water performance indicators will need to be reviewed to see if they are still fit for purposes and will need to be updated to reflect the change in number of shareholding councils and the fact that Metro Water will own the water infrastructure assets and be responsible for

Additional performance indicators	
	funding. This approach supports Principles Eight and Nine. In addition, as this will be the first Statement of Expectations, additional performance indicators relating to transitional performance could also be included.

Strategic Priorities	
Description	The Partners' expectations relating to the strategic priorities to be included in Metro Water's Water Services Strategy.
Context	A Statement of Expectations may include expectations relating to the strategic priorities to be included in a water organisation's Water Services Strategy
Proposal	Given that this would be Metro Water's first Statement of Expectations, we propose that some of the strategic priorities relate to the successful establishment of Metro Water and a seamless transition of water services delivery from Wellington Water to Metro Water, including the development and implementation of an effective transition plan and continuity of capital programme delivery. This proposal supports Principle One. Further, the remaining strategic priorities should be the agreed combined strategic priorities, rather than those of individual Partners. Given that, we propose as a starting point that the strategic priorities set out in Wellington Water's latest Statement of Intent are reviewed as those will reflect the matters that have already been agreed to by the Partners as strategic priorities, such as the single integrated water meter implementation plan. These will need to be reviewed to see if they remain fit for purposes and will need to be updated to reflect the change in number of shareholding councils and the fact that Metro Water will own the water infrastructure assets and be responsible for its own funding. This approach supports Principle Nine. The following are the relevant Wellington Water's focus areas for 2025-26: (a) demonstrate delivery of value for money in the work Wellington Water does for its Partners. This means ensuring that every dollar is used efficiently and effectively to maximise benefits to the Partners and their communities; (b) develop a prioritised programme of investment for key information systems; (c) prepare for future delivery model to address the challenge that Wellington Water's assets continue to fail, with obvious and high-profile consequences across the network; (d) continue to develop a water meter implementation plan across councils to assist longer term demand for water; (e) incorporate local mana whenua priorities into operations. Partners Agreements with mana whenua ensure mutual benefits (we note this will be achieved through the inclusion of mana whenua in the Partners' Committee and the expectations set out in the Statement of Expectations); and (f) orient drinking water investment and maintenance to mitigate the risk of an acute water shortage for the summer of 2026 and address long term risks and solutions – including bulk walk storage. **Cost to serve and regional harmonisation** In light of Principles Two and Three we propose that Statement of Expectations includes principles to ensure Metro Water initially prioritises cost efficiency in serving customers, maintain a charging regime that is cost-based, but works towards harmonisation of charges. For example, the Statement of Expectations could say, subject to meeting all of its statutory obligations, and in accordance with any relevant direction or requirement imposed by a regulator, Metro Water: (a) is expected to achieve price harmonisation in setting water charges for water users within the Service Area no later than [1 July 2031];

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Strategic Priorities	
	(b) prior to achieving price harmonisation, may maximise the cost efficiency of providing the water services; and (c) apply appropriate price differentials in setting charges for customers, so that those charges reflect the corresponding costs to serve those customers.

draft

Third party obligations of the shareholding councils	
Description	Any specific obligations that the Partners (that are territorial authorities) want Metro Water to undertake on their behalf.
Context	To the extent not covered by one of the mandatory matters, the Water Services Bill allows a Statement of Expectations to include any other matters that the Partners decide, including requiring a water organisation to undertake a specified obligation on behalf of a Partner that is a territorial authority.
Proposal	We propose that the Statement of Expectations sets out any specific obligations that Partners expect Metro Water to undertake on their behalf. Any obligations listed should reflect the obligations listed in the Transfer Agreements. Under Schedule 2 of the Water Services Bill, a Transfer Agreement must specify in detail all matters being transferred in relation to the relevant water services, including: (a) statutory responsibilities, functions, duties, and powers concerning the provision of water services; (b) responsibilities for the management of the water services; (c) responsibilities for the operation of the water services; (d) resource consents and associated rights and functions (for example, the right to apply for renewal of a consent and the functions of monitoring and reporting on compliance with a consent); (e) contracts, including service agreements between the territorial authority and any other person; and (f) other arrangements entered into with mana whenua or community groups, such as, the Porirua Harbour Accords. This approach supports Principle Ten.

Collaboration when providing water services	
Description	Expectations the Partners have for how Metro Water will collaborate with parties when providing water services.
Context	To the extent not covered by one of the mandatory matters, the Water Services Bill allows a Statement of Expectations to include any other matters that the Partners decide, including expectations for how a water organisation will collaborate with the Partners and other parties when providing water services.

draft

Collaboration when providing water services	
Proposal	The Partners' expectations as to how Metro Water will collaborate with them when providing water services have largely been addressed by the mandatory matters and some of the other optional matters, with the exception of stormwater (to the extent not covered under the land planning section above). Stormwater management involves overlapping jurisdictions. Different parties are required to work together to manage their respective statutory roles and functions. The Water Services Bill will enable Metro Water to enter into a service agreement with one or more entities that have a statutory role, function, or interest in the operation of any stormwater infrastructure in the provider's service area. Service agreements are intended to support the integrated management of stormwater infrastructure. Given that it proposed that responsibility for managing stormwater will transfer to Metro Water, the Water Services Bill will also require Metro Water to prepare a Stormwater Network Risk Management Plan to identify any hazards and assess and manage risk relating to the network. Therefore, the Statement of Expectations should clearly set out the Partners' expectations in relation to the management of the stormwater network, including expectations as to how Metro Water will collaborate with Partners when it prepares its Stormwater Network Risk Management Plan and prepares Service Agreements for the Stormwater Network. Further, we propose that the Statement of Expectations clearly records the Partners' expectations as to how Metro Water will interact with other parties when providing water service such as relevant regulators, and other infrastructure and utility providers such as NZTA, KiwiRail., etc. This could also include joining existing relevant partnerships with councils, mana whenua and government agencies such as the Wairarapa-Wellington-Horowhenua Future Development Strategy. This approach supports Principle Ten.

Water Services Strategy	
Description	Whether Partners want part or all of Metro Water's Water Services Strategy to be independently reviewed.
Context	The Water Services Bill allows a Statement of Expectations to include any other matters that the Partners decide, including a requirement that part or all of the water organisation's Water Services Strategy must be independently reviewed. We note that a water service provider must request a report from the Auditor-General on its Water Services Strategy if the provider is required to do so by the Secretary for Local Government or the Commerce Commission or it may request a report from the Auditor-General on its own volition.
Proposal	If the Partners want to require that part or all of Metro Water's Water Services Strategy is to be independently reviewed, we propose that this requirement is included in the Statement of Expectations. This approach supports Principle Eight.

Additional plans or reports	
Description	Whether Partners want Metro Water to prepare additional plans or reports.

draft

Additional plans or reports	
Context	The Water Services Bill allows a Statement of Expectations to include any other matters that the Partners decide, including a requirement that a water organisation prepare additional plans or reports. Additional plans and reports, could include: (a) one or more thematic plans; (b) an asset management plan; and (c) quarterly reports. The Water Services Bill requires that Partners provide written notice to the water organisation. This requirement can be satisfied by including the request in the Statement of Expectations, along with: (a) the date by which the water organisation must provide the plan or report to the Partners; (b) the matters to be addressed in the plan or report; and (c) if relevant to the particular plan or report: (i) the period that the plan or report must cover; and (ii) when the water organisation must report to Partners on its progress against a plan. If the Partners require a water organisation to prepare quarterly reports, the water organisation must provide the quarterly reports no later than two months after the end of the first and third quarters of the relevant financial year. We understand that Wellington Water is currently required to provide quarterly reporting on the measure set out in its Statement of Intent, and up to 35 mandatory measures with council-specific targets set by the Department of Internal Affairs.
Proposal	If the Partners want to require Metro Water to provide additional plans or reports, we propose that this requirement is included in the Statement of Expectations. This approach supports Principle Eight. Based on feedback received to date, our understanding is the reports required under the Water Services Bill are likely to be sufficient. We also propose that a review is completed of the current reports prepared by Wellington Water to confirm which current reports would be helpful for Metro Water to adopt and continue reporting on. This approach supports Principle Nine.

draft

Customer Charter – Principles

Part One: Background

This document identifies matters at a principles level to be included in the Customer Charter

The Local Government (Water Services) Bill (the **Water Services Bill**) does not provide for a Customer Charter. Whilst it is not a legislative requirement for Metro Water to have a Customer Charter, shareholding councils and mana whenua Partners share the view that a Customer Charter is a key instrument to provide confidence and assurance to Metro Water's customers that their water services needs and wider concerns and interests will be met. As such we have proposed that the Constitution includes a requirement that Metro Water prepares and adopts a Customer Charter. We have also included the Customer Charter as one of the matters to be included in the inaugural Statement of Expectations. Whilst the final detail of the Customer Charter will be for Metro Water to decide, the principles set out in this document will inform the final form of the Customer Charter and can be included in the Statement of Expectations.

Further, many of the customer related matters identified in this document may also be addressed in other documents, such as the Water Services Strategy, the Water Services Annual Report, the Water Services Half-Yearly Report, the Statement of Expectations, and the information disclosure requirements and economic regulations under the Commerce Act 1986.

The matters in this document have been identified and drafted by reference to the guiding principles

In identifying the matters set out in Part Two of this document, we have had regard to the principles set out in the table below and matters identified in other Foundation Documents for Metro Water, such as the Statement of Expectations. These principles have been identified based on conversations with Partners, public statements, and current expectations of Wellington Water, and are intended to assist everyone to reach in-principle agreement on the matters to be addressed in the Customer Charter. These principles are not intended to be part of the final Customer Charter – they are intended to explain the approach taken in the drafting of the matters in Part Two.

Guiding principles
Principle One Metro Water must operate openly, with clear and accessible information available for communities. Accordingly, the Customer Charter should be a clear and easily accessible document that is capable of serving as the single source of truth for customers seeking information about the water services being provided to them by Metro Water and about the relevant complaints and dispute resolution processes.
Principle Two The Customer Charter will align with and support other Foundation Documents and statutory requirements by consolidating customer-related matters from various sources relevant to Metro Water as a water organisation.

draft

Guiding principles

Principle Three

Metro Water will have appropriate processes in place to have meaningful engagement with customers, including mana whenua in their capacity as customers, in its service area and consider the views of customers when providing water services. It will outline what customers can expect from Metro Water and how they can engage with Metro Water.

Principle Four

Metro Water will be professional, open and transparent in how it provides water services, including how it sets water services charges, to build trust and enable effective monitoring by its Partners and customers. It will act with integrity, treating its customers fairly and with respect, in order to maintain its social licence to operate.

Principle Five

Metro Water is committed to prioritising the sustainable use of and guardianship of resources and ensuring that environmental protection remains central to the provision of its water services.

Principle Six

The Customer Charter will recognise water as a public good and acknowledge that restricting supply will be a last resort.

Principle Seven

Consistent with other Foundation Documents, the Customer Charter must be written in plain English and te reo Māori where appropriate.

Principle Eight

The Customer Charter will set out clear expectations and measures around service levels and timeframes for delivery.

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

Part Two: Matters to be included in the Customer Charter

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Matter One: Organisational / Corporate Values	
Description	A Customer Charter may briefly set up and summarise Metro Water's organisational or corporate values to inform customers of what they can expect when engaging with Metro Water.
Context	A Customer Charter may include information about: (a) Safety of the water in that: (i) the water provided by Metro Water is safe water that meets or exceeds the Drinking Water Standards for New Zealand; and (ii) the wastewater is treated to protect the environment and public health. (b) Respect: (i) for culture, values and time; (ii) for the protection of customer privacy; and (iii) for supporting customers through difficult times. (c) Service in: (i) making it easy and accessible for customers to contact Metro Water; (ii) listening and responding to customers concerns; and (iii) fixing faults in Metro Water's networks within committed timeframes. (d) Engagement: (i) involving customers in decisions about how it delivers water and wastewater services; (ii) how feedback is used to improve customer services; and (iii) helping customers to value water as a taonga and using it wisely. One of the purposes of setting out Metro Water's values in the Customer Charter is to build public trust, improve perceptions, and build customer confidence. Ensuring that Metro Water incorporates these values when providing water services will help it to maintain a social licence to operate. The organisational/corporate values in a Customer Charter should reflect: (a) the Statement of Expectations (in relation to how shareholders expect Metro Water to meet its objectives and performance indicators stated in the Statement of Expectations); (b) the Water Services Strategy; and (c) the Annual Report (under a section relating to customer feedback and engagement).
Proposals	**General consistency with other Foundation Documents and statutory compliance**

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

draft

Matter One: Organisational / Corporate Values	
	In accordance with Principles One and Two, at a minimum we propose that the Customer Charter clearly sets out that Metro Water will act consistent with, and comply with, its statutory objectives when providing water services. Further, the Customer Charter should generally address its customer service promise, ensuring that water services must remain publicly owned and operated for public benefit, with all surpluses reinvested back into the system. **Transparency and accountability** In accordance with Principle Four, we propose that Metro Water is to operate openly, with clear and accessible information for its communities in its service area. The Customer Charter can act as a go-to document that can summarise customer facing elements from other key Foundation Documents and providing links to reports so that customers can have readily available access to this information. **Protection from disconnection** We propose that the Customer Charter, in light of Principle Six, reminds customers in Metro Water's service area that no household will be denied access to water services solely due to financial hardship in accordance with Metro Water's statutory obligations. **Assurance of drinking water supply** In accordance with Principle Six, and as proposed for the Statement of Expectations, we propose that the Customer Charter clearly states that Metro Water will only restrict the supply of drinking water to customers as a last resort, and where possible, that other means are used first to ensure compliance. **Give effect to Te Mana o Te Wai** We propose that the Customer Charter clearly records Metro Water's commitment to give effect to te Mana o Te Wai in providing water services and engaging with iwi and other Māori organisations.

Matter Two: Service Levels	
Description	Customers' expectations around service levels and timeframes for delivery.
Context	A Customer Charter may include the different service levels for its water service delivery, including: (a) any planned water outages; or (b) any wastewater overflows; or (c) any unplanned water outages. The service levels in a Customer Charter will need to reflect: (a) the Water Services Strategy (section 192 of the Water Services Bill); (b) the Statement of Service (contained in the Annual Report and as set out in section 7, schedule 4 of the Water Services Bill); and (c) any regulations or service quality code made under the new Part 4A of the Commerce Act 1986 (consumer protection in relation to water services); and (d) the *Water Services Act 2021* (Part 2 provisions to supply drinking water).

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

Matter Two: Service Levels	
Proposal	The Customer Charter should be consistent with the Statement of Expectations in setting out the performance measures Metro Water will be monitored against. This supports Principles Four and Eight. Communities in Metro Water's service area must be provided with clear expectations around the service levels from Metro Water and the timeframes for delivery of water services.

Matter Three: Complaints process and customer feedback	
Description	The complaints process for customers and Metro Water's engagement with customers.
Context	One of the objectives of a water service provide is to provide water services that are of a quality that meets customer expectations. We have also proposed that customer engagement is included in the Statement of Expectations as Metro Water's Water Services Strategy must include information about how it proposes to obtain feedback from customers in relation to the water services that it provides to them. This also includes iwi, and other Māori organisations. Accordingly, it will be important that Metro Water has processes to engage with customers to obtain their feedback and comply with the Statement of Expectations.
Proposal	The Customer Charter sets out a fair and transparent process available for customers to provide feedback or lodge a complaint to Metro Water. In addition, we propose that a Customer Charter provides a short summary or links to the relevant section in its Water Services Strategy on how Metro Water intends to engage with customers (including iwi, and other Māori organisations) more generally to obtain their feedback. This supports Principles Two and Three.

Matter Four: Broader outcomes	
Description	The boarder outcomes that can be achieved through the delivery of water services.
Context	There are a range of boarder outcomes that could be included in the Customer Charter, these include: (a) affordability – Metro Water *could* make a commitment that it will keep affordability at the forefront of decision-making. In line with Metro Water's objectives, values, and Principle Six, it could set out any commitments to support vulnerable customers; (b) environmental protection – in accordance with Principle Five, the Customer Charter *should* set out Metro Water's commitment to the environment; and (c) backing and building local capacity –, the Customer Charter *could* include commitments on supporting local procurement, employment, training opportunities, and payment of the Living Wage as a baseline for worker remuneration.

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draft

Matter Four: Broader outcomes	
Proposal	To the extent that Partners wish for the Customer Charter to address broader outcomes, these ought to be reflected in the Statement of Expectations so that directors are clear that they have the support of the Partners. We propose that the Customer Charter includes the commitment by Metro Water that: (a) it will keep affordability at the forefront of its decision-making; (b) it will act as kaitiaki for te Taiao; (c) it will have effects on the environment at the forefront of its decision-making on immediate emergency responses and its medium and long term planning; and (d) backing and building capacity – specific commitments TBD.

Matter Five: Value for money and transparent pricing	
Description	How Metro Water will communicate its water charges to customers.
Context	Under the Water Services Bill, the objectives of a water services provider include: (a) to perform its functions in an open, transparent, and accountable manner; and (b) ensure that it provides water services in a cost-effective and financially sustainable manner, including by planning effectively to manage assets used to provide water services in the future and sharing the benefits of efficiency gains with customers, including when setting charges for water services. In addition, the Water Services Bill will require Metro Water to, at least once a year, publish a list setting out the water services charges that apply to its annual billing period on a publicly accessible internet site in a format that is readily accessible. Metro Water's Water Services Strategy must also set out its intended approach to charging customers. The Customer Charter could also explain the cost to serve principle and the pathway towards price harmonisation that we have proposed for inclusion in the Partners Agreement and the Statement of Expectations. This supports Principles One, Two, and Four.
Proposal	In order to ensure fair and predictable pricing, we propose that a Customer Charter provides a short summary or links to the relevant documents that sets out how and on what basis customers will be charged for the services they use/receive. We note that it is a requirement under the Water Services Bill that a water organisation must publish a list setting out the water services charges that apply to its annual billing period on a publicly accessible internet site in a format that is readily accessible and update the list as soon as is reasonably practicable after changing the charges.

This document has been prepared for the purpose of discussion only and does not constitute council policy or a decision.

Memorandum of Intent

for the development of a joint Water Services Delivery Plan, and establishment planning for a new water organisation

PARTIES

Porirua City Council
Hutt City Council
Upper Hutt City Council
Wellington City Council
Greater Wellington Regional Council

Updated version dated 1 July 2025, following all participating councils accepting amendments to the terms of reference for the Advisory Oversight Group (the AOG), to allow the AOG to undertake specific establishment activities in order to give effect to the water services delivery model.

Dated:	Endorsed by the Participating Council Chief Executives' Group on Thursday 30 January 2025 and subsequently ratified at the Advisory Oversight Group of Participating Councils and signed by their representatives on 31 March 2025.

Memorandum of Intent (2025)

(Executed by the members of the Advisory Oversight Group, 31 March 2025)

.....

Name:

Signed on behalf of
Porirua City Council (PCC)

.....

Name:

Signed on behalf of
Hutt City Council (HCC)

.....

Name:

Signed on behalf of
Upper Hutt City Council (UHCC)

.....

Name:

Signed on behalf of
Wellington City Council (WCC)

.....

Name:

Signed on behalf of
Greater Wellington Regional Council (GWRC)

1. Background

1.1 As part of the Government's Local Water Done Well (**LWDW**) policy and associated legislation, territorial authorities and Greater Wellington Regional Council are required by 3 September 2025 to submit a Water Services Delivery Plan (**WSDP**) to the Secretary for Local Government (Department of Internal Affairs) on how water services will be delivered in their districts, as required under the Local Government (Water Services Preliminary Arrangements) Act 2024.

1.2 This Memorandum of Intent supersedes a May 2024 Memorandum of Understanding between the nine councils in the Wellington region, along with Horowhenua District Council.

1.3 The ten councils worked together with mana whenua partners through 2024 to assess their existing service delivery models and consider a regional response to the Government's LWDW policy. They considered a range of delivery model options, to take forward for the development of a joint WSDP.

1.4 The ten councils then conducted formal decision making in November and December 2024. Hutt, Wellington, Upper Hutt, and Porirua City Councils along with Greater Wellington Regional Council (**Participating Councils**) all made the decision to continue to work together on a joint WSDP with a multi-council-owned water organisation (**WO**) as the preferred delivery model.

1.5 This Memorandum of Intent articulates how the Participating Councils will work together and with mana whenua partners, Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika, to prepare their joint WSDP for the preferred delivery option of a multi-council-owned water organisation.

2. Purpose of this agreement

2.1 The purpose of this agreement is to record the Participating Councils' commitment to work together to:

2.1.1 develop a joint WSDP; and

2.1.2 subject to public consultation and council adoption of the WSDP, plan for the establishment of the WO in accordance with the adopted joint WSDP (the **Programme**).

2.2 Each Participating Council will use best endeavours to adopt the WSDP by 22 August 2025 to avoid delays that may arise from the 2025 local body elections.

2.3 Each Participating Council agrees to undertake the activities and responsibilities allocated to it in this agreement to achieve the key objectives of the Programme (see clause 3).

2.4 The Participating Councils have entered into this agreement to record the terms of their commitment to achieve the joint WSDP and associated Programme objectives.

2.5 Subject to public consultation and council adoption of the joint WSDP, it is intended that this agreement will be superseded by a further agreement setting out the process, costs and accountabilities for the establishment of the WO.

3. Key objectives of the Programme

3.1 For the Participating Councils to continue to work closely, collaboratively and successfully to develop a joint WSDP that meets each council's needs and objectives for their respective communities.

3.2 To facilitate the Participating Councils making decisions in a timely manner to ensure work can progress, in order to meet the requirements for submission of the joint WSDP, and other requirements under the Local Government (Water Services Preliminary Arrangements) Act 2024 and the Local Government (Water Services) Bill once enacted.

3.3 To facilitate the Participating Councils working together in a way that ensures an effective and efficient use of the Participating Councils' resources, providing optimum benefit to the parties' ratepayers.

3.4 To effectively plan for the establishment of the WO in accordance with the adopted joint WSDP.

4. Relationship principles

4.1 The Participating Councils will:

4.1.1 work together collaboratively and in good faith;

4.1.2 ensure communication is open, proactive, transparent and inclusive, to avoid any surprises;

4.1.3 make every effort to understand the other Participating Councils' needs and objectives for the joint delivery model, and make all reasonable endeavours to ensure the joint delivery model meets such needs and objectives;

4.1.4 raise any issues that arise in connection with this agreement at the earliest opportunity for joint resolution;

4.1.5 resolve disagreements between themselves promptly and amicably; and

4.1.6 as a courtesy and in the interest of clear and consistent communication, consult with each other before commenting publicly on the Programme, joint delivery model or this agreement.

5. Council responsibilities

5.1 Each Participating Council will work with the other Participating Councils to:

5.1.1 agree reasonable and realistic timeframes for delivery of the joint WSDP;

5.1.2 make decisions in relation to matters in the Programme, within the indicative timeframes listed in the Programme plan;

5.1.3 provide subject matter experts where relevant, to assist with the development of the joint WSDP;

5.1.4 provide a dedicated single point of contact for that Participating Council for the management of the Programme delivery and to be on the Programme's Responsible Officer Group (ROG);

5.1.5 provide a dedicated and senior-level council 'sponsor' for the Programme, who in most cases will be the Chief Executive;

5.1.6 attend those meetings agreed by the Participating Councils as appropriate or necessary for the effective governance and delivery of the Programme;

5.1.7 agree to renegotiate, where necessary, any aspects of this agreement that need to be amended as a result of changes in government policy or direction;

5.1.8 fund and provide resources to undertake the Programme under this Memorandum of Intent; and

5.1.9 be responsible for complying with any requirements to undertake consultation or reporting in respect of its own council and local government processes.

6. Council individual responsibilities not affected

6.1 Each Participating Council acknowledges that its commitment to the obligations under this agreement does not limit or preempt each council's own obligations as local government authorities at law, including in respect of decision-making responsibility and public consultation obligations.

7. Lead Council responsibilities

7.1 The Participating Councils agree that Porirua City Council will be the Programme Lead Council ("Lead Council") with the following responsibilities:

7.1.1 managing Programme expenditure and tracking against the Programme budget;

7.1.2 leading the procurement of Programme resources following Porirua City Council's agreed and transparent procurement principles, guidelines and processes;

7.1.3 holding and managing all Programme contracts, e.g., client lead for all providers to the Programme on behalf of the Participating Councils; and

7.1.4 providing the Chair for the Chief Executives' Group.

7.2 The Chief Executives' Group may, at any point, agree to replace the Lead Council, after which time, the relevant council will assume the responsibilities of the Lead Council under this Memorandum of Intent.

8. Council decision expectations and timelines

8.1 The decisions that the Participating Councils need to make to complete a joint WSDP are at the heart of the Programme. The majority of the Programme tasks and outputs are to support Participating Councils to make informed decisions. The timeframes for the whole Programme and for the key council decisions are influenced by council processes and the Government's due date of 3 September 2025 for submitting WSDPs.

8.2 The two significant council decisions required for completion of the joint WSDP are:

8.2.1 **By Monday 30 June 2025**: Participating Councils to confirm service delivery model to be adopted and decide to finalise the joint WSDP.

8.2.2 **By Friday 22 August 2025**: Participating Councils to adopt the final joint WSDP, which will include a commitment to implementation.

8.3 Further detail on Programme deliverables and milestones relating to the council decisions is outlined in the Programme plan.

8.4 Further decisions required to give effect to the joint WSDP are intended to be set out in a further agreement setting out the process, costs and accountabilities for the establishment of the WO.

9. Programme communications

9.1 The Participating Councils agree that media releases, public announcements and any other public-facing communications relating to this Memorandum of Intent or the Programme shall be coordinated between the Participating Councils to ensure consistency and no surprises.

9.2 The intent for this coordination and the processes to support this are outlined in the Programme's 'communications approach'.

10. Government communications

10.1 The Participating Councils agree that communications with the Department of Internal Affairs in relation to the Programme will be jointly coordinated and managed through the core Programme Team unless otherwise agreed.

11. Implications of a council exiting the Programme

11.1 The Participating Councils commit to this agreement on a non-binding basis, whilst also acknowledging that should any Participating Council opt to exit the Programme, there will be significant implications for the other Participating Councils.

11.2 All Participating Councils acknowledge the following implications for the preferred approach of a multi-council-owned water organisation if one of the Participating Councils decides to exit the Programme ahead of the WSDP being submitted to Government:

11.2.1 If, following public consultation, a Participating Council does not adopt the preferred service delivery option, the remaining Participating Councils intend to continue to work towards a joint WSDP.

11.2.2 This would require recalculation of a wide range of the financial matters, including the levels of investment needed to ensure a financially sustainable plan.

11.2.3 Additionally, because the region has a connected water network, the exit of one Participating Councils would require the development of arrangements and agreements around shared or interconnected infrastructure.

11.2.4 It would require a significant reworking of the joint WSDP, and it is highly likely the remaining Participating Councils would need to seek an extension from the Government to submit the joint WSDP.

11.2.5 It would also likely delay the establishment of the proposed WO.

11.2.6 There will be cost implications for both the exiting and remaining councils which are outlined in paragraph 17.3.

12. Programme governance overview

12.1 The governance and management groups for the Programme comprise the following:

- Advisory Oversight Group (AOG);
- Chief Executives' Group (CEs' Group); and
- Core Programme Team, with topic specialist working groups as and when needed, including the Responsible Officer Group.

13. Advisory Oversight Group

13.1 The Participating Councils have agreed to establish a joint governance oversight group called the Advisory Oversight Group (AOG) made up of elected members and representatives of mana whenua partners Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

13.2 It is the intention of all parties that the Advisory Oversight Group will be disestablished by or before the local elections on 11 October 2025 and a Stakeholders Committee of the participating councils and iwi will be established following ratification of a Stakeholders Agreement by the participating councils and iwi.

13.3 ~~The AOG does not have any formal decision-making responsibilities or delegations. These remain with each Participating Council.~~

13.4 Once the water services delivery model is agreed by the participating councils each council will delegate to its elected member on the AOG, and that person's alternate, all responsibilities and powers in relation to the following establishment activities:

13.4.1 the appointment, removal and remuneration of the interim directors of any new water organisation established pursuant to the agreed water services delivery model); and

13.4.2 approval of the draft Constitution and draft Stakeholder Agreement for any new water organisation.

13.5 All other decision-making powers, including ratifying any final Constitution and Stakeholders Agreement for a new water organisation, will remain with each council.

13.6 The AOG is not a formal joint committee. Formation of the AOG is part of the commitment by councils and Iwi / Māori partners to work together through a collaborative and non-binding process.

13.7 **The AOG is responsible for**:

13.7.1 overseeing the executive direction of the Programme;

13.7.2 taking initial steps to give effect to the agreed water services delivery model, including undertaking specific establishment activities (as set out above in 13.4) until a Stakeholders Committee of the participating councils and iwi can be established;

13.7.3 addressing issues that have been escalated by the CEs' Group;

13.7.4 keeping informed about the Programme by information provided by the Programme Team;

13.7.5 providing political oversight and alignment of this process to demonstrate visible and collaborative leadership;

13.7.6 building trust and stronger organisational relationships;

13.7.7 building a better understanding of partners' perspectives and identifying shared objectives and areas of alignment;

13.7.8 operating at a strategic level, owning key relationships for the future water model process and supporting the mitigation of any escalated risks;

13.7.9 testing and confirming the direction for the process, including investment objectives, options analysis in order to provide confidence and certainty to stakeholders and the community;

13.7.10 offering guidance and direction on resolving issues and risks;

13.7.11 ensuring alignment with broader regional strategic concerns, as well as meeting the expectations of key partners, stakeholders, and the community;

13.7.12 assisting with information sharing, including where there are opportunities to collaborate, and providing a stronger voice on the need for change and increased investment in our water network; and

13.7.13 consideration of any request by another council to join the Programme.

13.8 **AOG membership consists of**:

13.8.1 an independent Chair;

13.8.2 an elected representative from each Participating Council;

13.8.3 a representative from each Iwi / Māori partner: Te Rūnanga o Toa Rangatira, and Taranaki Whānui ki Te Upoko o Te Ika (Port Nicholson Block Settlement) Trust;

13.8.4 an observer member from the Wellington Water Board; and

13.8.5 any other person considered necessary by the AOG to ensure the effective functions of the group.

13.8.6 Note that Participating Council and Wellington Water Chief Executives may attend the AOG in an advisory capacity.

13.9 **AOG operating guidance:**

13.9.1 A quorum will be the majority of members, or half the members, where there is an even number of members. No business may be transacted at a meeting if a quorum is not present.

13.9.2 Members are expected to attend all meetings, except in exceptional circumstances, as notified to and agreed by the Chair.

13.9.3 In the event that the Chair is unavailable, attendees shall agree to an alternative Chair for that meeting.

13.9.4 In the event that any member is unavailable for a meeting, an alternate will represent the relevant organisation.

13.9.5 The AOG will strive to make all decisions by consensus. In the event that a consensus on a particular matter before the AOG is not able to be reached, each AOG Member will be entitled to one vote. In that situation the particular matter must be approved by a vote of at least a majority of AOG members at any meeting at which a quorum is present. To avoid doubt, the Chair is not entitled to a vote.

13.9.6 Other than for those matters for which the AOG has decision-making capacity through these Terms of Reference, (see 13.4) each participating council retains its powers to make its own decisions on matters referred to it by the AOG, including the final decision to approve and ratify the new water organisation's Constitution and Stakeholders Agreement.

13.9.7 The AOG receives secretariat support from the core Programme Team.

13.9.8 The AOG shall meet approximately 6-weekly or as otherwise required. Meetings shall be hosted by one of the Participating Councils as agreed. Invites and coordination of meetings shall be managed by the Programme Team.

13.9.9 Wider invites to relevant partner organisations (such as DIA), shall be determined by the core Programme Team and Chair in regard of the meeting agenda.

13.9.10 The meetings are not public but shall be transparent in terms of agenda and outcomes.

13.9.11 Effort will be made to distribute any meeting papers at least 3 working days ahead of the meeting date. ~~Recognising that the AOG does not hold any formal decision-making powers or delegations,~~ Papers shall be brief and avoid duplication with matters best dealt with through existing council decision-making processes and delegations.

14. Chief Executives' Group

14.1 The AOG will be supported by the CEs' Group.

14.2 **The CEs' Group is responsible for**:

14.2.1 providing strategic direction and decisions on the Programme;

14.2.2 addressing issues that have been escalated by the Programme Team;

14.2.3 reviewing and approving any proposed changes to the direction of the Programme;

14.2.4 ensuring the strategic direction of the Programme continues to align with the objectives and each Participating Council's obligations under this agreement;

14.2.5 ensuring advice and support to the AOG is effective and efficient;

14.2.6 providing senior management oversight and alignment of this process to demonstrate visible and collaborative leadership;

14.2.7 testing and confirming the direction of the Programme, including objectives and options analysis to provide confidence and certainty to stakeholders and the community;

14.2.8 supporting the identification, mitigation or management of key risks and issues;

14.2.9 ensuring alignment with broader regional strategic concerns, as well as meeting the expectations of key partners, stakeholders, and the community;

14.2.10 assisting with information sharing, including where there are opportunities to collaborate, and providing a stronger voice on the need for change and increased investment in our water network;

14.2.11 approving the Programme budget; and

14.2.12 ensuring that the Programme Team is resourced and supported.

14.3 **CEs' Group membership consists of**:

14.3.1 the Chief Executive (or GM-level nominee) from each Participating Council;

14.3.2 an observer member from Wellington Water (CE), who may attend in a support and advisory capacity; and

14.3.3 the Chair, who will be the member of the Lead Council.

15. Programme Team

15.1 The Participating Councils agree to establish, fund and support a Programme Team.

15.2 **The Programme Team is responsible for**:

15.2.1 leading and managing delivery of the Programme to ensure objectives are achieved on behalf of the CEs' Group;

15.2.2 advising the CEs' Group on key strategic decisions required for successful delivery of the Programme;

15.2.3 resolution of issues as they occur and escalating those that cannot be resolved at the officer level to the CE's Group;

15.2.4 preparing a detailed scope of work and Programme plan (including Programme milestones);

15.2.5 reporting progress against the Programme plan to the AOG and CEs' Group on a regular basis;

15.2.6 developing and maintaining a Programme budget working closely with the Lead Council;

15.2.7 preparing agendas and minutes, and scheduling governance meetings for the Programme;

15.2.8 preparing reporting for governance meetings for the Programme;

15.2.9 engaging and managing external expertise as required working in consultation with the Lead Council;

15.2.10 preparing stakeholder/engagement framework ensuring all appropriate parties are included on an ongoing basis;

15.2.11 preparing and attending workshops with the Participating Councils' elected members as required to achieve the Programme;

15.2.12 supporting the preparation of consultation packs in collaboration with individual councils to support each Participating Council's required consultation processes;

15.2.13 developing a joint WSDP in accordance with legislative requirements and each Participating Council's requirements;

15.2.14 developing a joint plan for the establishment of the proposed WO, including cost implications for Participating Councils; and

15.2.15 working with Participating Councils and Wellington Water to identify and manage key interdependencies.

16. Role of Wellington Water

16.1 Wellington Water is the current provider of water services to the Participating Councils.

16.2 Under the proposal for a new multi-council-owned WO, Wellington Water would be disestablished following transition of staff, operations, work in progress, facilities, plant and equipment, and contracts to the new WO. The date and process for this is yet to be determined and will be set out in the establishment plan.

16.3 Wellington Water is not responsible for the establishment of the new WO – they do however have an integral role supporting and advising the Participating Councils on the development of the joint WSDP and then would likewise support the establishment of the proposed WO.

16.4 Wellington Water's roles and responsibilities in regard to the Programme, or aligned to the Programme include:

16.4.1 supporting and advising the Programme Team and Participating Councils with development of the joint WSDP;

16.4.2 supporting and advising the Programme Team and Participating Councils with establishment planning for the proposed new WO;

16.4.3 working with the Programme Team to identify and manage key interdependencies;

16.4.4 observer membership on the AOG (Board Chair) and CEs' Group (CE) and ROG; and

16.4.5 preparing for transition of staff, operations, work in progress, facilities, plant and equipment, and contracts to the new WO.

17. Programme cost sharing

17.1 **Cost sharing principles**:

17.1.1 The Participating Councils have agreed to share the costs for the development of the WSDP and planning for establishment of a new WO including the Programme Team and supporting resources.

17.1.2 The estimated costs, budget envelope and apportionment between Participating Councils will be set out in a funding agreement, to be confirmed by the CEs and reviewed on a quarterly basis.

17.1.3 Apportionment of costs will be as follows:

- GWRC 15% of total costs.
- The remainder of the costs split according to the percentages below, which have been calculated based on the population of each Participating Council's district as a percentage of the four districts' combined population:
  - UHCC 10.7%
  - HCC 25.6%
  - PCC 13.9%
  - WCC 49.8%.

17.1.4 The Participating Councils have agreed that they will each fund their own costs for staff, advisory, consultation and decision making.

17.1.5 The Participating Councils agree that the Lead Council will manage costs and invoice other Participating Councils for those costs on an agreed basis.

17.2 **Cost implications if additional council(s) joins the Programme**:

17.2.1 For clarity, there is no automatic right for another council (which is not a Participating Council) to join the Programme and any such request will be considered on its merits on a case-by-case basis by the CEs' Group and the AOG.

17.2.2 The Participating Councils agree that any council that wishes to join (or rejoin) the Programme will be required to pay costs that reimburse the Participating Councils for the costs that have been incurred by the Participating Councils to get the Programme to the point it is at, at the time the council joins – this cost will be determined by the CEs' Group (this is the 'no free ride' principle).

17.2.3 Each Participating Council will receive its share of the costs payable by the joining council under clause 17.2.2, based on the percentages set out in clause 17.1.3. Once the council has joined the Programme, the percentages in clause 17.1.3 will be adjusted to reflect the addition of the new council, and the population of each council's district as a percentage of their combined population.

17.3 **Cost implications of a council exiting the Programme**:

17.3.1 If a Participating Council exits the Programme, it remains responsible for its share of all Programme costs incurred or committed up to that date. This includes costs incurred under the May 2024 Memorandum of Understanding and before the date of this Memorandum. It also includes any committed costs and contractual obligations which cannot be reasonably mitigated by the remaining Participating Councils.

17.3.2 A Participating Council that exits the Programme is also responsible for meeting all costs incurred by the Programme Team or Participating Councils as a result of its exit (for example, additional modelling work or changes to any agreements between the Participating Councils).

17.4 **Programme funding**:

17.4.1 By no later than 20 Business Days after the date of this agreement, the Participating Councils will (through the Programme Team) prepare a revised Programme funding budget for approval by the CEs' Group, that covers:

- the initial contribution for the activities under this agreement;
- the ongoing contribution by the Participating Councils to the ongoing costs of the Programme;
- costs for the Lead Council to provide a Programme Lead for the duration of the Programme; and
- costs for any internal and external consultants, (together, the "Programme budget").

18. Supporting documents

18.1 Supporting documents to this Memorandum that will be endorsed by the CEs' Group include:

- Programme plan
- Communications approach
- Programme budget.

Council
21 August 2025
Report 25.323

For Decision

WATERLOO TRANSIT ORIENTED DEVELOPMENT: REFERENCE DESIGN OPTIONS ANALYSIS

Te take mō te pūrongo
Purpose

1. To agree to a Reference Design option for the Waterloo Transit Oriented Development (TOD) which will be taken through the pending Business Case and Go-to-Market phases of the Waterloo TOD project.

He tūtohu
Recommendations

That Council:

1 **Notes** that as part of the Waterloo Transit Oriented Development project decision-making process, Council is being asked to determine the Reference Design option for the Waterloo Transit Oriented Development project.

2 **Notes** that five Reference Design options have been shortlisted for Council consideration:

a Option 1: 'Do nothing'

b Option 2: Upgraded underpass

c Option 3: Shortened underpass with pedestrian crossing

d Option 4: Long overpass

e Option 5: Short overpass (preferred option).

3 **Notes** that Option 5 is considered the best and most cost-effective option to deliver Council's agreed objectives (refer to Initiating Transit Oriented Development in the Wellington Region – Report 21.501 and Waterloo Priority Development Area – Report 24.131) for the transit-oriented development programme and thus take forward to business case and Go-to-Market phase.

4 **Agrees** to take Option 5 forward to full Reference Design and business casing.

5 **Notes** that Option 5 includes - aligned and upgraded platforms, underpass removed, new overpass providing access from Oxford Terrace to Cambridge Terrace, at-grade pedestrian crossing from Cambridge Terrace to Trafalgar Square, and two sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.

6 **Notes** that the Phase III project work has raised concerns about the long-term feasibility of retaining an underpass at Waterloo Station due to questions of integrity of the current infrastructure and likely environmental and regulatory compliance challenges associated with renewing or replacing the current underpass.

Te tāhū kōrero
Background

Transit Oriented Developments

2. A TOD is a project that mixes residential and commercial opportunities with the objective of optimising the use of land for public good and maximising access to public transport. TODs are standard practice internationally and a range of TOD projects have been delivered to date, or are in active development, across New Zealand, particularly in Auckland (e.g. New Lynn, Manukau and Puhunui train stations).

Project initiation and decision-making

Project initiation

3. On 25 November 2021 (Initiating Transit Oriented Development in the Wellington Region - Report 21.501), Greater Wellington's Transport Committee (the Committee) approved an inception project to commence investigation and initiation of TOD opportunities on the Wellington Metropolitan Rail Network

4. At the 25 November 2021 meeting, the Committee also agreed that progressing the TOD programme at Waterloo and Porirua Stations, and in the Kāpiti Coast were priority focus locations for the initial stages of the project.

5. To date, resource and funding constraints, plus a need to address end-of-financial-life infrastructure in the precinct, have prompted Greater Wellington to focus on planning and developing design options for Waterloo Station. Learnings and lessons from the work to date on Waterloo are informing early approaches to developing a Porirua TOD.

6. Officers continue to explore commercial and urban development opportunities across the Wellington public transport network including opportunities Greater Wellington can lead (i.e. where Council has significant land holding interests) and opportunities where Greater Wellington can support other landowners (e.g. in Johnsonville).

Wellington Leadership Committee – Waterloo TOD status

7. In May 2022 the Waterloo TOD was given Complex Development Opportunity (CDO) status under the Wellington Regional Leadership Committee (WRLC), a body comprising all regional Mayors, Greater Wellington Chair, the Ministers of Transport and Housing, and iwi partners. CDOs were later renamed Priority Development Areas (PDAs) by the WRLC. Waterloo TOD is one of seven PDAs in the Wellington region.

8. PDA status formalises partnership for the project between central and local government, enables collective planning, decision making, problem solving and issue resolution and risk mitigation, and enhances the ability to access central government resources.

Direction for Phase III - Reference Design

9. On 30 May 2024 (Waterloo Priority Development Area - Report 24.131), Council agreed that Greater Wellington proceed with a Phase III of the Waterloo PDA project that is focused on:

    a De-coupling the station rectification works from adjacent development to ensure the maintenance objectives can be achieved, whilst future proofing future development.

    b Finalising Station Minimum Requirements.

    c Procuring Waterloo Station Reference Design.

    d Commencing work to enable Detailed Business Cases to be prepared.

    e Continue to refine options and approaches for the commercial component of the project (the Development) for further Council consideration.

10. At the 30 May 2024 meeting Council also agreed in principle that replacing the Waterloo Station canopy in a like-for-like manner is not in scope, and that focus be on commissioning a replacement transport hub which can:

    a Fully integrate all public transport services in a single coherent structure which incorporates a bus interchange into the build.

    b Improve customer experience including accessibility.

    c Facilitate adjacent commercial development on Greater Wellington land in the precinct through a TOD-enabling transport hub design.

    d Facilitate urban development in the immediate catchment.

11. In addition, Council agreed that Greater Wellington continues to hold ownership of the land in Waterloo (south-west quadrant of the precinct that includes old Railways Corporation building and carparking spaces) currently ear-marked for the TOD until market conditions improve and a development can be undertaken that will add value to the surrounding area.

Phase III Process and procurement

12. Following a procurement process in early 2025, Greater Wellington brought together a multi-disciplinary design team to deliver Phase III Reference Design: RCP as project managers, Grimshaw as lead architects, Rider Levett Bucknall (RLB) as quantity surveyors, and specialisation leadership from Aurecon, Boffa Miskell, Tonkin+Taylor, Dunning Thornton and WSP.

13. The project development process has included three broad activities:

    a Design Brief – Establish the foundation for the project: key drivers, vision, project principles, station options, and assessment methodology.

b Feasibility Study – Multicriteria assessment assesses the long list of options using defined criteria to identify a preferred shortlist.

c Final Reference Design – Provides a detailed, feasible design for the station based on the shortlisted option.

14. The Design Brief, attached as **Attachment 1** to this report, was developed from the results of Phase I Concept Study and Phase II Commercial Investigation, internal and external stakeholder workshops, and from Council guidance through workshops and decision-making (refer to paragraph 107 on Council engagement to date).

15. This report focuses on outputs from the Feasibility Study (**Attachment 2**).

16. Following Council decisions from this report, the final Reference Design will be completed prior to commencing Phase IV Business Case and Go-to-Market.

Te tātaritanga
Analysis

Feasibility Study

17. **Attachment 2** to this report documents the outcomes of the Feasibility Study, which involved evaluating a long list of station options against defined criteria to identify a preferred shortlist.

Feasibility Study: Overview

18. The Feasibility Study was carried out over a three-month period, beginning in May 2024, and followed a structured program of work. The key steps included:

a Development of the station functional program and definition of optioneering criteria.

b Development of a long list of station layout options.

c Establishment of assessment criteria and preparation of a multi-criteria assessment (MCA) workbook.

d Shortlisting of preferred station options from the long list using a mix of coarse screening using fatal flaws, followed by a "must have" MCA assessment.

e Engagement with key stakeholders to inform and validate options.

f Development of design detail and cost estimates for shortlisted options.

g Detailed MCA evaluation of the shortlisted options.

19. The outcomes of this process are summarised in the Feasibility Study report (**Attachment 2**), including the results of the MCA. The Feasibility Study programme required Greater Wellington to undertake a granular study of key focus points for the project including:

a Impacts on the Waterloo Water Treatment Plant and Waiwhetū Aquifer.

b Viability and integrity of current station infrastructure (primarily roof, underpass and platforms) and options for inclusion, modification or retirement in the final design.

c Construction and stageability of the development to inform investment modelling, market engagement and disruption management planning.

d Catchment studies to better understand current and future passenger flows and public movements through and around the precinct.

e Forecasting future passenger demand for infrastructure sizing and investment quantification.

Consideration of each of these key focus point areas are set out below.

20. Recently delivered, and currently in-construction, rail station builds from New Zealand and overseas (Australia and northern Europe) with demographic and geographic similarity to Waterloo were used as reference cases for the study.

21. The design team were conscious that build and cost lessons from other jurisdictions would need to factor in differing geotechnical conditions, prevailing weather conditions, and higher seismic standards in the Wellington region and their likely impact on construction and cost (e.g. overbridge costs are higher in Wellington than Auckland due to these differing conditions and standards).

Key Focus Point: Waterloo Water Treatment Plant

22. Officers and the design team continue to work with Wellington Water to mitigate or remove any negative impacts on water infrastructure and the Waiwhetū Aquifer from the project.

23. The Waterloo Water Treatment Plant has a close spatial relationship with the station precinct, with infrastructure access points located in the forecourt on the western half of the station, and the station roof connected to the plant. Water infrastructure, including key pipework, runs along the Oxford Terrace side of the precinct, concentrated under the current bus shelters there.

24. In addition to considerations around existing infrastructure, the design work has had to factor in heavy vehicle access to, and future growth of, the Water Treatment Plant. The presence of this essential infrastructure, and the challenges for constructability in relation to it, has led officers and the design team to build mitigation approaches to the plant into the project.

25. All the station options have a 5m buffer allowance around the Water Treatment Plant and avoids all below ground services. The positioning of the proposed station allows future opportunities with Wellington Water to expand to the Northern end of the site should this be required as a potential future opportunity for the division of Greater Wellington property assets. Further design will need to continue to avoid and provide opportunity for pipe maintenance or replacement in the future.

Key Focus Point: Waiwhetū Aquifer

26. The Waiwhetū Aquifer, a key drinking water source for the Wellington region, is highly sensitive to contamination and under growing pressure from urban growth and increasing water demand. The Waterloo Station and TOD is located near the

Waterloo Bore Field, which extracts water from the aquifer, making any nearby construction activities a potential risk.

27. Urban development - especially piling and deep excavations - can create pathways for surface contaminants to enter the aquifer or compromise the aquitard leading to pressure loss. This is of particular concern in the Knights Road area. As such, any building near the aquifer must carefully manage foundation design, limit intrusive groundworks, and control stormwater runoff.

28. Any foundation works that could potentially compromise the integrity of the aquitard has been discounted in design work. This limits the depth of piles to above the aquitard. The ground conditions above the aquitard can at times be unsuitable for founding and ground improvement may be required to provide suitable founding conditions. Additional planning controls or construction restrictions may be necessary to further mitigate risks to the aquifer's water quality and availability.

Key Focus Point: Roof

29. The current Waterloo Station was constructed in 1987/8 (circa 37 years old) to an assumed 50-year life standard. In recent years the roof structure (Spaceframe) has suffered from ongoing maintenance issues and is nearing its structural end-of-life (and is at financial-end-of-life). The roof now manifests an increasing maintenance burden for which, Greater Wellington bears significant annual costs (refer paragraph 72).

30. Condition reassessments of the canopy and roof structure have been undertaken over the past five years with a focus on corrosion, expected residual life span of the canopy in years without maintenance, and the maintenance recommended. During the reference design process, minor works have been undertaken to remove some peripheral sections of the station roof that have degraded more rapidly than the core roof structure.

31. The conditions assessments and remedial works have reinforced Greater Wellington's view that the current roof structure will continue to degrade over the coming ten years with potentially accelerated degradation as the decade progresses. The project studies have indicated that none of the current roof components can be recycled into the proposed new structure.

32. Continuing to maintain the roof or undertaking a significant 'refresh' of the existing roof are the least value for money approaches and do not mitigate a failure event associated with accelerated structural degradation exposing us to unanticipated financial and service risks.

Key Focus Point: Underpass

33. The current Waterloo pedestrian underpass has emerged from recent studies as the key structural and financial consideration associated with the project. The underpass acts as the primary public thoroughfare for East-West pedestrian movements in the area, particularly for school children and local residents accessing nearby shops, services and community (the nearest alternative crossing points are approximately 700m north and 500m south).

34. The pedestrian underpass is situated beneath both the rail tracks and the Cambridge Terrace roadway. Originally constructed in 1988, it was designed with an assumed lifespan of 50 years. A review of the existing engineering drawings indicates that there is minimal cover to the underpass's reinforcing, which may present durability concerns as the structure ages.

35. Assessing the underpass's remaining lifespan is challenging. One visible symptom of deterioration is the delamination of wall tiles, which points to underlying material and moisture issues. Of particular concern is the existing water ingress occurring through a section of the tunnel wall near the electrical switchboard, a location that could present operational and safety risks if not addressed.

36. Recent testing work through the project has highlighted the volatility of ground conditions around the underpass.

37. The seismic performance of the underpass requires further evaluation which is currently underway. Strengthening the structure to improve its resilience may be complex and extremely costly, especially as the underpass needs to remain operational throughout any works. Furthermore, both existing and historical subway alignments will likely influence the placement of new foundations, requiring careful consideration during any future upgrades or redevelopment.

38. Considerable focus for the design team has been on approaches to retaining the existing underpass and considering alternatives if retention is not structurally, financially or environmentally viable.

39. Broadly, work has indicated considerable risks associated with a strengthening approach, including that such an approach may reduce people capacity for future demand. Any redevelopment works associated with the underpass may be deemed by consenting bodies (including Greater Wellington) to present a significant or unacceptable risk to the aquifer.

40. The Reference Design process has concluded that full replacement over time of the underpass with an overpass would be the least risky approach fiscally, structurally and environmentally. Combining an overpass with new signalised pedestrian crossings presents a configuration which improves urban integration, enhances the user experience, and offers clear sightlines and improved wayfinding to the station entries.

Key Focus Point: Construction and Delivery

41. The shortlisted design options have been developed to a level that supports only high-level assessments of constructability. Throughout the design process, there has been a conscious effort to incorporate the reuse of existing structures and reduce disruption wherever possible. However, it is acknowledged that any upgrade to the station — regardless of the option selected — will inevitably involve some level of disruption.

42. All options present construction complexities, particularly with respect to maintaining east–west connectivity, ongoing station operations, and working within constrained site conditions — especially if the station remains open throughout the works. Upgrades to the underpass are particularly challenging due to waterproofing

requirements, the formation of new connections, and the need to maintain pedestrian access during construction.

43. In terms of the programme, all options are expected to require a longer construction duration than the base case. Options involving significant excavation— e.g. Option 4 — are likely to take more time to complete based on preliminary programme assessments. However, there may be opportunities to refine and optimise construction timeframes during the developed design phase.

44. Most construction works are proposed to be carried out outside of the active rail corridor. While some temporary closures may be required, it is expected these can be accommodated within planned Block of Line closures. Traffic management will be necessary across all options, with Options 3 and 5 likely to have greater impact on the active road corridor than the others.

45. Temporary east–west pedestrian connections will be required for certain options, such as Option 2. The specific location and design of these crossings will require further development. At this stage, the potential duration of full station closures is too uncertain to assess with confidence.

Key Focus Point: Stageability

46. All options improve on the current condition and are designed to meet a Level of Service (LOS) C through to 2030, 2046, and 2061 under normal operating conditions. The inclusion of at-grade crossings helps alleviate pressure on underpass and overpass infrastructure, supporting the long-term resilience of station assets. Level of Service C can be defined as a practical target for busy stations, balancing space efficiency and passenger comfort without making facilities uneconomically large. The comfort level is moderate under normal operations.

47. All options are designed to meet future demand from the outset, as that was a design criterion, and were not specifically designed for demand-led staging. However, the addition of an overpass creates an opportunity to stage the station development—initially relying on the existing underpass, with the overpass delivered later as demand grows or as the underpass reaches the end of its service life. The pedestrian underpass can accommodate LOS C until 2061 under normal conditions, but only until 2046 if the underpass needs seismic strengthening. Strengthening will result in the width of the underpass being narrowed and its capacity for pedestrian movements reduced.

Key Focus Point: Enabling commercial development

48. One of the core design principles for the station and interchange was to optimise and minimise the station footprint, thereby freeing up land for potential commercial development. The proposed station layouts were intentionally compact, with a consistent planning approach applied across all options. This consistency allowed for clearer comparisons of footprint efficiency.

49. At this stage, commercial development shown in the shortlisted options is indicative only and represents potential building footprints and configurations that support station operations. While the proposed footprints are broadly comparable

across options, the scale and type of commercial development will be explored in more detail during the business case and Go-to-Market processes.

Catchment

50. Wainuiomata is the largest source of bus-to-rail transfers at Waterloo Station. During the AM peak in March 2024, 12% of Waterloo boardings (about 240 people) arrived by bus, with 62% of these transfers originating from Wainuiomata—roughly 150 passengers between 6:00am and 9:30am. Naenae and Kelson are also significant passenger origins.

51. Integration of these feeder services into the station layout is essential for supporting existing demand and enabling future patronage growth. It also presents a key opportunity for mode shift from private vehicles to public transport, particularly as service enhancements and TOD implementation proceed.

52. The station, interchange and its associated underpass beneath the rail corridor serves multiple schools and connects to Hutt CBD. It is the closest station for train users not connected to the Melling Line.

53. Waterloo Station sits at a major convergence of local streets and offers primary walking and cycling access, with alternative crossings 750m to the north and 600m to the south of the station. Significant urban intensification is underway around the station, with new residential buildings (2-3 storeys) and a district plan allowing for heights up to 22m.

54. To the east, a low-rise local centre surrounds Trafalgar Square with a green open space. The western side features a less structured commercial area, dominated by the Water Treatment Plant, with lower public amenity. Knights Road provides a key route to Hutt City centre and is an important bus corridor. Urban development around Waterloo Station shows a trend of multi-unit developments without car-parking, increasing density and reducing reliance on private vehicles.

Additional considerations

55. The project has had to consider a range of technical requirements associated with future design of the station. Traffic and bus interchange circulation, legibility and wayfinding, safety and crime prevention, impact on Park and Ride capacity, and climate change adaptation and sustainability are addressed in the Feasibility study (refer Attachment 2, pages 44-45).

56. Shortlisted options have all allowed for a ‘fare line’ (i.e. platform gating) to be introduced in the future. The potential introduction of fare lines at Waterloo will be considered by Council as part of future revenue protection and customer experience initiatives to be determined.

57. Landscaping approaches for precinct redevelopment have been designed with a focus on future plantings that use species native to the Hutt Valley and can be used in rain gardens and similar features as a natural way of removing pollution from stormwater run-off before it enters the water system.

Nga kōwhiringa
Options

58. The design team considered 24 options in total and have worked these down to seven options (including ‘do nothing’ and ‘base case’ options) in the Feasibility Study (FS).

59. For ease of decision-making, these seven short-listed options have been further reduced by removing FS #2 (did not include aligned platforms), and by removing ‘base case’ as an option for decision-making in this report.

60. The base case option has been used as a reference point for assessment of new upgrade elements to measure against. The base case assumed a minimal amount of upgrades required for the station to safely operate for another 50 years and is, from a development perspective, a similar approach to the opportunity as the ‘do nothing’ option.

Costing the options

61. The shortlist of options have not been assessed on cost, but a comparative exercise of costs was undertaken to establish a value for money vs benefit analysis. All of the options had a comparatively similar rough cost estimate except for Option 4 below which had a greater cost associated with the large overpass structure over Cambridge Terrace.

62. Costings work is ongoing with more detailed estimates being made once the final reference design is finalised in September 2025. Estimates to date indicate the original project budget of $110m is indicative for all elements of the works including the investment required to deliver fit-for-future east-west pedestrian and cycle movements across the rail corridor (estimates of $30-50m investment required for this element).

63. Following confirmation of the final option for Reference Design, a full costings and investment options package will be brought to Council in 2026 through the Business Case and Go-to-Market process.

64. The full costings and investment options package for consideration and decision-making will include options for external investment including public private partnerships.

65. Officers continue to work with NZ Transport Agency on re-bids for National Land Transport Plan funding assistance through the Continuous Programme.

Options for final Reference Design

66. **Attachment 3** to this report sets out the four shortlisted options (not including ‘do nothing’ Option 1) for ease of reference.

67. The shortlisted station and interchange options have been assessed against a range of technical criteria, including constructability, environmental impact, operational performance, and future adaptability. Across all options, key design principles—such as minimising the station footprint, reducing disruption, and enabling future commercial development—have been consistently applied.

Technically, all options are considered feasible, though they vary in complexity and potential cost.

68. Table One (below) compares the key design features across short-listed options.

Design Feature	*Op. 1*	*Op. 2*	*Op. 3*	*Op. 4*	*Op. 5*
Provision of sufficient rail station capacity to achieve Level of Service C for 2030, 2045 & 2060	Yes	Yes	Yes	Yes	Yes
Ability for staging to match a growing demand	No	Yes	Yes	Yes	Yes
Aligned platforms	No	Yes	Yes	Yes	Yes
Upgraded underpass	No	Yes	Yes	No	No
New overpass	No	No	No	Yes	Yes
Cambridge Tce. Ped-X	No	No	Yes	No	Yes
Lifts	No	Yes	Yes	Yes	Yes
Commercial amenity	No	Yes	Yes	Yes	Yes
Includes provisions to avoid negative impacts on aquifer	Yes	Yes	Yes	Yes	Yes
Includes provisions to avoid negative impacts on Water Treatment Plant & associated infrastructure	Yes	Yes	Yes	Yes	Yes

Table One: Design features across options.

Option 1: Do nothing (refer FS page 28)

69. This option assumes continued use of the station without any upgrades but with the ongoing maintenance and operational cost of the existing infrastructure and associated cost of it. Option includes potential required imminent updates due to end of life of certain elements and deferred maintenance or upgrades costs which will be incurred as elements come to their end of life.

70. The costs associated with this option relate to:

    a Maintenance of existing infrastructure.

    b Planning for, and replacement of, end-of-life infrastructure.

71. Canopy Assessments were commissioned in 2021 and 2024 to estimate the lifespan of individual canopy elements and determine mitigation costs. These assessments indicated ever higher costs of maintaining the existing canopy over the coming five-to-ten years.

72. Maintaining existing infrastructure (primarily roof and underpass) has a cost of $1.72m over the five years FY 2020/21-2024/5. Assuming cost inflation of 5% annually, maintenance costs for the coming ten years (i.e. to FY 2034/35) could amount to a conservative estimate of $4.54m without any improvement to customer facilities or experience. Maintenance costs through this period are likely

to increase exponentially as the assets age further excluding unknown risk factors like seismic and major flooding events.

73. Both the current underpass and station roof will reach the end of its economic life by approximately 2040. Reaching economic life can be considered at the point which the roof structure no longer delivers cost-effective service or performance in relation to its operational, safety, and public amenity functions. At this stage, the cumulative costs of maintenance, risk mitigation, and performance degradation exceed the economic and functional value the roof provides to the station environment.

74. Under this option, by FY 2035/36 works will need to be under planning to replace these elements at considerably greater future cost than if renewed or replaced over the coming five years under Options 2-5.

75. In a 2017 engineering study, refurbishing and maintaining the existing space frame structure was estimated to cost approximately $13m with replacement of the canopy at approximately $16m. Escalation would bring this $16m to approximately $21.5m today, and approximately $35m by FY 2035/36.

76. Assuming cost inflation of 5% annually, a $50m indicative cost package of upgrades today would rise to a cost of $81.4m by FY 2035/36, i.e. an increase of circa 63% over the period, without any improvement to customer facilities or experience.

77. *Officer recommendation*: This 'status quo' option is not recommended as it defers decision-making over infrastructure renewal by a decade with commensurate increase in eventual cost. This option delivers no new customer facilities and does not facilitate transit-oriented development. There is potential for accelerated degradation of the underpass over the coming decade leading to incurrence of accelerated maintenance costs and a potential need to bring forward renewals or replacements faster than current end-of-life estimates.

Option 2: Upgraded underpass (option #1B in FS page 30)

78. Option 2 is defined by the following key configuration elements that differentiate it from other options:

    a Platform: Aligned and upgraded platforms, with Platform 2 (southbound) repositioned to align with Platform 1 (northbound), while maintaining the required 5m clearance from the Water Treatment Plant.

    b Cross-corridor Access: upgraded underpass providing access from Oxford Terrace through to Trafalgar Square and beneath Cambridge Terrace, for both rail and bus commuters and the wider community.

    c Vertical Circulation: 3 sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with lifts for accessibility.

79. *Officer recommendation*: This option, which retains and renews the existing underpass, is not recommended due to emerging concerns relating to the feasibility of renewing the existing underpass.

Option 3: Shortened underpass and Pedestrian crossing (option #1Bi in FS, page 32)

80. Option 3 is defined by the following key configuration elements that differentiate it from other options:

    a Platform: Aligned and upgraded platforms, with Platform 2 (southbound) repositioned to align with Platform 1 (northbound), while maintaining the required 5m clearance from the Water Treatment Plant.

    b Cross-corridor Access: upgraded underpass providing access Oxford Terrace to Cambridge Terrace, at-grade pedestrian crossing between Cambridge Terrace and Trafalgar Square, serving both commuters and the wider community.

    c Vertical Circulation: two sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with lifts for accessibility.

81. Officer recommendation: This option, which shortens (i.e. removes under-road section under Cambridge Terrace) and renews the existing underpass, is not recommended due to emerging concerns relating to the feasibility of renewing the existing underpass.

Option 4: Long Overpass (option #5B in FS, page 36)

82. Option 4 is defined by the following key configuration elements that differentiate it from other options:

    a Platform: Aligned and upgraded platforms, with Platform 2 (southbound) repositioned to align with Platform 1 (northbound), while maintaining the required 5m clearance from the Water Treatment Plant.

    b Cross-corridor Access: underpass removed, new overpass providing access Oxford Terrace through to Trafalgar Square, above Cambridge Terrace, for both rail and bus commuters and the wider community.

    c Vertical Circulation: 3 sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.

83. *Officer recommendation*: This option, provides similar benefits to option 5 but has a greater cost profile associated with the large overpass structure over Cambridge Terrace. This option is not recommended due to the additional complexity of constructing and maintaining an overpass over a busy thoroughfare (Cambridge Terrace) and due to option 5 having a more favourable cost profile.

Option 5: ***Preferred Option*** *- Short Overpass* (option #17 in FS, page 38)

84. Option 5 is defined by the following key configuration elements that differentiate it from other options:

    a Platform: Aligned and upgraded platforms, with Platform 2 (southbound) repositioned to align with Platform 1 (northbound), while maintaining the required 5m clearance from the Water Treatment Plant.

    b Cross-corridor Access: underpass removed, new overpass providing access Oxford Terrace to Cambridge Terrace, at-grade pedestrian crossing from

Cambridge Terrace to Trafalgar Square, for both rail and bus commuters and the wider community.

c Vertical Circulation: 2 sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.

85. *Officer recommendation*: Option 5 is recommended as it offers the best overall balance across the key evaluation criteria. While closely comparable to Option 3, technical requirements and buildability considerations give Option 5 the advantage.

86. Option 5 provides a more legible and accessible station approach through an at-grade overpass, supports more efficient construction staging, and avoids flood and other risks associated with underpasses. Both options perform equally well in terms of community connection, transport interchange potential, and commercial development. However, the underpass in Option 3 presents long-term seismic risks. Overall, Option 5 delivers greater adaptability and resilience for the future station layout.

Ngā hua ahumoni
Financial implications

Funding to implement the Waterloo TOD

87. The Long Term Plan 2024-2034 had budget provision of $23m for the Waterloo Station Transit Oriented Development project over the 2024-2027 triennium.

88. In September 2024, NZ Transport Agency Waka Kotahi (NZTA) announced its National Land Transport Plan Fund (NLTF) decisions, which resulted in a significant shortfall in Metlink's Significant Investment Programme and Low Cost Low Risk categories of projects and programmes.

89. In total, there was a shortfall of $134.5m over the 2024-2027 triennium. Note the bid is total cost; the NLTF declined the Funding Assistance Rate (FAR) portion; the remaining funding available is the Greater Wellington rates funded contribution (Local Share 49%).

90. The Waterloo Transit Oriented Development programme did not receive NLTF funding in the last funding round. Officers continue to work with NZTA on further funding bids for the next NLTF round.

91. On 31 October 2024, Council agreed to reduce the Waterloo Transit Oriented Development programme budget from $23m to $8.5m over the current triennium (refer National Land Transport Plan Funding – Implications - Report 24.491).

Approach to costings

92. Refer to paragraphs 61 to 65 for an outline of costings approaches to the options for Reference Design developed through the project.

93. Following confirmation of the final option for Reference Design, a full costings and investment options package will be brought to Council in 2026 through the Business Case and Go-to-Market process.

94. The full costings and investment options package for consideration and decision-making will include options for external investment including public private partnerships.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

95. Officers are exploring opportunities for iwi engagement and initial engagement has occurred with Wellington Tenths Trust.

96. Access to reliable public transport is essential for connectivity to places such as employment, social services, education facilities, marae, and community events.

97. Public Transport allows Māori to travel affordably to places such as employment, social services, education, and culturally significant events.

98. Public Transport also aims to decrease the amount of greenhouse gas emissions in the environment which appeals to the protection of the environment which is important in te ao Māori given a special connection to the whenua (land).

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

99. "Locations with least current and future impact from natural hazards and climate change" is one of the evaluation criteria used to determine priority locations for TOD development.

100. The principles adopted by Council (Initiating Transit Oriented Development in the Wellington Region - Report 21.501) for this project embed sustainable approaches to development. The specific principle, "that sustainable, human-centred, and accessible design underpins the approach to each development", will form part of the Minimum Requirements informing the Reference Design brief for Phase III of the project.

Ngā tikanga whakatau
Decision-making process

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

Te hiranga
Significance

102. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of this matter, taking into account Council's *Significance and Engagement Policy*, Greater Wellington's *Decision-making Guidelines* and the *Significance Policy* of the RPTP.

103. Officers consider that advancing the Waterloo TOD project is part of a decision-making process that could lead to a decision of high significance due to its cost and the potential impact on local communities. Officers note that the Waterloo TOD

project is included in both the Long Term Plan 2024-2034 and the recently adopted Wellington Regional Public Transport Plan 2025-2035, which were adopted respectively in accordance with requirements in the Local Government Act 2002 and Land Transport Management Act 2003.

104. Officers have taken into account the principles set out in section 14 of the Act and the need to manage the Council's resources prudently.

105. Officers have also considered the need to take account of the community's views and preferences in relation to the matter. It should be noted that as part of the recent draft Wellington Regional Public Transport Plan the following question was asked: *Will the redevelopment of Waterloo Station into a high-amenity, climate-friendly, integrated transport hub improve the customer experience of, and access to, public transport in the Hutt Valley*. Greater Wellington undertook an analysis of submissions received as from consultation on the draft Wellington Regional Public Transport Plan, which showed that:

    a 44.4% of submitters either agreed or strongly agreed that the redevelopment of Waterloo Station into a high-amenity, climate-friendly, integrated transport hub would improve the customer experience of, and access to, public transport in the Hutt Valley.

    b 15.0% of submitters either disagreed or strongly disagreed with that statement.

    c 40.6% of submitters either were neutral or didn't know.

106. In light of the assessment of significance and the other factors relevant to the process for making these decisions, officers have identified and assessed the reasonable practical options as set out in this report.

Te whakatūtakitaki
Engagement

107. Officers have engaged on this project with internal and external elected members since inception of the TOD programme in 2021. These were: 31 August 2021 (workshop), 25 November 2021 (Initiating Transit Oriented Development in the Wellington Region - Report 21.501), 24 March 2022 (workshop), 5 May 2022 (combined Greater Wellington/HCC field trip), 16 June 2022 (workshop), 16 November 2022 (WRLC workshop), 23 March 2023 (workshop), 12 July 2023 (HCC workshop), 19 October 2023, and 1 February 2024 (workshop), 30 May 2024 (Waterloo Priority Development Area - Report 24.131), and 5 June 2025 (workshop).

Ngā tūāoma e whai ake nei
Next steps

108. Design team to complete final Reference Design based on the agreed design option prior to officers commencing Business Case process for Council consideration and decision-making in early 2026.

109. Officers will continue work to finalise the Go-to-Market strategy for investment attraction for Council consideration and decision-making in early 2026.

110. Officers will continue to work with all key stakeholders including KiwiRail, Hutt City Council, and NZTA through the Business Case stage.

111. Officers will continue work with Wellington Water on building scope and cordon around Water Treatment Plant to the south and their potential designs to expand the plant to the north.

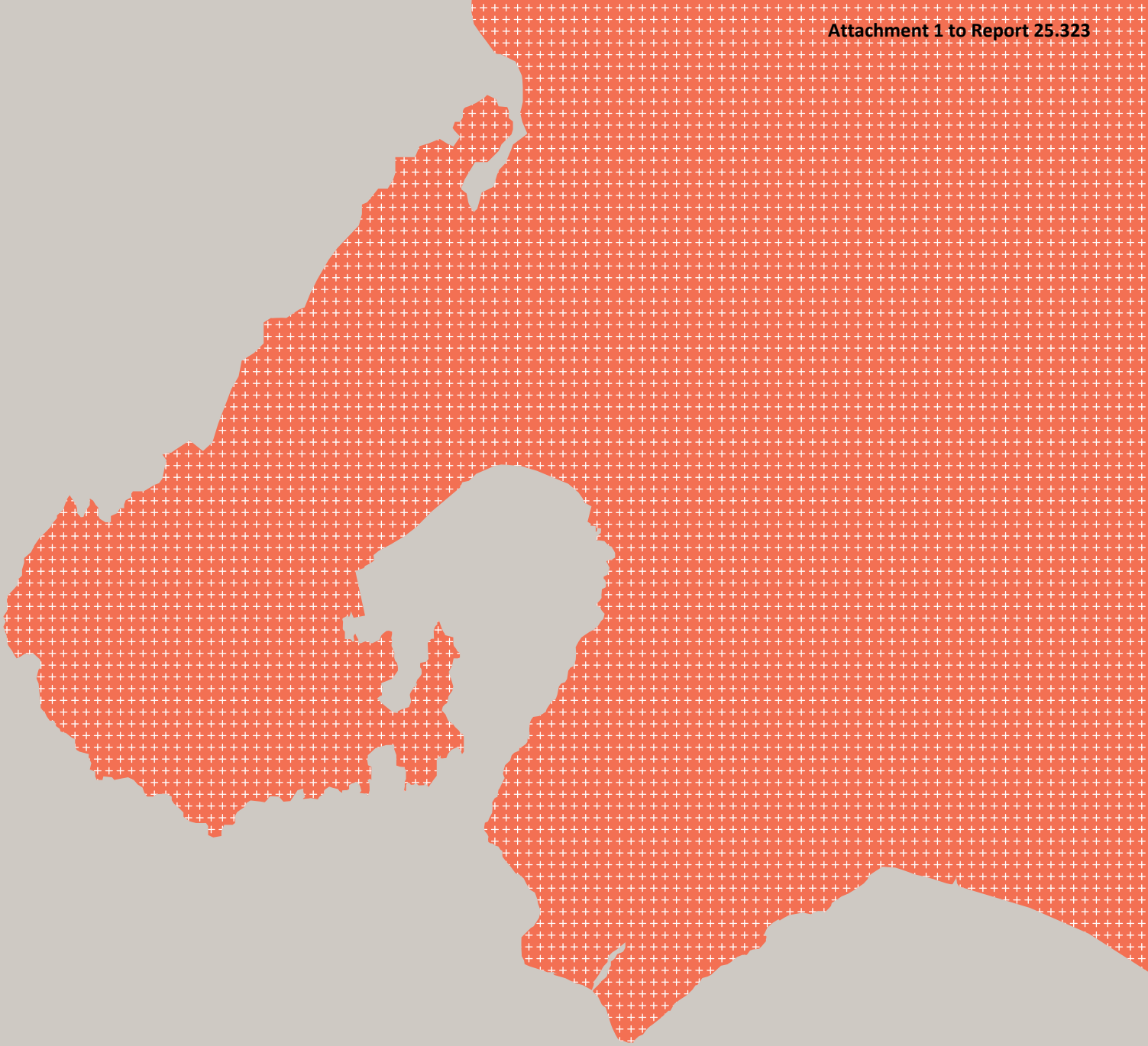
Ngā āpitihanga
Attachments

Number	Title
1	Design Brief
2	Feasibility Study
3	Options shortlist A3

Ngā kaiwaitohu
Signatories

Writers	Emmet McElhatton – Manager Policy Metlink Nathan Briggs – Manager Rail Assets Metlink
Approvers	Tim Shackleton – Senior Manager Strategy and Investment, Metlink Samantha Gain – Kaiwhakahaere Matua, Waka-ā-atea Group Manager Metlink

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference Decisions relating to Transit Oriented Developments rest with Council.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies Waterloo is a Metlink key activity in the Greater Wellington LTP 2024-34. Waterloo is a PDA under Wellington Regional Leadership Committee and the Future Development Strategy (FDS). Waterloo Station is ranked #26 on Regional Land Transport Plan Significant Activities prioritised by Regional Transport Committee. Waterloo is a featured project in Hutt City Council's Lower Hutt draft Spatial Plan.
Internal consultation Internal consultation on the matters covered in this report have been had with functions across the Metlink Group and with Regional Transport.
Risks and impacts - legal / health and safety etc. Risks associated with the medium-term condition of the existing Waterloo infrastructure are highlighted in this report.



WATERLOO STATION & INTERCHANGE
STRATEGIC DIRECTION & BRIEF

MAY 2025

PREPARED FOR:
GREATER WELLINGTON REGIONAL COUNCIL

Greater Wellington
Te Pane Matua Taiao

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1. EXECUTIVE SUMMARY

Context & Importance

Originating as a rail terminus in 1927, Waterloo Station has evolved significantly over the century, becoming a central hub for both rail and bus services in the Hutt Valley. The station's development has paralleled the suburban growth of the area, particularly following the electrification of the railway line in 1957 and the establishment of the Waterloo Bus-Rail Interchange in 1988.

With increasing passenger volumes and the need for modernisation, this document outlines the design considerations and planning necessary to optimise Waterloo Station as a contemporary public transport hub. This report outlines the project brief including requirements of specific design elements, structural considerations, and investment and project objectives essential for the station's redevelopment.

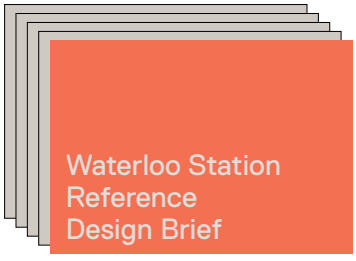
Waterloo Station and its associated bus interchange are central to the public transport network in the Hutt Valley. The station has been selected as the first Transit-Oriented Development (TOD) site and designated a Priority Development Area (PDA) by the Wellington Regional Leadership Committee (WRLC). Optimisation of the station and transport network are also key to Hutt City Council's Long Term Plan, and Wellington Rail Programme's Business Case.

Project Purpose

The purpose of this project is to develop a reference design for Waterloo Station that addresses the issues presented in this report and enables TOD initiatives that have been presented in a prior commercial study. The intent is to develop a robust reference design 'concept-lite' through a feasibility study process to inform future implementation and investment decisions.

1.1 Project Phases and Outputs

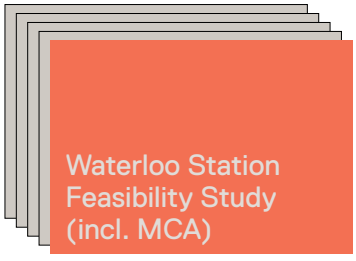
The project is divided into three stages, each producing key outputs that build toward the final Reference Design:



DEFINE AND DISCOVER

Output: Design Brief

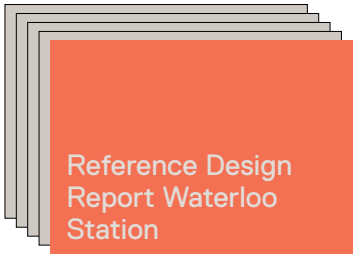
Establishes the foundation for the project: case for change, project objectives, investment objectives, design principles, technical requirements.



FEASIBILITY STUDY

Output: Feasibility Study – Multicriteria Assessment

Assesses the long list of options using defined criteria to identify a shortlist and then a preferred option



REFERENCE DESIGN

Output: Final Reference Design

Provides a detailed, feasible design for the station based on the preferred option from the shortlisted option(s).

1.2 The Design Brief

The Design Brief is a living document developed during Stage 1 to be tested through the feasibility process and updated as the project evolves. It guides the overall Reference Design process

This document describes key project drivers, objectives, aligns the vision and principles that will guide the subsequent stages of the project, It has been developed during the first stage of the Reference Design process and builds upon briefing material and previous work completed by Greater Wellington Council, as well as work completed by the design team during the Define and Discover Phase, including outcomes from project workshops and desktop studies.

The Design Brief is structured into three key sections:

1. Background – the history of the station
2. Strategic Direction – Clarifies the overarching goals and vision for the project.
3. Opportunities and Constraints – Identifies key project opportunities and constraints.
4. Forecast Demand and Technical Requirements – Defines the essential technical criteria for the project.

Appendices included in the report (documents developed during the Phase 1).

A. Benchmarking Summary

B. Aurecon Static Sizing Assessment Memo

C. Site Investigation Report and Constraints (by each discipline) – presented and discussed in Workshop 1

D. Brief Development - Key Themes, Principles and Objectives – presented and discussed Workshop 2

E. Benchmarking presentation – Presented in Workshop 2

Investigation of the Waterloo Station TOD to date has been undertaken in two phases:

→ Phase I – Concept Study (Combines Station and TOD)

→ Phase II – Commercial Study, including a high level economic review (Willis Bond)

- Appendix 1 – Property Economics Report
- Appendix 2 - Hypothetical Scenarios

In addition, studies have been undertaken on the Waiwhetū Aquifer and a condition assessment on the space frame roof of the Waterloo Station (these two studies are summarised in Opportunities and Constraints section of this document, and extended summary is in Appendix C).

REFERENCE DESIGN TEAM

Greater Wellington Te Pane Matua Taiao

RCP

GRIMSHAW

Dunning Thornton

aurecon

Tonkin+Taylor

RLB Rider Levett Bucknall

wsp

Boffa Miskell

2. BACKGROUND

Waterloo Station located in the Hutt Valley on the Wellington – Wairarapa and Wellington – Hutt Valley rail lines. It is within the Hutt City Council and Greater Wellington Regional Council (WRLC) local government boundaries.

Rail from Wellington Waterloo was first established in 1927, terminating in a then open field. The electrification of the railway line from Wellington in 1957 contributed to the significant suburban development of the Hutt Valley throughout the mid-century into the suburban centre it is today.

The 'Waterloo Bus-Rail Interchange' was opened in November 1988 in a development partnership between Wellington Regional Council, Railways Corporation and Lower Hutt City Council (as these organisations were then known). Total cost of the project was $11.6m in 1988 dollars, equating to an inflation adjusted sum of approximately $28.3m in 2024 dollars using CPI indexing.

After Wellington station, Waterloo Station is second busiest rail station by passenger volumes. It is a stop:

→ At peak times for all Hutt Valley Line express services.

→ For the Hutt Valley for all Wairarapa Line services (Upper Hutt, Waterloo, Petone).

→ For increased Wairarapa services under Lower North Island Rail Integrated Mobility (LNIRIM).

Waterloo is also a bus hub for services to/from major catchments in the region including Wainuiomata (standard routes 160,170), Naenae (high frequency route 130), Seaview (standard route 121), and Kelson (standard route 150).

At the time of its opening in 1988, a key and current feature of the station was a "huge tubular steel and transparent plastic space frame", then the largest of its kind in New Zealand. The 'space frame' feature currently dominates the Waterloo precinct and gives the station and environs its overall character. The original space frame structure was built in 1987 (37 years old) and now manifests an increasing maintenance burden for which, Greater Wellington bears significant annual costs. Specifically, around the extensive use of tiles throughout the precinct and perspex canopies in the subways, on top of the ongoing work to assess and maintain the space frame. In addition, the existing structure and layout of the station does not provide the ability for optimisation in line with a modern public transport hub.

In May 2022, the Wellington Regional Leadership Committee (WRLC) confirmed Waterloo Station Transport Orientated Development (WTOD) as a Complex Development Opportunity (CDO). CDOs were later renamed Priority Development Areas (PDAs) by the WRLC. PDA status formalises partnership for the project between central and local government, enables collective planning, decision making, problem solving and issue resolution and risk mitigation, and enhances the ability to access central government resources.

PDA's have a special partnership arrangement with central government agencies because they:

A. Have the potential to deliver significant housing and other benefits to the region

B. Especially support the WLRC objectives

C. Are in key locations where successful development gives effect to those agreed strategic objectives

D. Are complex, and working in partnership is required to deliver at the desired pace and scale

3. STRATEGIC DIRECTION

3.1 Case for Change

The current Waterloo Railway Station was constructed in 1988. In recent years the roof structure has suffered from ongoing maintenance issues and is nearing its end-of-life. The need to replace the station roof has provided an opportunity for the station infrastructure and surrounding urban catchment to be considered as transit oriented development candidate.

A transit-oriented development (TOD), is a mixed use urban area within 600m – 800m walking distance of a transit stop (e.g. train station) and core commercial and or residential area. TODs can also integrate and provide transfers between multiple transport modes including walking, passenger rail, bus, cycling and cars.

Waterloo Station has been selected as the first TOD and a Priority Development Areas by Wellington Regional Leadership Committee (WRLC) due to:

→ A need to address major and end-of-financial-life infrastructure issues in the Waterloo Station.

→ The availability of prime commercially developable land in the wider Waterloo Station precinct, which is currently under-utilised from a land use perspective and in the ownership of Greater Wellington Regional Council.

→ Waterloo station and precinct's strategic location in the Hutt Valley, and large footprint (approximately 18,865m2 of developable land) largely used for free to use carparking.

→ The opportunity to develop Waterloo Station as an integrated transport hub linking the Hutt Valley with RiverLink, Hutt CBD, Wellington Central, Upper Hutt and the Wairarapa.

→ The potential of the Waterloo Station precinct to contribute to realising the Wellington Regional Growth Framework (WRGF) objectives and goals by enabling urban intensification and enhancement in Hutt City.

→ The potential of the Waterloo Station precinct to facilitate urban intensification in the wider Lower Hutt City catchment, act as a site for employment (e.g. anchor tenant office space) and the provision of social services (e.g. health, education, social support).

3.2 Outcomes sought (to meet project objectives) – are these the investment objectives?

1. A revived and optimised Rail station and interchange with bus services (assumes it is compliant and safe, meets technical requirements that are relevant)

2. Providing a transport interchange for a range of transport modes that delivers minimum walking distances and connection times between modes that is consistent with the station hierarchy (Smarter Connections Strategy)

3. Protect and provide for the development of the Greater Wellington land for commercial purposes and enables for wider growth.

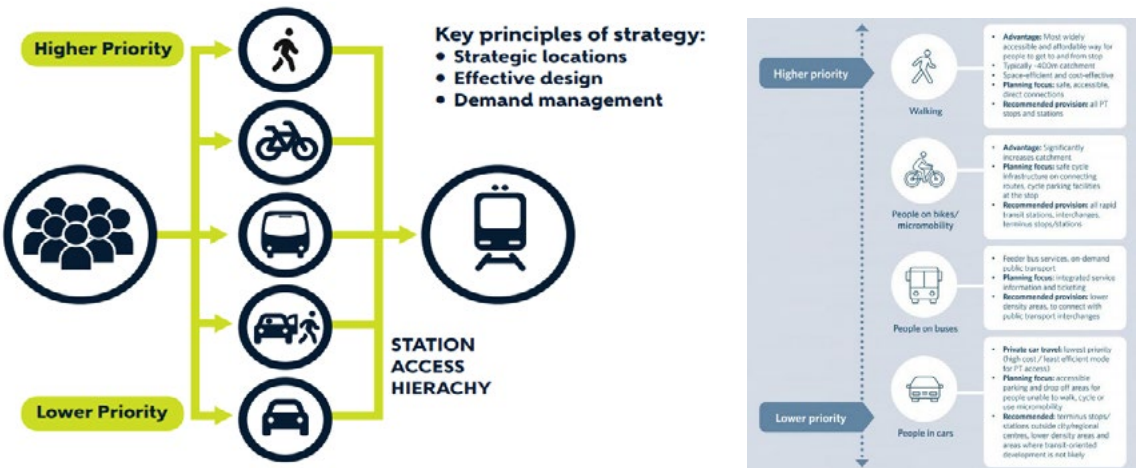


Figure 1: Station Access Hierarchy

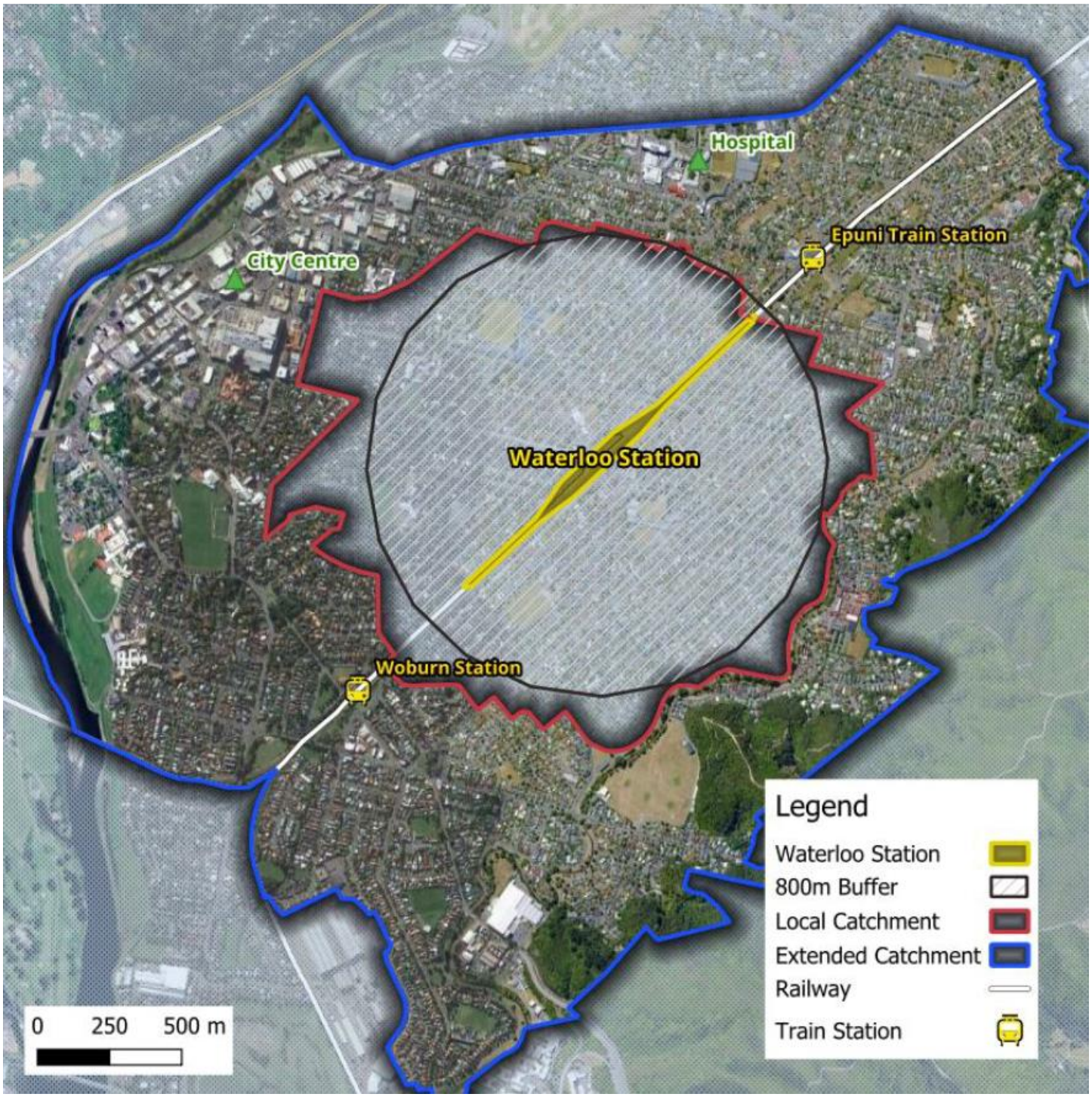


Figure 2: Waterloo Station and 800m catchment (source – Google Maps, Property Economics)

3.3 Project Objectives

CORE

A rail station and interchange for bus services and other active transport modes that:

→ Maintains a safe walkable connection across the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.

→ Target durable lifespan for station – 30years or 50years?

→ Is demand led so that it provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.

→ Is affordable, where affordability is balance between the whole of life costs, including CAPEX, OPEX and finance costs of the rail station and the ability to be funded and paid for by taxpayers, ratepayers, users or a mix over its 30-year maintenance planning horizon.

→ Delivers value for money where this defined as the optimal balance between all of life costs and the technical requirements and level of service achieved in its opening year, 2045 and 2060.

→ Is cost-effective, where this the lowest all of life cost over a period of 30 years from its opening year.

→ Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servicing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.

→ Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.

→ Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions.The preferred option is sufficiently evidenced, robust and justified to effectively engage, influence and secure investment funding from local government (ratepayers) and central government (taxpayers), users and the private sector.

DESIRABLE

A rail station and interchange for bus services and other active transport modes that:

Is a catalyst for transforming and intensifying the use of the urban area within an 800m walking catchment of the station. Thereby contributing to Wellington Regional Growth Framework (WRGF) objectives and goals in the Hutt Valley by supporting urban intensification and enhancement in Hutt City.

→ Attracts users by having the attributes of a civic and people centred space. Where those attributes include a space that is accessible and usable for all people, is safe and secure, has flexibility to accommodate a variety of activities and events, incorporates aesthetic and cultural elements such as art, landscaping and historical features.

→ Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.

→ Contributes to creating a Metlink design, look and feel for rail stations.

3.4 Investment Benefits

MONETISABLE

→ An uplift in property values surrounding the Waterloo Rail Station and bus interchange with 5 years of the opening of the revitalised station.

→ Reduced connection distances between transport modes and minimum connection times between scheduled services (e.g. bus to train) at Waterloo station compared to the 2025 baseline.

→ To maintain, at a minimum, existing patronage and fare revenue levels throughout the construction and commissioning phases of the project as measured from the date that construction starts.

→ Commercial rental income from Greater Wellington spaces within or adjacent the terminal providing services to commuters and the surrounding community.

QUANTIFIABLE BUT NOT READILY MONETISABLE (ALL OF THESE WILL CONTRIBUTE)

→ Social, economic and environmental benefits of a Transit Oriented Development as measured by:

→ An increase in population density from the 2025 baseline within an 800m walking distance of Waterloo Station.

→ An increase in economic agglomeration within an 800m walking distance of Waterloo Station and the Hutt City from the 2025 baseline.

→ The percentage mode shift from private motor vehicle to active modes and public transport in the region from the 2025 baseline.

→ An improved Customer Experience for station and interchange users from the 2025 baseline.

→ Growth in the patronage using Waterloo rail station and bus interchange from the 2025 baseline

QUALITATIVE BUT NOT READILY QUANTIFIABLE

→ Contributes to a reduction or avoidance of greenhouse gas emissions from a 2025 baseline.

4. OPPORTUNITIES AND CONSTRAINTS

Waterloo Station presents both opportunities and constraints for redevelopment.

The development of Waterloo station offers the opportunity to optimise public and crown land use around the station to establish an integrated public transport hub, harness the current popularity of public transport within the region and to create a station that better meets the needs of Lower's Hutt's growing population. There is also an opportunity to create a Waterloo station that enhances local identity and supports Greater Wellington's objectives for future transit-oriented development within the station precinct.

Constraints include fragmented land ownership hindering integrated development, the station's dated infrastructure and poor integration with surrounding areas, issues with accessibility and wayfinding, limited connection to other transport options, the proximity of Wellington Water's water treatment plant and existing car parking inefficiencies. The need to maintain station operations and pedestrian connections during external construction also poses a challenge.

Site Investigations in earlier stages of Waterloo TOD

A in depth analysis of the opportunities and constraints has been carried out in the previous stages I and II of the Waterloo Station TOD, these were associated with the following items and are included in Appendix C:

1. Decoupling Waterloo Station and Bus Interchange from the TOD
2. Waiwhetū Aquifer – source water risk management implications
3. Waterloo Train Station Canopy
4. Land Ownership

Site Investigations during Define and Discover Stage

The following section summarises these key opportunities and constraints identified by disciplines during Define and Discover Stage. A supporting comprehensive site analysis report, prepared by each discipline for the Opportunities and Constraints Workshop, is included in the Appendix C of this document.

4.1 Opportunities and constraints summarised by discipline

4.1.1 TRANSPORT

Opportunities

→ Walking access: Station location, street layout and topography mean that the station is highly accessible by foot

→ Walking access: Housing density changes will increase the number of people living within the catchment zone

→ Walking access: evidence shows that catchment areas increase in areas that are particularly pedestrian friendly and when the station environment is also pleasant

→ Cycling access: network of quiet streets around the station support cycling growth, station catchment increases significantly with cycling particularly with the increasing popularity of e-bikes

→ Cycle parking: high quality, secure and well positioned parking will support increased uptake along with on-street infrastructure changes to support safe direct access.

→ Bus: potential to consolidate current separate bus stops into a single, high quality location.

→ Bus: high potential to minimise transfer time to connecting rail services, from boarding point to boarding point, with bus facilities to be positioned as close to the platforms as possible.

→ PUDO (Pick up, drop off) access: re-purpose the existing parking area adjacent to the station as a dedicated PUDO and taxi area.

→ Park & Ride: Rationalising car parking and using demand management would encourage people to use more efficient transport methods. This would make better use of the station space, improve the area, and allow for development.

Constraints

→ Walking access: high speed roads at eastern station side, subway only access from eastern side, poor wayfinding and visual queues to station.

→ Cycling/micromobility: no offroad/dedicated cycle paths to the station, currently there is low demand for cycle parking at the station and there is a perception of poor station security for bikes

→ Bus access: no direct east – west road over rail connection for buses. Internal station circulation also leads to inefficient bus operations

→ Bus access: Similar bus volumes west/east of station – there is no clear dominant side for co-location of the bus stops without negatively impacting the majority of users

→ Bus access: Current location of taxi bays affects entry/exit of bus stops; limits stop capacity and negatively impacts bus operations.

→ PUDO (Pick up, drop off) access: no current PUDO so currently occurring informally, logical area for PUDO is currently being used for all day parking

→ Park & Ride: currently being used inefficiently- many users come from areas already well-served by buses or even live close enough to walk or cycle. This usage prevents people from further away who need the Park & Ride more from accessing it.

→ Park & Ride: Parking overflow is negatively impacting the surrounding streets.

4.1.2 CIVIL AND SERVICES ENGINEERING

Opportunities

→ Stormwater: Water sensitive design can be used to provide an inviting green space achieving hydraulic neutrality and demonstrate best practice.

→ Electrical & ICT: Adding a new substation will unlock future commercial development of the area.

→ Electrical & ICT: New site lighting will reduce unwanted behaviours and improve the station ambience.

Constraints

→ Water assets: Waterloo Water Treatment Plant proximity and associated pipe work (large diameter and aged in parts).

→ Stormwater: Re-development will trigger requirements for hydraulic neutrality and water sensitive design. These elements have spatial consideration, such as raingardens (to ensure 90% treatment of dissolved metals) and 1% AEP attenuation.

→ Flood extents: Waterloo station sits above the 100 year flood levels. However, the GWRC Flood Hazard Area Maps shows some flooding to the NW edge of the WWL compound in a 440 year event (ie River stopbank breached).

→ Electrical & ICT: Limited spare electrical capacity for expansion or development, a new substation required if the demand is doubled.

4.1.3 URBAN DESIGN AND LANDSCAPE

Opportunities

→ There are frequent through movements through the station, underpass provides a key community through connection from one side of the suburb to the other

→ Urban development: Create public safe, accessible connections across rail and increase visual permeability across station/rail. The movements provide passive surveillance.

→ Urban development: opportunity to create new public spaces at the station by reconfiguring station layout and parking

→ Landscape: Enhance views through station to connect across centre and enable aspect to hills to orientate to place.

→ Landscape: inserting 'green' islands into station and immediately adjacent, creating a connector to Trafalgar Square

Constraints

→ Urban development: Rail and road corridors divide the suburb - visually and physically.

→ Urban development: surface car parking isolates station and makes no contribution to business activity

→ Landscape: the area is dominated by 'hard spaces' - roads and carparks that contribute to the urban heat effect.

→ Land Ownership- KiwiRail, Greater Wellington, Hutt City Council

4.1.4 GEOTECH AND STRUCTURAL ENGINEERING

Constraints

→ Geotech: Founding conditions – suitable founding layer; variability of Lower Taita Alluvium; soft ground Upper Taita Alluvium

→ Geotech: potential for contaminated soil and cost of disposal

→ Structures: Space truss (existing roof) is in a state of disrepair so will need expensive repairs or demolition. The space frame will be difficult to demolish compared to a conventional roof.

→ Structures: Existing foundations already in ground, including existing subway which may influence the position of any new foundations

Opportunities

→ Geotech: shallow piles can be used for a larger building with distributed bracing

→ Structures: opportunity to reuse existing foundations to be explored

4.1.5 ARCHITECTURE

Opportunities

→ Improve station legibility within the street hierarchy — its location and street frontage provide an opportunity for a stronger civic presence

→ Street frontage provides an opportunity for commercial development within the station footprint – allowing for station activation and revenue generation,

→ Repositioning the signalling shed could enable platform alignment, to improve station configuration and planning, legibility as well as improving passenger movement

→ Ability to add station closure line (protection of assets and potential revenue protection)

Constraints

The current station is reaching the end of its design life, with key compliance challenges as well as provision of certain amenities expected at the modern / major interchange.

→ Stairs and ramps are no longer compliant with D1 Building Code requirements.

→ Safe bike storage facility.

MAPPING

See opposite page for summary constraints diagram

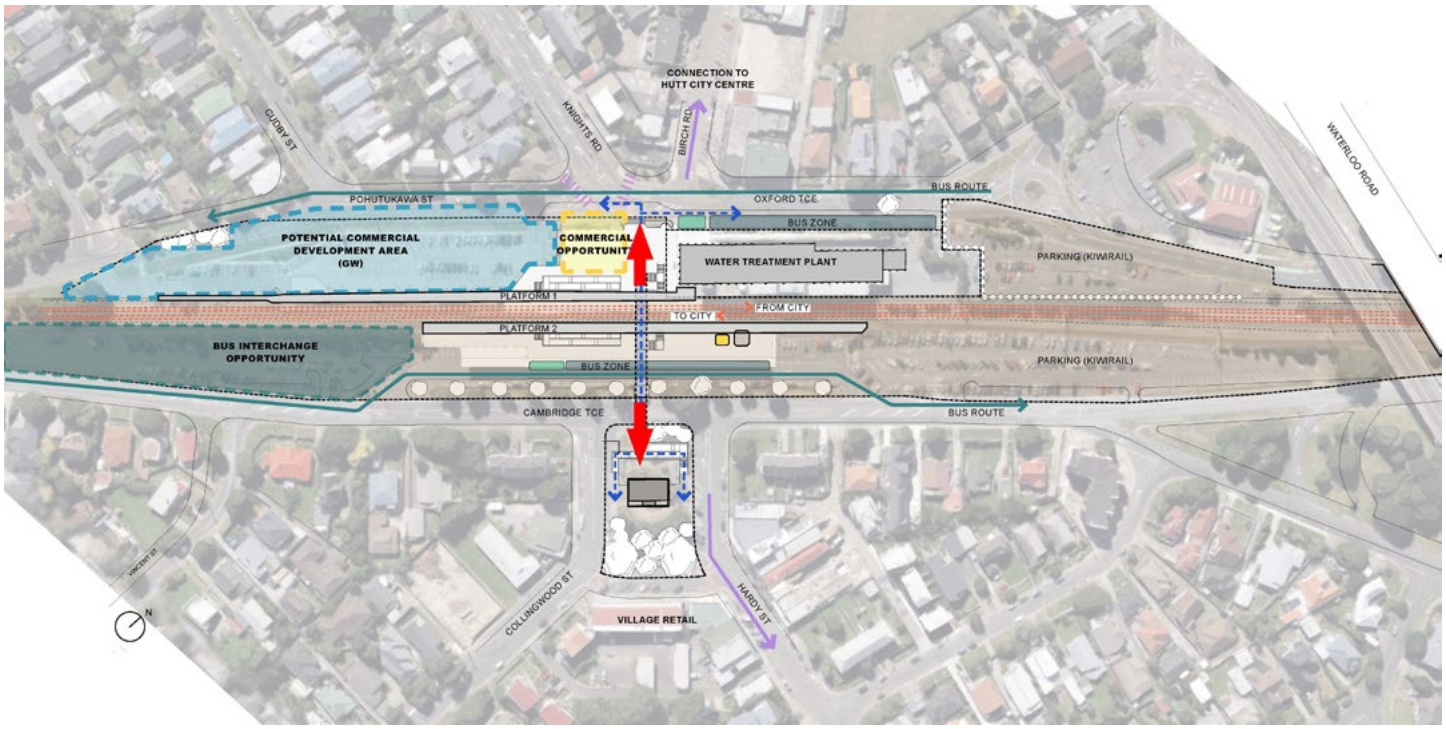


Figure 3: Key constraints summary

5. FORECAST DEMAND: ESTABLISHING BASIS OF DESIGN

This section provides the first round of station sizing calculations to support the optioneering stage of the Waterloo Station rebuild. It outlines the methodology used to estimate future demand and defines infrastructure requirements to ensure the station is appropriately scaled for forecast use. This work has been developed with support from Wellington's Transport Analytics Unit (WTAU), and Metlink's Strategy and Funding team.

The design year for this assessment is 2046 (15 years after assumed opening date), with sizing based on anticipated peak passenger volumes during that period. Additional futureproofing is considered for the 2061 horizon to ensure scalability of key infrastructure elements.

5.1 Forecasting future passenger demand

Waterloo is a strategically important station within the regional network. Despite a recent softness in passenger numbers across the rail network, there are a number of factors that will lead to substantial growth in patronage at Waterloo Station in the medium to long term. This includes:

- → Significant uplift in housing numbers within the direct catchment of Waterloo Station, with new, denser housing already built or planned
- → Wider growth (e.g. Wainuiomata) increasing patronage on feeder bus routes
- → Integrated fares and ticketing that will be enabled through the introduction of the National Ticketing System which is likely to drive increased demand, including fare integration across modes, capping, and potential for a distance-based fare structure.
- → LIMRIM and other planned investment will also increase frequency and reliability, as well as quality of rolling stock
- → Understanding this growth is critical to ensure that a rebuilt Waterloo Station is fit for purpose to meet future demand – and to futureproof where required to avoid inefficient investment or oversizing of some station elements (e.g. lifts, stairs, platforms).

These factors will drive higher demand for rail services and reinforce the importance of ensuring Waterloo Station remains fit for purpose through its next generation of use.

5.1.1 CURRENT DEMAND AND SNAPPER DATA INSIGHTS

To establish a robust baseline, Snapper data for the week of 11–17 March 2024 was analysed, covering the morning peak (06:00–09:00) and evening peak (15:00–18:00). This period falls within the 95th percentile of annual usage and is considered representative of high network demand.

Data from Monday and Friday was excluded due to lower travel volumes typically associated with work-from-home patterns. Weekend data was also excluded. The analysis therefore focuses on the Tuesday to Thursday average, offering a clearer view of typical weekday commuter patterns.

Key findings:

- → Passenger flows are strongly tidal, with high inbound demand in the morning (toward Wellington CBD) and outbound demand in the evening
- → The Hutt Valley Line (HVL) carries the majority of passengers due to its higher service frequency relative to the Wairarapa Line (WRL)
- → Snapper boarding and alighting profiles were used to inform arrival and departure patterns and peak load conditions

5.1.2 FORECASTING FUTURE DEMAND

Passenger forecasts were sourced from the Wellington Strategic Demand Model, as well as historical Snapper data to understand growth rates. These were used to estimate demand on both inbound and outbound platforms during the morning peak.

The per annum growth rates from were used to interpolate the growth for the 2046 Design Year and extrapolate the 2061 Ultimate Design Year. As growth rates for the modelled data were applied to the existing Snapper data, growth was re-based to the year 2024 rather than the 2018 model base year.

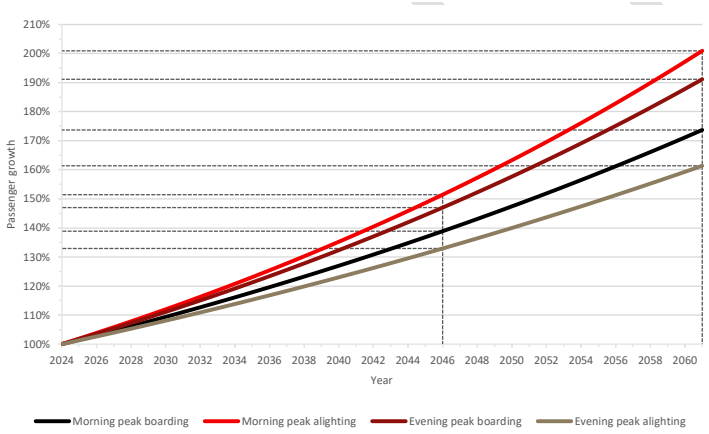


Figure 4: Waterloo Station passenger growth rates

The resultant growth rates are shown in Figure 4, and show the highest growth rates for alighting in the morning peak and boarding in the evening peak which correlate with the aspiration of Waterloo becoming a growing destination.

Applying the growth rates from Figure 4 to the existing Snapper data for the average peak weekday, results in the Design Year and Ultimate Design Year passenger demands in Table 1 and Table 2

	2024		2046		2061	
Line	**Boarding**	**Alighting**	**Boarding**	**Alighting**	**Boarding**	**Alighting**
HVL (Inbound)	1702	131	2364	198	2957	263
WRL (Inbound)	167	25	232	38	291	50
Inbound Total	1869	156	2596	236	3248	313
HVL (Outbound)	144	40	200	61	250	81
WRL (Outbound)	2	3	3	5	3	6
Outbound Total	146	43	203	66	253	87

Table 1: Design Year and Ultimate Design Year morning 3-hour peak passenger demands by line and direction

	2024		2046		2061	
Line	**Boarding**	**Alighting**	**Boarding**	**Alighting**	**Boarding**	**Alighting**
HVL (Inbound)	90	122	133	163	173	197
WRL (Inbound)	0	0	0	0	0	0
Inbound Total	90	122	133	163	179	197
HVL (Outbound)	145	1423	213	1892	277	2297
WRL (Outbound)	20	107	29	142	38	173
Outbound Total	165	1530	242	2034	315	2470

Table 2: Design Year and Ultimate Design Year evening 3-hour peak passenger demands by line and direction

5.2 Station Sizing

The station has been sized using the upper-bound growth scenario (Sense Partners), which accounts for the influence of the Waterloo TOD on local employment and population, as well as land use uplift expected in the station halo.

This aligns with local growth expectations and land use planning, and supports a demand-led infrastructure approach. While Stats NZ projections may need to be used for NZTA business case economics (if required), the Sense Partners scenario is better suited for infrastructure design decisions.

Station infrastructure has been sized to:

→ Accommodate opening year (2031) and design year (2046) demand

→ Provide Level of Service C or better during the peak 15-minute period of the busiest week

→ Allow future expansion to 2061, where required, to manage targeted congestion or increased throughput

Design elements most likely to experience future constraints (e.g. stairs, underpasses, Snapper gates) are explicitly sized for upgrade flexibility.

Note For the busiest 15 minute of the day (17:30-17:45), with a delayed train service there may be a lower level of service for a short period of time from the 2040s onwards, with the remainder of the day performing at a LOS C or better.

Figure 5 illustrates the proposed station sizing outcomes for Waterloo Station, with key infrastructure elements dimensioned to achieve Level of Service (LOS) C or better through to the 2046 design year under normal operating conditions.

The graph below illustrates how the level of service is expected to degrade over time as demand increases. As the LOS degrades, it signals a trigger point where interventions—such as widening stairs or underpasses—may be warranted to maintain an acceptable level of service.

Please see the full Pedestrian modelling memo for further information on all station elements.

	MINIMUM PROVISION		
Station element	**Design Year**	**Ultimate Design Year**	**Delta (Ultimate Design Year – Design Year**
Inbound platform width	5.0 m	5.0 m	0.0 m
Outbound platform width	5.0 m	5.0 m	0.0 m
Inbound platform Snapper card scanners	4 scanners	4 scanners	0 scanners
Outbound platform Snapper card scanners	7 scanners	9 scanners	+2 scanners
Inbound platform staircase width	2.2 m	2.7 m	+0.5 m
Outbound platform staircase width	3.4 m	4.2 m	+0.8 m
Oxford Terrace Station Forecourt staircase width	6.1 m	7.5 m	+1.4 m
Station underpass width	3.0 m	3.6 m	+0.6 m
Cambridge Terrace underpass width	1.8 m	2.0 m	+0.2 m

Table 5: Design Year and Ultimate Design Year evening 3-hour peak passenger demands by line and direction

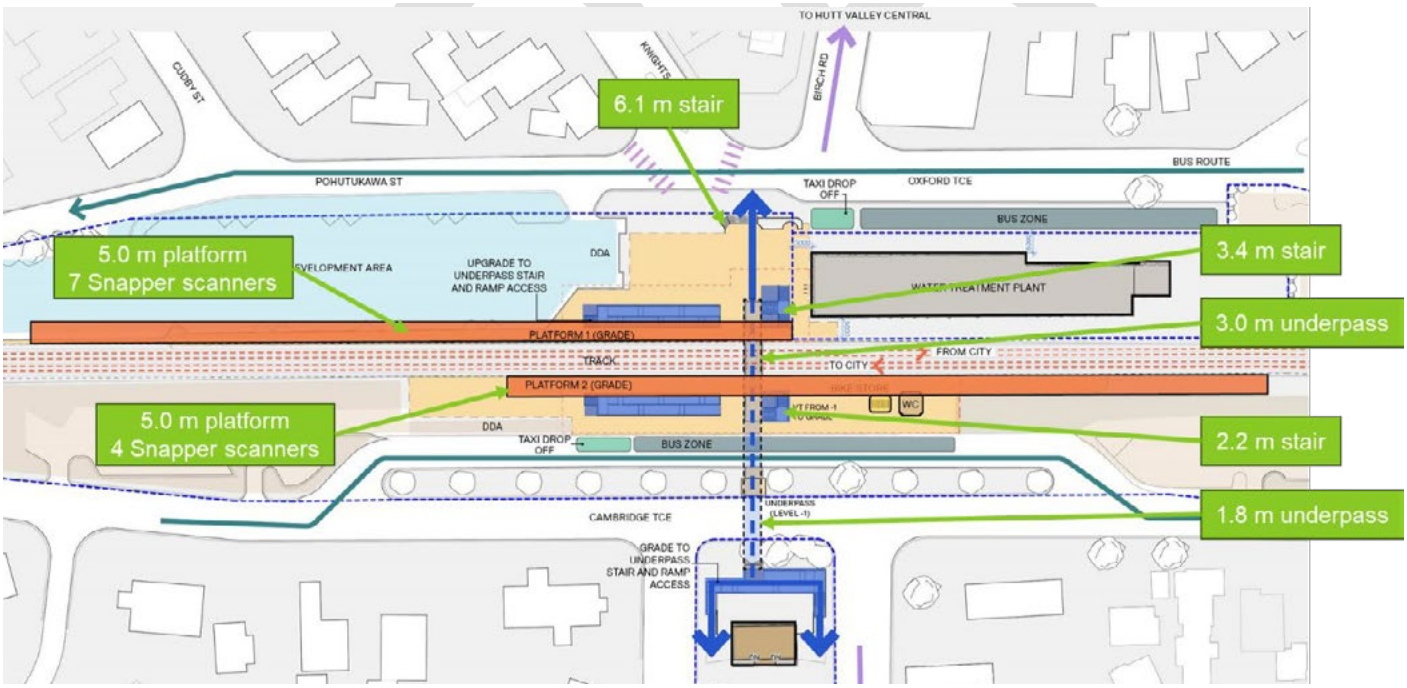


Figure 5: Station sizing to achieve a LOS C or better (2046 design year)

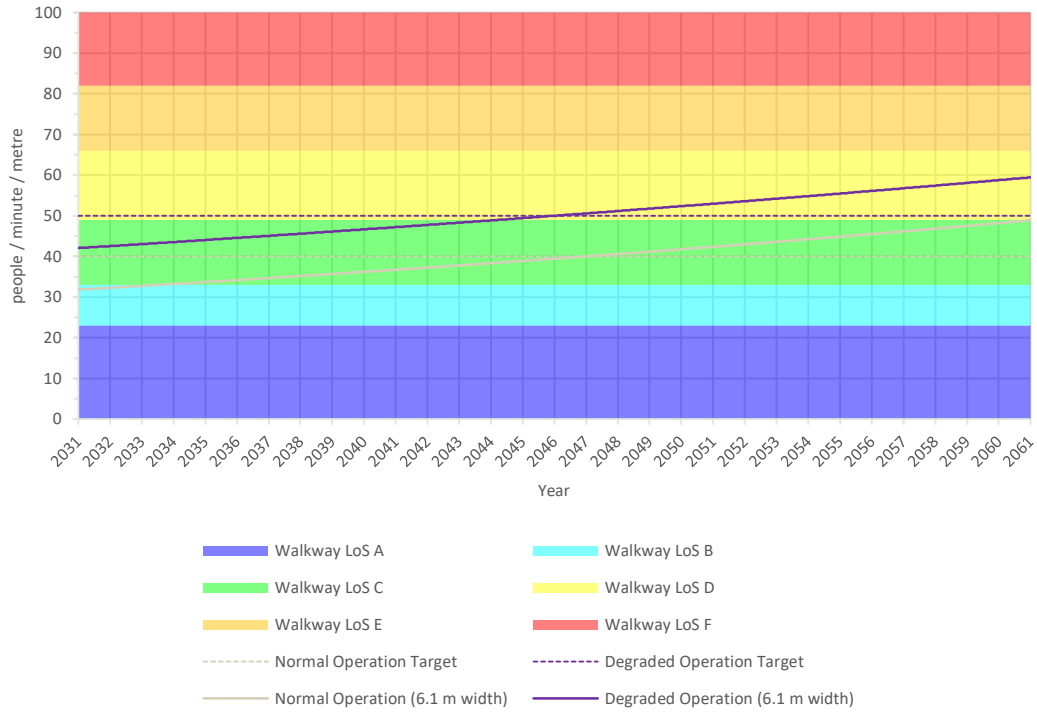


Figure 6: Example of LOS over time for the underpass at Waterloo Station

6. TECHNICAL USER REQUIREMENTS

6.1 Capturing / Identifying Technical Requirements

The Waterloo station reference design scope and technical requirements need be captured and documented to satisfy the ownership and operational requirements needed for the station. The documenting needs to have input from Greater Wellington, as the station owner and operator, with input and agreement from other key TOD stakeholders. At a minimum it should contain:

→ Historical and 30yr forecast passenger demand for train and bus (if possible peak hour passenger departures and arrivals).

→ Rolling stock and bus operator requirements (Metlink)

→ Station owner and operator requirements (Metlink)

→ Railway corridor technical requirements (KiwiRail)

→ Local Council Authority Requirements (HCC)

→ Other Key stakeholder requirements

6.2 Existing Station (refers to agreed demands)

The station is currently used by a weekday average of 14,500 passengers per week and is the third busiest station on the Wellington rail network. The proposed rail station and bus interchange would interact with the Hutt Valley train line, the Wairarapa Connection train line and current bus routes 121, 130, 150, 160, and 170. In the future, On Demand services could also provide local connections to Waterloo.

Waterloo Station sits between Oxford Terrace and Cambridge Terrace in Lower Hutt, covering approximately 32,000m2. The station includes:

→ Approximately 4,700m2 space frame roof structure covering the station covering the station's main platform and atrium areas.

→ Previous NZ Bus Office Building.

→ Toilet building

→ Waiting Room and Coffee Kiosk

→ Platform shelters

→ Numerous light, signage and CCTV assets

→ 6 Park and Ride areas consisting of 18,865m2 of land area containing 780 number of spaces.

→ Bike parking facilities, providing 50 total spaces, including 22 cycle lockers, 20 2-tier racks, and 1 toaster rack.

→ Subway and associated sump pump, ramps, walkways and stairs.

6.3 Design Drivers

SAFETY

→ Providing a safe environment through Crime Prevention Through Environment (CPTED) design for the station infrastructure assets.

→ The design includes features like clear and uniform announcement systems and tamper-proof philosophies to ensure a safe environment for station users and their belongings.

PROTECT THE WAIWHETŪ AQUIFER

→ Limit foundation incursion through deep layers, limit foundation demands, limit weight (structural & other), materiality, height/ number of stories, and limit bracing demands.

→ Avoid disturbance of key infrastructure in and around the site.

CONNECTIONS

→ The design emphasises seamless and safe links between different modes of transport, including bus, train, walking, cycling, micromobility, and the surrounding community.

→ A safe, initiative and efficient rail corridor crossing point at Waterloo Station for pedestrians, particularly school aged children.

PLACES FOR PEOPLE

→ Using universal design to ensure that the station and interchange is fit for purpose for all station users.

→ A building services design that enhances passenger comfort and amenity.

→ Horizontal weather protection vs. vertical weather protection. The provision of less roof area equals less total wind force resisted by foundations, therefore consider opportunities for offset wind barriers at person height scale.

→ A design that aims to provide a modern, safe, and intuitive wayfinding system that enhances the overall user experience.

EASE OF MAINTENANCE

→ Infrastructure and systems should be simple, common and generic, so that they are easy to maintain.

→ Materials and fit-out should be long-lasting, hard-wearing and functional to achieve a minimum 30 year lifespan.

→ Ensuring we can provide a clean, comfortable, and accommodating station and interchange environment, and keeping our station infrastructure assets free of graffiti and vandalism.

SUSTAINABILITY

→ Explore reuse of existing foundations, materiality choices (limit concrete/promote timber), upfront vs. life cycle carbon (structure vs. servicing), and ascertain building importance level

→ Limit the amount of historic (likely) contaminated soil needing disposal and consider options that limit bulk change in levels

→ Incorporating water-sensitive landscape architecture and civil infrastructure solutions that are consistent line with current standards and best practices.

→ The use of energy efficient building services and the use of PV panels for power generation.

FLEXIBILITY

→ Consider placement of structure with respect to existing conditions, sequence of demolition vs. rebuild vs. temporary condition, and stay aware of any identified exclusion zones.

→ Designing for future capacity and flexibility to accommodate increased patronage and transport network changes.

→ Station design protects for future development. i.e. electric bus charging.

→ Opportunities to stage the development of the rail station and bus interchange so that its construction can be demand led as the forecast demand eventuates.

RESILIENCE

→ A station design that achieves an importance level of 2 (IL2)

→ The provision of building services that protect for life safety for a suitable period of time during and after an event.

6.4 Proposed Station Summary of Key Technical Parameters

ELEMENT	PARAMETER	BASIS / REFERENCE
INSIDE STATION		
Platform Length	190m	GWRC Minimum Requirements
Minimum operational platform width – Side platforms	3m - 5m	Waterloo Static Sizing Assessment GWRC Minimum Requirements
Minimum operational platform width - Island	9.6m	AT Engineering Design Code
Revenue control - readers	8 Snapper readers	Waterloo Static Sizing Assessment
Revenue control - Snapper top up	2 top up machines (noting transition to contactless / paywave will reduce demand for top ups)	Waterloo Static Sizing Assessment
Waiting space - shelter	247m2	GWRC Minimum Requirements
Waiting space - seating	60 seats (min)	GWRC Minimum Requirements
Public toilets	1 x fully accessible bathroom with minimum of four toilets Changing table (check the accessibility standards reference)	GWRC Minimum Requirements NZBC (G) Minimum Requirements
Real Time Information	Yes	Metlink Asset Management Plan GWRC Minimum Requirements
Duress & Customer help points	Yes	Metlink Asset Management Plan GWRC Minimum Requirements
Wayfinding, Signage and Passenger Information (PIDS)	Yes	GWRC Minimum Requirements
Public Address System	Yes	GWRC Minimum Requirements
Platform fixtures, fittings and furnishings	Yes Bins Seating	Metlink Asset Management Plan GWRC Minimum Requirements
STATION INTERCHANGE		
Bus layover bays	2	GWRC Minimum Requirements
Bus stops	10 (note this requirement may lessen depending on the options progressed)	Aurecon Assessment GWRC Minimum Requirements
Accessible Parking Bays	16 (minimum)	GWRC Minimum Requirements
Emergency Vehicle Parking Bay	1	Station Best Practice / AT EDC
Maintenance vehicle parking bay shared with refuse truck bay	1	Station Best Practice / AT EDC
Bus Shelters/waiting		
Stairs – outbound platform	See Station Sizing Section	Waterloo Static Sizing Assessment
Stairs – Oxford Tce	See Station Sizing Section	Waterloo Static Sizing Assessment
Underpass	See Station Sizing Section	Waterloo Static Sizing Assessment

ELEMENT	PARAMETER	BASIS / REFERENCE
Escape paths		
Ramps	See Station Sizing Section	Waterloo Static Sizing Assessment
Ramps	Slopes – 1:20 without handrails, or 1:12	
PLANNING / PUBLIC REALM		
Low Impact Stormwater Design	Key parameters and requirements include: Hydraulic neutrality for the 1%AEP (1 in 100 year) event for the site - including parking areas – built into landscape response. Water quality targets – 90% treatment of dissolved metals (copper & zinc) through incorporation of water treatment devices within the site.	Regional Standard for Water Services, Wellington Water Limited Stormwater Management Strategy, Wellington Water Limited Water Sensitive Design for Stormwater: Treatment Device Design Guideline, Wellington Water Limited Plan Change 1 – Natural Resources Plan for the Wellington Region, Greater Wellington Regional Council
Public connections (across rail corridor)	Direct and accessible (suitable for wheels) through station connection	
Public connections (across local streets)	Suburban Residential Neighbourhoods Max 30kph street speeds High level of walkability to local destinations within the neighbourhood and nearby, including public transport stops and stations Narrower carriageways provide street spaces with higher amenity	NZTA Aotearoa Street Guide (ref Suburban Residential Neighbourhood typology
Bike Parking Formats	Protected/secure types: Corrals & docks, Lockers & hangers, Sheds & shelters, Cages & rooms and Bike stations. Located well trafficked / highly visible locations, close to on - site security, locked/restricted access, with CCTV cameras as deterrent. Integrate with other structures to reduce risk of generating places of concealment	NZTA: Cycle parking planning and design Cycling Network Guidance technical note – ref Table 6 for parking types.
Bike Parking Numbers	Number of Hutt City residents that cycle to work and study from 1.6% in 2018 to 5% in the 2038 (as measured by NZ Census). Current bike parking (50 spaces) is 3% of peak alighting. For modelled 2053 (2010 peak alighting) at 5% bike trips to station (as a proxy for any other measure at this time) = 100 spaces. Centre destination station (Type 4) or multi-modal park and ride facility (Type 5) 60-100 cycles.	Hutt City Cycling and Micromobility Hutt City Cycling and Micromobility SSBC (2021) Auckland Transport Public Transport Rail Infrastructure Engineering Design Code

ELEMENT	PARAMETER	BASIS / REFERENCE
Shelter	Sun access to provide passive solar warmth with east/west aspect relative to waiting space orientation and am/pm peaks Weather shelter between bus and rail on/off boarding	
Car Parking (for Commercial Development)		Cam to add from District Plan AS/NZS 2890.1
Other relevant District Plan parameters – heights etc		Cam to add from District Plan
BACK OF HOUSE/SERVICES REQUIREMENTS		
Waste Management compound	confirm	confirm
Building Services plant spaces including communication rooms	Yes – requirement of space subject to the station design and nature of the space. Ease of maintenance for plant and associated kit.	GWRC Minimum Requirements for maintenance. Utilises safety in design principles.
Electrical substation	Subject to design power requirements	Wellington Electricity standards
Photovoltaics	Yes	GWRC Minimum Requirements
General lighting, emergency lighting, feature lighting	Yes	GWRC Minimum Requirements GWRC Lighting Standards - Rail NZBC F6
100% CCTV coverage	Yes	Metlink Asset Management Plan GWRC Minimum Requirements
Public Address System	Yes	GWRC Minimum Requirements
Wi-Fi Hearing Assistance	Yes	GWRC Minimum Requirements
Data/ ICT requirements	Yes – data and ICT connectivity required to facilitate use of systems in the station. The final provision/ supply for this is subject to future design.	GWRC Minimum Requirements
Ventilation, heating and cooling	Yes	NZBC G4 Minimum Requirements
Energy efficient building services	Yes – where applicable	NZBC H1
Stormwater Drainage.	Stormwater Drainage to meet required Level of Service e.g. avoid ponding and good client experience. Design is to also meet compliance requirements.	NZBC E1 Wellington Water's Specification and Standards GWRC Minimum Requirements
Water & Wastewater Drainage	Service connections to meet industry standards	NZBC Wellington Water's Specification and Standards
Existing Services	Disruption of existing water & wastewater services operated by Wellington Water is to be avoided	Wellington Water's Specification and Standards GWRC Minimum Requirements

GWRC TO CONFIRM CLARIFICATIONS	
MIN REQ. SECTION / REQUIREMENT	**PROPOSED CLARIFICATION / AMENDMENT**
The line operates at a 20-minute frequency between 9am until 3pm, with a higher frequency during the morning and afternoon peaks.	Confirm if timetable operations are based on current or future timetable. i.e. if frequency's change could this impact LOS / programme
Buses Replacing Trains -	Does this need to be a specific side of the tracks (i.e. North / South bound) Check if based on current / future demands, could this change with future integration with bus interchange.
The Bus design standards referenced in the document (p17) is appropriate for a single bus stop, as opposed to a bus interchange. Designing to these standards would result in 2 x 50+ metre bus stop lengths to accommodate all buses which would be inappropriate for the setting and an inconvenience for passengers. The same comment applies to the BRT stops which alone would require 60+m for 3 buses.	We propose to use NZTA's PTDG to inform design, as well as our knowledge and experience designing station interchanges. We will test a range of options for bus stop configurations, including double stops, super stops and a single combined facility, taking account of the need to protect smooth bus operations, balanced with the space constraints and customer needs.
Minimum requirements generally silent on requirements during construction. Section 2 outlines key strategic outcome as 'To maintain, at a minimum, existing patronage levels throughout the construction and commissioning phases of the project' But limited further detail provided.	Clarify requirements for appropriate LoS to maintain existing patronage during construction and commissioning if station is keep open (e.g. length of platform, number of seats. PA, lighting, etc.) Need to confirm what LoS can be achieved during construction and how that compares to LoS required
Maintain at a min. existing patronage level throughout the construction and commissioning phases of the project.	Define extents of station area to remain open / If a reduced patronage level is feasible
Minimum requirements is for space for 32 bikes at Waterloo station. This is a reduction from current provision of ~50 spaces	Although current cycle access to the station is low, space for up to 60 spaces should be allowed for in the design, to cater for future growth in demand. This can be delivered incrementally if required
The platform width will have a minimum of 5m.	The static sizing assessment indicates that a platform width of 4.4m would be sufficient to accommodate future demand at the busiest point. AT Guidance and CRL station guidance use a platform width of 4.5m
Waterloo Station Interchange will provide a space for driver facilities for short layovers. This shall be separate from public areas. There shall be an area of at least 3.6 m x 2.5 m where a future layover spot for drivers can be located where drivers take rest and meal breaks.	There are currently no bus layover bays and we are not aware that there is a requirement for bus or train driver facilities. The document refers to two potential layover bays for futureproofing. Please confirm if driver facilities (eg toilets, locker, lunch / break room) is a minimum requirement.
Ticketing Facilities	In design team meetings, we have discussed the desire for passive provision for gate lines, if / when they are required in future. Please confirm if this is a minimum requirement
Bus stop requirements: Looking at future requirements out to 2041, and making allowance for possible new services (fixed route or on demand) this minimum requirement could increase to space for 10 buses.	Based on our assessment of the future service patterns, we believe that bus operations may need less than 10 stops, with a maximum of X stops. This takes into consideration future demand responsible bus services. 2 layover stops would be in addition to this.

GWRC TO CONFIRM CLARIFICATIONS	
MIN REQ. SECTION / REQUIREMENT	**PROPOSED CLARIFICATION / AMENDMENT**
The design of the Waterloo Station Interchange shall ensure that electric bus charging equipment can easily be installed in the future. This shall include installing electrical ducting and creating sufficient capacity in the interchange layout to accommodate the installation of plug-in electric bus charging facilities. The extent of electrical ducting and the bus charging infrastructure to be considered shall be agreed with Metlink and GWRC.	GWRC approach to charging of the electric bus fleet is through dedicated charging facilities at depots as opposed to stations such as Waterloo where space is at a premium. We recommend the client reconsider the applicability of the clause for this application. Can this clause be removed?
Operations and Maintenance Requirements for bus operations during construction.	Once options are developed suggest meeting with MetLink and transport engineers to understand what bus stop can be provided and requirements during construction.
Importance Level	We are suggesting classification as IL2 as baseline, i.e. not “principal station”
Waiting space - shelter	Confirm if this is split between conditioned (weatherproofed) and open shelter. Are circulation spaces (i.e. subway) considered shelter.
Revenue control - futureproofing	Passive provision for gate lines
Station closure (asset protection)	

APPENDIX

Appendix A: Benchmarking Summary

Appendix C: Site Investigation Report and Constraints

Appendix D: Brief Development - Key Themes, Principles and Objectives

Appendix E: Benchmarking Presentation

APPENDIX A
BENCHMARKING SUMMARY

Benchmark Stations

- Waterloo Station's 2024 entries and exits 1,100,000 (or 550,000 unique passengers). Peak hour flow is ~1,300 pax
- For our design year (2046), this is forecast to be approximately 1,500,000 annual entries and exits at Waterloo in 2046 (or 750,000 unique passengers). Peak hour flow is ~1,700

Civic Benchmarks

Civic Benchmark	Features of note	Passenger Demand	Est. Construction Cost. (Current NZD Equivalent)
Drury Station Phase 1 (Day 1) - Auckland	Current Phase: In construction – 2024/2025 Comparative scale to Waterloo Station. Split Platform	AM peak hour flow 532 (2028) b-439 a-93	$50M-$60M
Drury Station – phase 2 (2036) (Future Arrangement) - Auckland		AM peak hour flow 1,889 (2048 – design year) b-1430 a-439	

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Ormond Station (Melbourne, Australia) 	Current Phase: Complete grade separated with rail under road.	Average pax AM Peak (7-9.30am) FY 2023-24 650 Pax PM Peak (3-7pm) FY 2023-24 300[1]	$300M-$500M *station component $40million AUD* *overall project $130Million AUD Approximate only*
Gardiner (Victoria, Australia) 	Current Phase: Complete 2017 grade separated with rail under road Glen Iris, Melbourne. Part of $524M total project	Average pax AM Peak (7-9.30am) FY 2023-24 600 Pax PM Peak (3-7pm) FY 2023-24 300[2]	$40M-$50M *station component $35million AUD* *overall project $130Million AUD Approximate only*
Nunawading 	Current Phase: Complete Grade separated station with rail under road Civic gesture of a canopy used to indicate entrances, wayfinding and legibility.	Average pax AM Peak (7-9.30am) FY 2023-24 1050 Pax PM Peak (3-7pm) FY 2023-24 500[3]	$200M-$300M *station component $30million AUD* *overall project $130Million AUD Approximate only*
New Lynn – Auckland 	Current Phase: Complete 2012 Consideration of scale relative to pax numbers, a consideration for safety.	Average daily boarding count 2023-2024 2900[4]	$50M-$60M

[1] **Melbourne metropolitan train station patronage data sourced from:** https://discover.data.vic.gov.au/dataset/annual-metropolitan-train-station-patronage-station-entries/resource/57faf356-36a3-4bbe-87fe-f0f05d1b8996

[2] **Melbourne metropolitan train station patronage data sourced from:** https://discover.data.vic.gov.au/dataset/annual-metropolitan-train-station-patronage-station-entries/resource/57faf356-36a3-4bbe-87fe-f0f05d1b8996

[3]

[4] **Auckland rail patronage data sourced from**: **https://fyi.org.nz/request/27853-rail-patronage-data-by-station**

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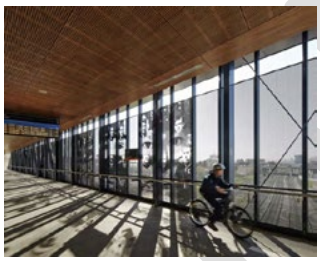
Bridge Benchmarks

Bridge Benchmark	Features of note	Passenger Capacity	Est. Construction Cost. (Current NZD Equivalent)
Ringwood (Australia)	Interchange at grade station. Includes bus interchange and combined public/commuter cross corridor overbridge Similar form of site (long and narrow)	Average pax AM Peak (7-9.30am) FY 2023-24 1600 Average pax PM Peak (3-7pm) FY 2023-24 1450[5]	$60Million. AUD Approximate
Pukekohe - Auckland	Bus & Train Interchange Upgrade Overpass bridge, integration of co-design and heights of screening over bridges for customer safety, security and maintenance.	Rail station boardings 2019, daily average 269*** (Station closed in 2022 and re-opened after electrification 2025)[6]	$15M-$20M
West Footscray 	Good example of a bridge based public connection – has a ramp and division between the different modes, e.g. cycling, pedestrian, micro-mobility; has a mesh screen) 2013 rebuilt. Third platform added 2020	Average pax AM Peak (7-9.30am) FY 2023-24 1050 Average pax PM Peak (3-7pm) FY 2023-24 300[7]	$20M-$30M

[5] **Melbourne metropolitan train station patronage data sourced from:** https://discover.data.vic.gov.au/dataset/annual-metropolitan-train-station-patronage-station-entries/resource/57faf356-36a3-4bbe-87fe-f0f05d1b8996

[6] **Pukekohe, Auckland rail patronage data sourced from**: **https://www.greaterauckland.org.nz/2019/09/11/2019-rail-station-boardings/**

[7] **Melbourne metropolitan train station patronage data sourced from:** https://discover.data.vic.gov.au/dataset/annual-metropolitan-train-station-patronage-station-entries/resource/57faf356-36a3-4bbe-87fe-f0f05d1b8996

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Tawa – Wellington 	Example of Minimum Viable Product for a bridge crossing. Novak & Middleton (Architects) Excluding bridge works	Estimated AM Peak hour patronage, (06:00-8:30am) 2019, 235[8]	$2M-$3M

Underpass benchmarks

Underpass Benchmark	Features of note	Passenger Capacity	Est. Construction Cost. (Current NZD Equivalent)
Birkerod Station (Denmark) 	Island platform configuration with escalators and lifts. Pedestrian underpass. Simple, legible design with robust and high quality materials	Average passenger number per day 2008, 4,402[9]	$50M-$60M
Aircraft Station (Melbourne, Australia) 	Refurbished station with side platforms. Enhanced pedestrian underpass utilising ramps and stairs integrated into a landscaped forecourt/entry.	Average pax AM Peak (7-9.30am) FY 2023-24 300 Average pax PM Peak (3-7pm) FY 2023-24 150[10]	$15M-$20M

[8] Wellington, Tawa station: **https://www.gw.govt.nz/assets/Documents/2009/10/2009_445_1_Report.pdf**

[9] Birkerød railway station **patronage data sourced from: https://en.wikipedia.org/wiki/Birker%C3%B8d_railway_station**

[10] **Melbourne metropolitan train station patronage data sourced from:** https://discover.data.vic.gov.au/dataset/annual-metropolitan-train-station-patronage-station-entries/resource/57faf356-36a3-4bbe-87fe-f0f05d1b8996

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Bowen place Crossing (Canberra, Australia) 	Road bridge with pedestrian and cyclist underpass. Generous underpass width, integrated landscape and robust materials.	N/A	$30M-$40M
Essendon Station (Melbourne, Australia 	Refurbishment of existing subway to improve amenity, access and safety. Integrated landscape response to change in levels. Connection to bus interchange	Average pax AM Peak (7-9.30am) FY 2023-24 2100 Average pax PM Peak (3-7pm) FY 2023-24 1050[11]	$20M-$30M *($12Million AUD approximate. Only)*

Benchmarks that are not deemed appropriate

Not appropriate benchmarks	Features of note	Passenger Capacity	Est. Construction Cost. (Current NZD Equivalent)
Puhinui 	Not appropriate scale too large and has grade separated bus interchange future proofed.	Average daily boarding count 2023-2024 981[12]	$70M-$90M

[11] **Melbourne metropolitan train station patronage data sourced from:** https://discover.data.vic.gov.au/dataset/annual-metropolitan-train-station-patronage-station-entries/resource/57faf356-36a3-4bbe-87fe-f0f05d1b8996

[12] **Auckland rail patronage data sourced from**: **https://fyi.org.nz/request/27853-rail-patronage-data-by-station**

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Sydney Light rail (MVP) 	Not ambitious enough and does not have sufficient civic qualities for Waterloo Station. Doesn't factor in a placemaking element which is required for Waterloo. Utilitarian, and responsive to environmental climate.	$5M-$7M (Minor platform level developments)

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Notes regarding benchmarks referenced

Note regarding costs referenced:

- These budgets are for the construction costs only if we were to construct the example stations at Waterloo currently.
- No allowance for demolition of the existing structure.
- We could assume that the estimated costs included for construction contingency.
- The estimated costs do not allow for any associated rail related upgrade work, including new lines, overhead electrification, modification of existing lines.
- The estimated costs do not allow for any associated roading or carpark upgrade works, including the roading to enable a bus interchange.
- The estimated costs do not allow for any upgrade of existing services infrastructure, including three waters, or incoming electrical supply.
- The estimated costs do not allow for the staging or construction around the existing constraints such as the aquifer, the live rail, and the water treatment plant.
- No allowance for professional fees, consent costs, development levies (may not apply).
- No allowance for future escalation, however it would be prudent to assume 3%-4% per annum for the next two years.

Note regarding passenger numbers referenced:

- Passenger numbers are approximate, based on available information if able to source.

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APPENDIX C
OPPORTUNITIES AND CONSTRAINTS

7.2 Appendix C
Opportunities and Constraints

7.2.1 Decoupling Waterloo Station and Bus Interchange from the TOD

A commercial investigation, of the Waterloo TOD project ran from November 2022 to November 2023 and focused on three objectives:

1. To better understand project feasibility and development approaches;
2. To evaluate commercial opportunities and considerations; and
3. To explore funding models and attracting private investment.

A key recommendation of the commercial investigation was setting the demarcation of the station and the urban development components of the TOD and the development of a reference design for the Waterloo Station. The basis of this recommendation is provided in the following.

TOD's are inherently complex as their success is partly the result of the integrated nature of their functions and services. To the typical pedestrian, passenger or tenant, the demarcation between Station and Urban Development (collectively the TOD) is generally not perceivable, nor important.

However, technical demarcation between Station and Urban Development is important for many reasons including defining:

1. Legal ownership
2. Liability
3. Operating, servicing and security responsibility
4. Revenue and cost allocation.

A detailed demarcation is needed between the Waterloo station and the urban development component of the TOD. In setting the demarcation, a general principle to be used is that "the station shall never be reliant on the urban development". This means all station components, structure, facilities, spaces, security, operational systems etc., that are required for the uninterrupted functional performance of the station asset are independent from the surround urban development. However, the urban development may rely on the station, for its function, but the components of the station relied upon should be carefully considered – for instance the use of secondary entrance ways for retail. Demarcation between the station and the urban development may be in the horizontal (defined by a floor, roof, transfer deck) or vertical plane (defined by a wall/door/window). The more integrated a TOD is, the more complex the demarcation.

A clear demarcation enables decoupling of TOD components, meaning station and urban development can be procured on their own eliminating reliance on other components for success.

Waterloo Station is most suited to Adjacent Station Development. This key recommendation, accepted for this project to deliver a reference design for the Waterloo Station, seeks the decoupling of the station design from the development of the surrounding land in the precinct and the wider local catchment (land

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within 800m of the station). The decoupled adjacent station development arrangement is illustrated in Figure 3.

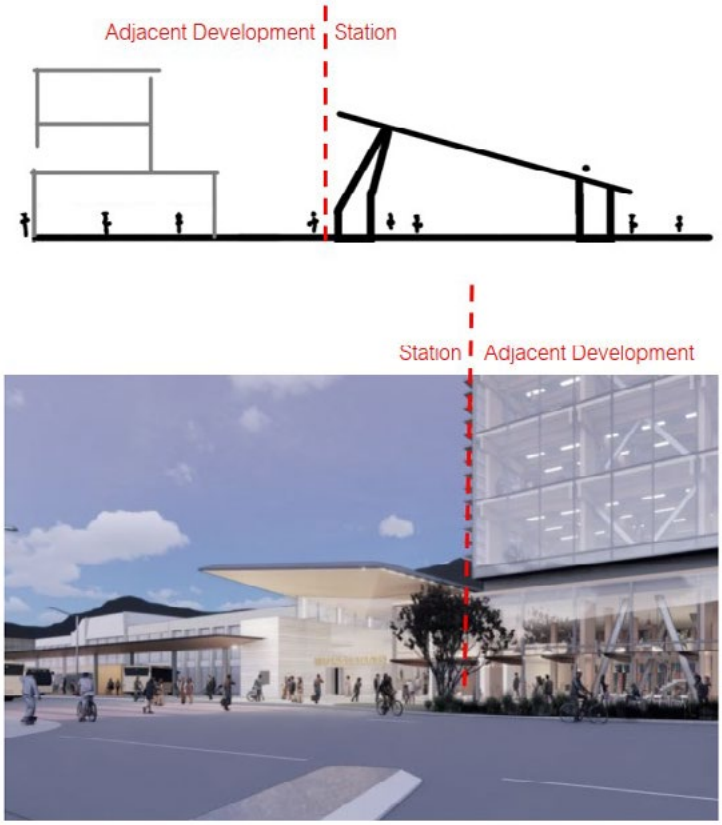

Figure 2 – An adjacent station development demarcation (source Willis Bond)

7.2.2 2. Waiwhetū Aquifer – source water risk management implications

The Waiwhetū aquifer is a key drinking water source for the Wellington region. The aquifer comes under significant stress in summer and recent technical work has highlighted that areas of the aquifer are vulnerable to surface contamination. There is also very little resilience or redundancy in the water supply infrastructure to manage the effects of a reduction in groundwater levels or a chemical contamination event in the Waiwhetū aquifer. This combination of factors means that the security of the drinking water supply is highly sensitive to change.

The Waterloo Station and TOD is in proximity to the Waterloo bore field in the Knights Road area, extracting water from the Waiwhetū aquifer. The water treatment plant is located in the Waterloo precinct of the TOD.

The risks to the Waiwhetū aquifer water supply are likely to increase. These risks can be broadly categorised as contaminant sources, activities that create/exacerbate contaminant pathways and/or water availability risks. Increasing urban intensification in the Lower Hutt Valley, increasing water demand and climate change could all place additional pressure on the aquifer.

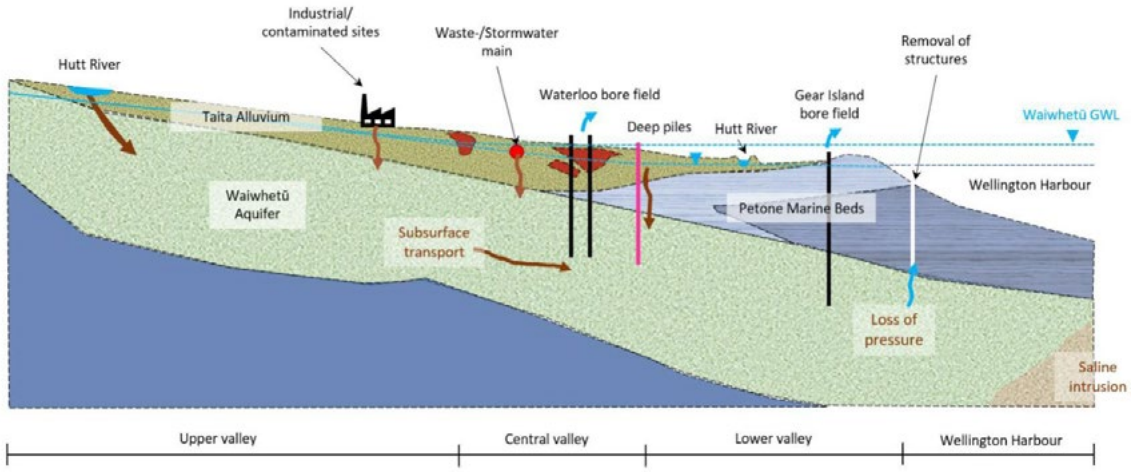

Figure 3 - Source water risk conceptual model (not to scale) (source Wellington Water)

A potential contamination source is urban development. Contaminant pathway risks may be exacerbated as Hutt City intensifies (i.e., piling for urban developments); this is of particular concern close to the Waterloo bore field in the Knights Road area. However, these activities could be managed through additional rules to control specific associated activities, such investigation drilling, excavations and wastewater infrastructure.

The Waterloo Station and TOD due its proximity to the Waterloo bore field is likely to pose a risk to the aquifer from urban development and associated piling. This risk will need to be managed with alternative foundation possibilities and management of stormwater runoff.

7.2.3 Waterloo Train Station Canopy

A condition reassessment of the canopy and roof structure has been undertaken with a focus on corrosion, expected residual life span of the canopy in years without maintenance, and the maintenance recommended. It is not clear what the length of the additional life span will be achieved with the maintenance proposed. There is also no cost estimate on the maintenance or the total replacement of the space frame and roof. (add some photos)

Roof - the current roof has an estimated lifespan of 2 to 3 years if no maintenance is carried out. Remedial work recommended in the next 12 months:

- Power wash the entire roof
- Touch up the areas of corroded sheeting around the internal gutters.
- Replace the corroded areas of internal gutters at the upper and lower levels.
- Replace the corroded hold-down screws between sheeting and purlin.
- Block all pigeon/vermin entry points.
- Power wash pigeon droppings.
- Fix the ridge overlapping and flashing details at joints/corners.
- Paint touch up required in the areas of corroded bottom roof sheeting below the ridge line.
- Purlin vertical support posts - estimate that maintenance to some of these elements will be required in the next 6 to 12 months to prevent more extensive repairs (possibly even member replacement) being required. Remedial work commended in the next 12 months: Abrasive blast and re-paint the square hollow section supports and connections in the upper and lower-level portions of the roof.
- Steel purlins - purlins are generally in good condition with only isolated cases requiring remediation in the next 18 to 24 months.
- Space frame top chords - top chords are generally in good condition but there are areas of heavier corrosion located in the Southwest corner. The bolts and nuts associated with the top chords need maintenance within the next 12 to 24 months. Remedial work commended in the next 12 months: Abrasive blast and re-paint the top chord connection bolts. Also, repaint the chord members to prevent corrosion as most paint has already flaked off
- Space frame diagonals - diagonals are generally in good condition, except for areas of heavier corrosion located in the Southwest corner. Remedial work commended in the next 12 months: Repaint the diagonal members to prevent the start of the corrosion as most of the paint has been flaked off.
- Space frame bottom chords - the bottom chords are generally in good condition but there are areas of heavier corrosion located in the Southwest corner. Remedial work commended in the next 12 months: Repaint the bottom chord members to prevent corrosion as most paint has already flaked off.

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7.2.4 Land Ownership

The Waterloo Station Precinct has a total of 19,000m^2 of developable land, made up of defined parcels (see figure 2). To clarify Waterloo Station, "the station" comprises the platforms, bus stops, accessways and associated buildings and equipment. The Waterloo Station precinct "the precinct" comprises the land surrounding the station.

KiwiRail Holdings – +12,500m^2 of Crown land under KiwiRail Holdings, currently used for carparking of the eastern and north-western side of the station. Note, this area does not include the rail corridor and sub-platform land. While KiwiRail have given support in principle for their land to be included in TOD investigations, the ultimate inclusion of this land in any commercial development will be dependent on negotiations and on the terms of any Crown covenants which have yet to be determined.

Hutt City Council – 1,650 m^2 block of land adjacent to the Wellington Free Ambulance building which is currently used for a Metlink Park and Ride.

Greater Wellington Regional Council – 4,700 m^2 of land is under Greater Wellington ownership. This land, which includes the former Railways Corporation administration building, was purchased by Greater Wellington in 2017 from Land Information NZ. The land is predominantly used for Park and Ride, while the old administration building has one tenant on a short-term lease. Two Degrees lease space on the station canopy for three cellphone antennas. The Commercial investigation phase of the TOD process determined that the Great Wellington land is the most developable parcel of land in the precinct, due to its west-facing aspect, CBD adjacency and favourable land dimensions.

Waterloo Water Treatment Plant - A notable feature of the Waterloo precinct is the Waterloo Water Treatment Plant, built in the early 1980s, which is partially surrounded by the broader station facilities on the north, south and east. The Water Treatment Plant is a significant factor in considerations relating to the broad Waterloo project. Considerations include: plant access requirements for essential materials delivery by heavy vehicle which constrain final location and utility of the bus function of the transport hub; negating any impacts from future development on the aquafer; and the 'aesthetic' of the current plant building which will need to be considered in design approaches to the proposed transport hub.

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Greater Wellington
Te Pane Matua Taiao

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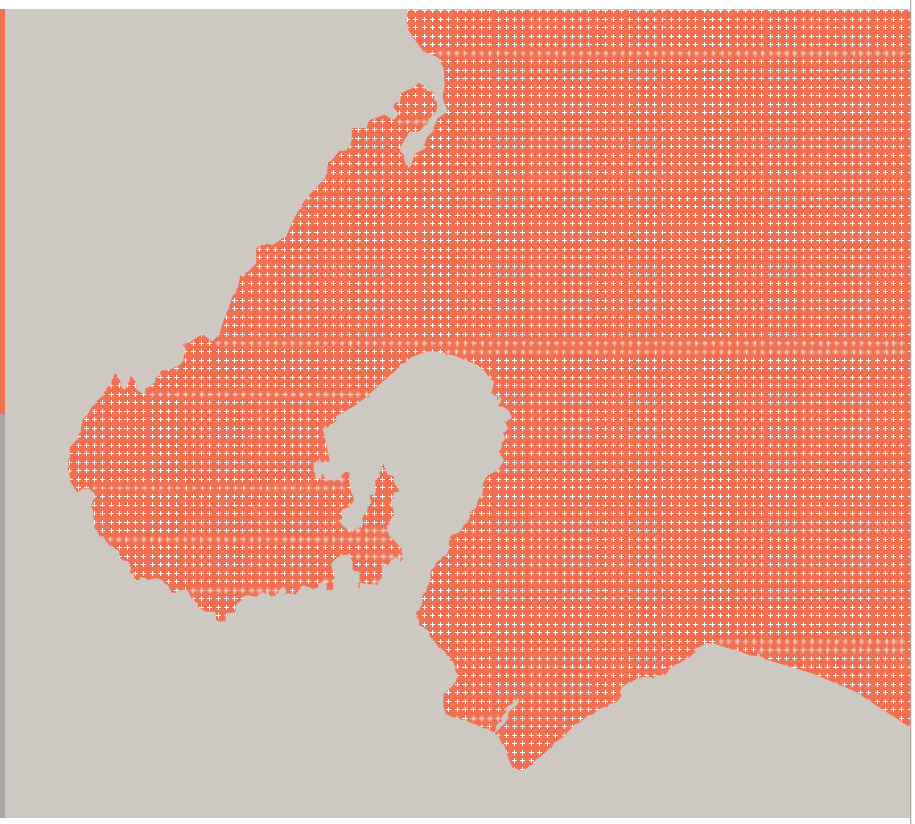
APPENDIX C
SITE INVESTIGATION REPORT & CONSTRAINTS

WATERLOO STATION, FEASIBILITY STUDY AND REFERENCE DESIGN
GREATER WELLINGTON REGIONAL COUNCIL



Workshop 01- Opportunities + Constraints
10/04/2025

OUR TEAM

Greater Wellington
Te Pane Matua Taiao

aurecon

Boffa Miskell

Dunning Thornton

GRIMSHAW

RCP

RLB Rider Levett Bucknall

Tonkin+Taylor

WSP

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONTENTS

TRANSPORT
CIVILS
BUILDING SERVICES
URBAN + LANDSCAPE
GEOTECH + STRUCTURES
PRE-CONSTRUCTION
QUANTITY SURVEYOR
ARCHITECTURE

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

TRANSPORT

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONTEXTUAL BACKGROUND
WHAT IS WATERLOO STATION FOR?

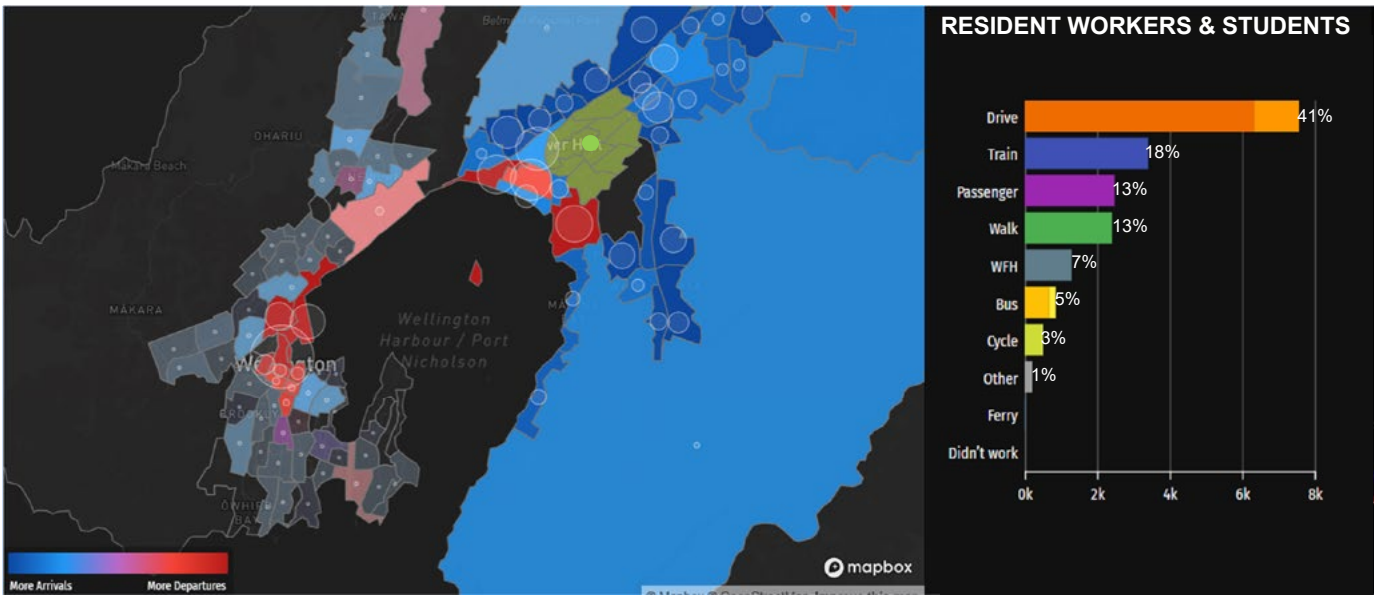
- → Region's second busiest station and a strategically significant interchange.
- → Connecting Lower Hutt to Wellington Central via express and stopping services, with several feeder bus routes.
- → Critical for access employment, education & social opportunities. Hospital and Lower Hutt CBD also attractors.
- → Growth will result in 25-40% more homes in the station catchment over the next 30 years.
- → Public transport ridership is already high, particularly for commuters to Wellington Central.
- → National Ticketing System is coming – zonal fares (bus + rail) likely to drive increased demand.
- → LIMRIM will also increase frequency and reliability, as well as quality of rolling stock.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

COMMUTER TRAVEL PATTERNS

23% of trips starting in Lower Hutt in the morning peak are heading into Wellington City. Of these 60% are public transport.

Hutt City is expected to see a 34% increase in population between 2021 and 2054 (an additional 38,000 people).



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

COMMUTER TRAVEL PATTERNS
HOW PEOPLE GET TO THE STATION

The majority of station users walk and typically live within 1.25km of the station. Park & Ride is the second most commonly used mode to access the station

Bus access is comparatively low, with some users travelling significant distances to access the station

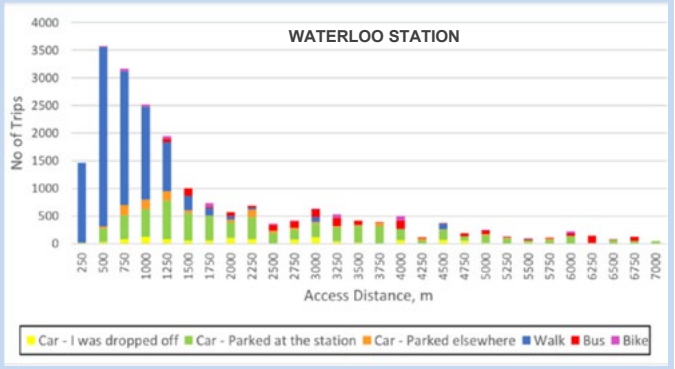


Table 5: Hutt Valley Lines, AM peak Access mode (absolute)

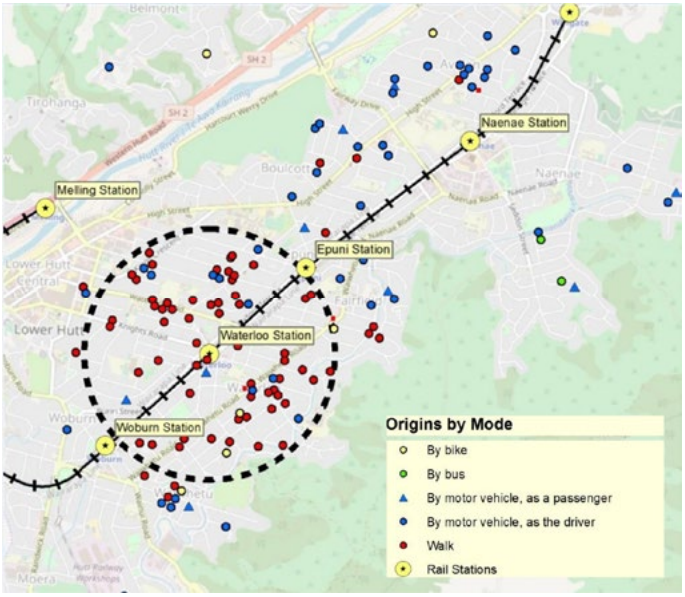
	Passenger, dropped off	P&R Car user, Parked at the station	Car user, Parked elsewhere	P&R car parks	Number of Peak hour Services	Walk	By bus	Other	Grand Total
Western Hutt	7	18	29	0	3	55	4	4	117
Melling	24	214	42	200	3	89	0	24	392
Petone	74	502	52	487	6	140	59	15	842
Ava	8	62	0	0	3	302	0	8	380
Woburn	13	214	27	160	3	328	13	7	603
Waterloo	133	667	109	601	5	800	133	97	1939
Epuni	5	22	11	0	3	92	0	0	130
Naenae	25	38	6	0	3	183	0	0	253
Wingate	0	9	0	0	3	98	0	0	107
Taita	37	179	15	61	5	74	52	7	365
Pomare	16	105	0	39	3	41	0	0	162
Manor Park	0	0	6	42	3	39	0	0	45
Silverstream	25	221	65	59	3	156	0	16	483
Heretaunga	0	43	0	0	3	149	0	0	192
Trentham	13	104	6	134	3	214	6	0	344
Wallaceville	24	105	8	126	3	177	0	0	314
Upper Hutt	104	274	9	352	3	151	0	28	567
Grand Total	509	2776	386	2261	3	3090	268	206	7235

GWRC Rail Survey Park & Ride (2017)

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

COMMUTER TRAVEL PATTERNS
WHERE PEOPLE ARE TRAVELLING FROM

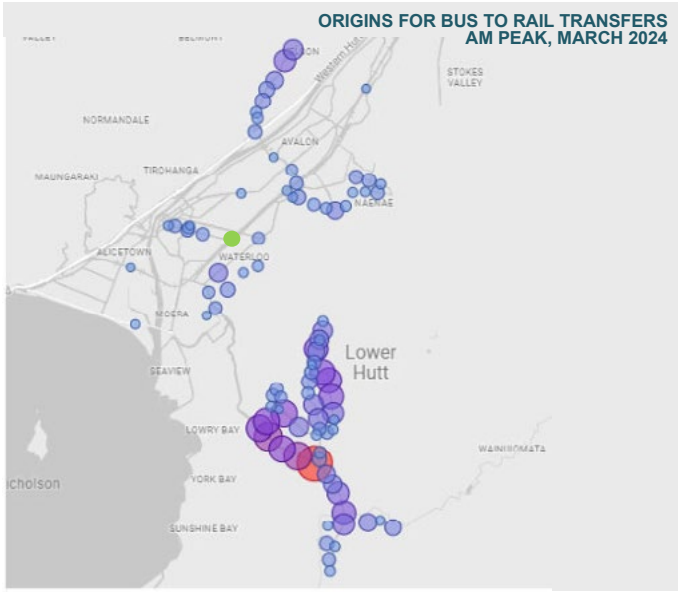
- → Walking is the primary mode of access to the station, with a reasonably even split between those who access from the east and those who access from the west.
- → Fare zone change (Waterloo Zone 4; Naenae Zone 5) & availability of car parking mean commuters are willing to drive some distance to access the station at Waterloo.
- → There are also a percentage of people driving to the station who live within a 1km radius.
- → Greater Wellington estimates approximately 300 people per day drive from Wainuiomata to Waterloo Station, and commute from there into Wellington City.
- → Cyclists make up a very low share of current station users, but travel e/w through the station.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

COMMUTER TRAVEL PATTERNS
WHERE BUS USERS ARE COMING FROM

- → 12% of passengers (240 people) boarding at Waterloo Station during the AM peak were transfers from a bus (March 2024), with the remainder accessing by other modes
- → The single leading origin for bus-to-rail transfers was Wainuiomata, with 62% of transfers
- → During March 2024, between 6am to 9.30am, approximately 150 people per weekday caught a bus from Wainuiomata and transferred to a rail service at Waterloo station (within 30 minutes of alighting) to head to Wellington CBD.
- → 77 of bus-to-rail transfers made at Waterloo Station came from bus routes 160 and 170 (Wainuiomata North and South)
- → Other notable origins include Naenae & Kelson



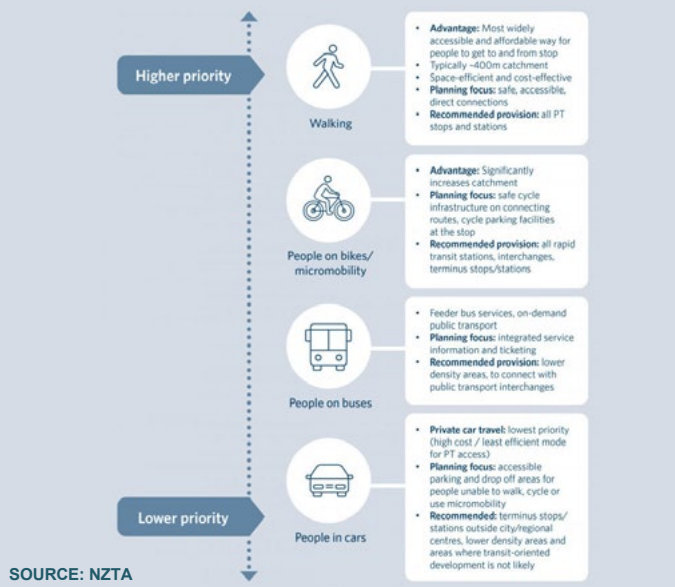
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

ONE NETWORK FRAMEWORK
FORM AND FUNCTION OF THE STREET NETWORK

- → Streets surrounding the station are classified as Activity Streets, Urban Connectors and Local Streets
- → Activity Streets have a higher place value, and high foot traffic with active street frontages. Often features amenities like seating, trees, lighting, public art
- → Lower traffic volumes and speeds to enhance safety and comfort for people walking and cycling
- → Typically, Activity Streets prioritise access over through-movement, especially for pedestrians and local vehicles
- → Current LOS gap between function of the streets and the current form, which do not meet the requirements of an Activity Street

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

STATION ACCESS HIERARCHY
FRAMEWORK FOR PLANNING STATION ACCESS



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

WALKING ACCESS
CONSTRAINTS & OPPORTUNITIES

Constraints: Issues with access, street clutter, permeability and safety resulting in a low level of service for people accessing the station by foot.

Low quality crossings on eastern side of station, impermeable sections of road at street level due to high vehicle speeds and barriers to crossing.

Subway only access via western side of station. Critical E/W link for people travelling through the area (and not taking the train). Poor wayfinding and visual queues to the station.

Opportunities: Station location, street layout and topography mean that Waterloo Station is highly accessible by foot.

Housing density changes will substantially increase the number of people living within the walking catchment zone

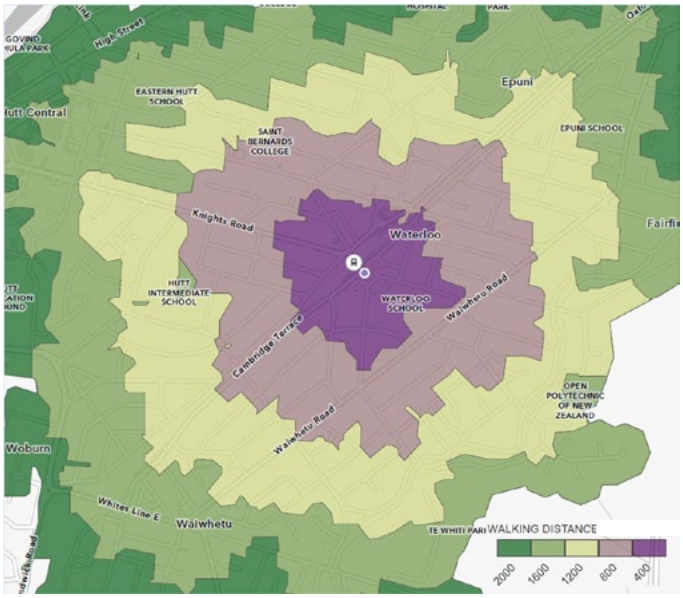
Evidence shows that catchment sizes increase in areas that are particularly pedestrian-friendly as people are willing to walk further where it is pleasant to do so, and when the environment at the station is also pleasant.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

WALKING ACCESS
CATCHMENT MAPPING

Walking catchment	For
≤400m or 5min walk	Low frequency public transport stops
≤800m or 10min walk	High frequency public transport stops (a service at least every 15min)
800m – 1200m or 15min walk	High frequency and rapid public transport stops or stations

Walking | NZ Transport Agency Waka Kotahi



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CYCLING / MICROMOBILITY ACCESS
CONSTRAINTS & OPPORTUNITIES

Constraints: No on-road or off-road dedicated cycle paths / lanes to the station (Beltway nearby but stops short of station).

Extremely low demand – 9 cycle parking spaces were occupied on the day of the site visit (AM peak).

8 parking spaces within the station on the eastern side (poor quality), 20 stacked spaces on the western side (good quality).

Poor perceptions of safety and security of bikes parked at station with low passive surveillance outside of peak; no staffing; & current parking design on eastern side not secure.

Opportunities: Like walking, a range of factors support a growth in cycle demand to access Waterloo Station, including a network of quiet neighbourhood streets.

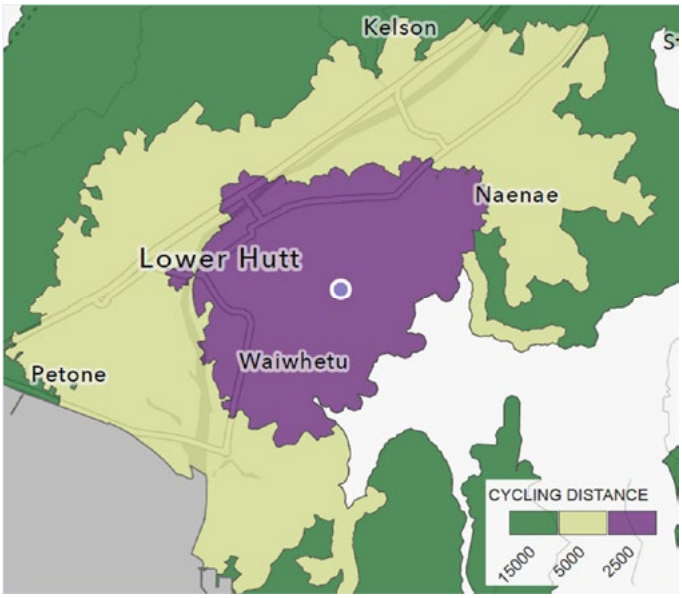
Station catchment increases substantially with cycling, particularly with the ever-increasing uptake of e-bikes.

High quality, secure and well positioned cycle parking will support increased uptake, along with on-street infrastructure changes to support safe & direct access.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CYCLING ACCESS
CATCHMENT MAPPING

Riding catchment	For
≤2.5km or 10min riding	All public transport stops or stations with convenient end-of-trip access to stop/station, amenities and attractive public transport services
≤5km or 20min riding	Premium public transport stops and high passenger volume stations with high-quality, secure end-of-trip facilities
Up to 15km	Limited uptake, only for high passenger volume public transport stations where there is a long-distance commute to the nearest activity centre; important for 'end of line' services, particularly train stations, and some e-bike access

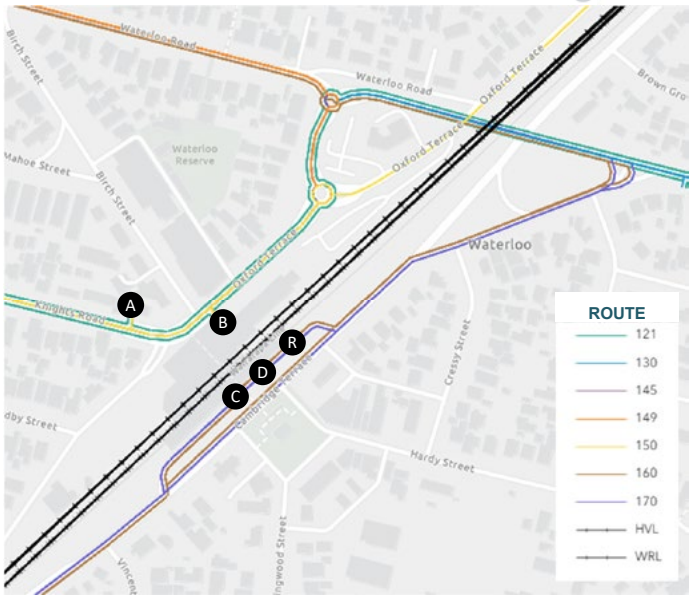


WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

BUS ACCESS
EXISTING NETWORK AND FACILITIES

- → Four bus stops serve the station. Stops A/B (west), stops C/D (east). There is an additional rail bus service stop (double stop), northeast of stop D.
- → During the highest demand hour (PM peak) 36 buses collectively operate via stops A-D.
- → Of these, 75% travel east–west across the Waterloo Road bridge.
- → The remaining 25% operate exclusively on the western side of Waterloo Station.

Bus Stop	Stop Type	North bound	South bound	Total
A	Single (~15m)	5	2	7
B	Double (~32m)	4	8	12
C	Single (~20m)	10	-	10
D	Single (~20m)	-	7	7
(R) Rail Replacement	Double (~40m)	-	-	-



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

BUS ACCESS
CONSTRAINTS & OPPORTUNITIES

Constraints: No direct east-west / road-over-rail connection (Waterloo Road 500m north of station is closest connection). The internal station circulation also leads to inefficient bus operations (east of the station).

Similar bus volumes west / east of station – there is no clear dominant side for co-location of stops without negatively impacting a large % of users (in the absence of direct road-over-rail connection).

Quality of the bus stops on the western side of the station is very poor.

The location of taxi bays affect entry / exit tapers of bus stops; limits stop capacity and negatively impacts bus operations

Opportunities: Potential to consolidate current separate bus stops into a single, high-quality location. Measures to improve internal station circulation to improve bus circulation (east of station).

Optimisation of the location, and allocated space of stops C, D and R to better reflect their frequency of use. Consideration of provision for demand responsive bus (DRB) services; as well as Bus Replacing Trains (BRT) services, given ongoing Kiwirail capital programme.

High potential to minimise transfer time to connecting rail services, from boarding point to boarding point, with bus facilities to be positioned as close to platforms on as possible.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

PICK UP DROP OFF (PUDO) ACCESS
CONSTRAINTS & OPPORTUNITIES

Constraints: No current formal facility, PUDO occurring informally in various locations around station (observed a bus stop being used).

Logical area for PUDO are currently being used for all day commuter parking. Locations of existing taxi bays negatively impacting other modes.

→ Two taxi bays on western side of the station restrict operations & capacity of Bus Stop B.

→ Taxi bays (east) restrict bus movements into Bus Stop C, requiring additional space. Bay positioning may also cause conflict with northern mobility parking bays when exiting the station.

Three taxi bays impacting both bus and mobility parking operations. Similar problem on Oxford Terrace (western entrance)

All day parking located where PUDO / taxi bays would typically be located

Opportunities: Repurpose the existing commuter parking adjacent to the station as a dedicated PUDO and taxi bay area.

A dedicated PUDO area will remove the need to use alternative areas (i.e. bus stops).

Reallocating the taxi bays will allow for increased bus stop capacity.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

PARK & RIDE ACCESS
CONSTRAINTS & OPPORTUNITIES

Constraints: Survey evidence confirms there are inefficiencies in the current use of Park & Ride at Waterloo, meaning it may not be delivering the full benefits for those who need it most.

Of particular note is the proportion of P&R users originating from locations that are well served by existing bus feeder routes

In some cases, people are driving to the station from within the walking and cycling catchment zones.

Early arrival times and high utilisation mean users from the wider catchment may be prevented from using the station. Future growth and demand will exacerbate the issue.

There is also overflow onto surrounding streets, resulting in amenity and accessibility impacts

Opportunities: Rationalising car parking spaces and introducing demand management mechanisms will support behaviour change to more efficient modes, when coupled with measures to improve multimodal access to the station and ease of interchange to rail.

This will enable a more efficient use of the space available, improved amenity within the station precinct and will enable development in the station precinct.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

SUMMARY OF INVESTIGATIONS
CONSTRAINTS & OPPORTUNITIES

- → Waterloo Station's access hierarchy prioritises private car access over other modes, with walking and cycle access having the lowest priority
- → However, bus network inefficiencies and poor facilities, coupled with an unsuitable form of the local street network for active modes means that station users lack attractive alternatives to the car
- → To realise growth within the PDA, and to unlock the full benefits of the LINRIM capacity uplift and other planned investments, Waterloo Station needs to be an exceptional interchange facility – both for the local community and the wider catchment (eg Wainui)
- → Bus, walking and cycling are the most efficient means to access the station, in terms of both cost and space. The opportunity lies in ensuring the form and function of the station building and wider precinct aligns with the modal access hierarchy, and bus services are optimised to support increased patronage on feeder routes
- → This will deliver an attractive multimodal interchange, providing increased travel choice and improving people's access to employment, education and social opportunities
- → Opportunities will not be realised unless the inefficiencies of the current P&R facility are resolved, including rationalising the number of spaces and introducing demand management mechanisms

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CIVILS

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

WATER ASSETS
CONSTRAINTS AND OPPORTUNITIES

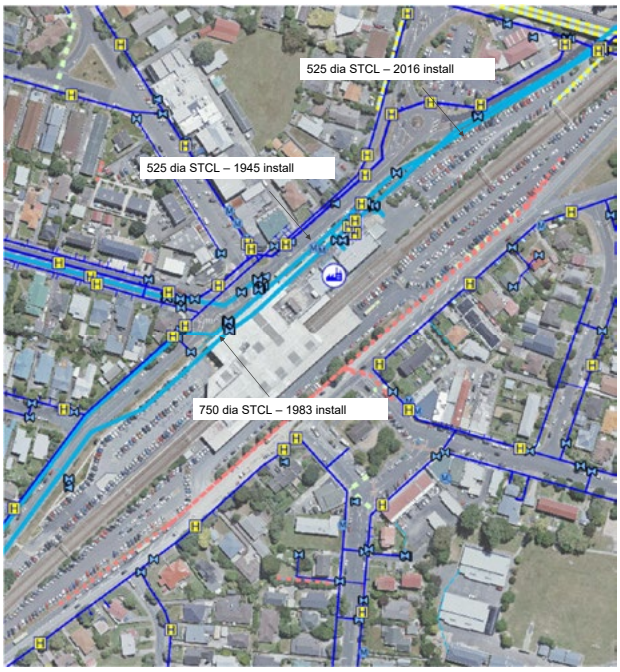
The Challenge:

→ Waterloo Water Treatment Plant proximity and associated pipe work (large diameter and aged in parts).

→ Some aged reticulation network that is not likely sized for the proposed density uplift in the area.

The Opportunity:

→ Flexibility with reticulation connection options across the area.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

WASTEWATER ASSETS
CONSTRAINTS AND OPPORTUNITIES

The Challenge:

→ Proximity of the large trunk main to the southeast of the train station – 900dia concrete ~ 1.3m to top of pipe. This is a critical HCC asset that needs to be avoided.

→ Aged reticulation network to the southeast which likely is not sized for the proposed density uplift of the area.

The Opportunity:

→ Reticulation connection options to the northwest.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

STORMWATER ASSETS
CONSTRAINTS AND OPPORTUNITIES

The Challenge:

→ End of life stormwater assets surrounding the site (1940's – 1950's – concrete pipe).

→ Reticulation network not likely sized for the 2025 + requirements

The Opportunity:

→ Reticulation connection options to the northwest and southwest.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

FLOOD EXTENTS
FURTHER CONSIDERATIONS

The Challenge:

→ The Interchange largely sits above the 100 year flood levels. However, the GWRC Flood Hazard Area Maps shows some flooding to the NW edge of the WWL compound in a 440 year event (ie River stopbank breached).

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

STORMWATER
FURTHER CONSIDERATIONS

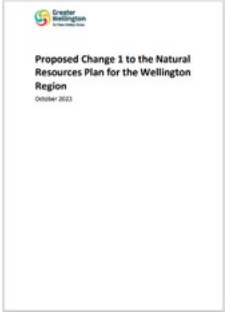
The Challenge:

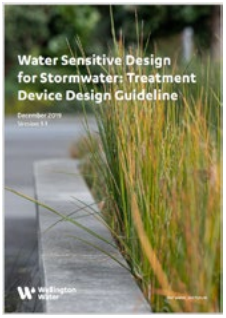
→ Re-development will trigger requirements for hydraulic neutrality and water sensitive design. These elements have spatial consideration, such as raingardens (to ensure 90% treatment of dissolved metals) and 1% AEP attenuation.

The Opportunity:

→ Opportunity to provide an inviting green space achieving hydraulic neutrality and demonstrate best practice.

→ Water re-use opportunities.





WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

OTHER UTILITIES
CONSTRAINTS AND OPPORTUNITIES

The Challenge:

→ Shallow Chorus duct bank (6 x 100dia ducts) immediately south of the structure.

→ LINZ survey structures within station and surrounds which will need to be protected.

The Opportunity:

→ Good connection options to comms and electrical, including:

- → 2 Degrees
- → Eon Fibre
- → Chorus
- → Wellington Electricity

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

BUILDING SERVICES

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

ELECTRICAL INFRASTRUCTURE
SITE BACKGROUND

- → Waterloo Station is serviced by a 500kVA transformer situated in the Waterloo Zone substation on Knights Road.
- → The stations current supply is 100A, 3phase.
- → The transformer currently has an approximate spare capacity of 100A, 3phase however WE* has indicated they would need to further investigation to confirm.
- → The current main incoming cable is 300mm AL (400A capacity in underground duct).
- → Initial advice from Wellington Electricity (WE*) indicates if we are to double the demand (over 200A is required) they would suggest a new substation being installed.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

ELECTRICAL & ICT
CONSTRAINTS AND OPPORTUNITIES

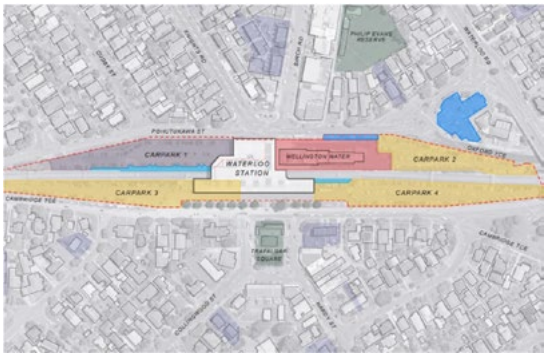
The Challenge:

- → Limited spare electrical capacity for expansion or development.
- → People feel unsafe, security infrastructure can be improved.

The Opportunity:

- → Solar PV panels can be introduced for green energy supply.
- → Adding a new substation will unlock future commercial developments of the area.
  - → We could also accommodate lifts in lieu of inefficient ramps
- → Free WIFI could be incorporated to entice people to use the facilities within the station.
- → Upgraded security will help passengers feel safer.
- → New site lighting will reduce unwanted behaviours and improve the station ambience.
- → Install PA system, EV chargers

Location of Site Transformer



Waterloo station and transport-oriented development area

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

MECHANICAL SERVICES
CONSTRAINTS AND OPPORTUNITIES

The Challenge:

→ Positioning of external plant needs to consider proximity to passengers, loading areas and Wellington Water facilities.

→ Mechanical services should enhance rather than distract from the customer experience.

The Opportunity:

→ Mechanical systems can be used to increase occupant comfort and staff satisfaction.

→ All Building Services to be designed with safety and maintainability in mind.

Building Services exterior plant must consider proximity to passenger and loading areas

Enclosed Spaces should include provision of NZBC-compliant air conditioning and consider requirements for heating and cooling

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

HYDRAULICS AND FIRE PROTECTION
CONSTRAINTS AND OPPORTUNITIES

The Challenge:

→ Minimal challenges present for these services.

The Opportunity:

→ Improve bathroom facilities within the station.

→ Fire Protection solution can be tailored to balance client requirements for life safety and property protection.

Existing toilet block with adjacent roof down pipes

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

SUSTAINIBILITY
CONSTRAINTS AND OPPORTUNITIES

The Challenge:

→ Budget constraints will require targeted sustainability strategies to ensure best value for the station.

The Opportunity:

→ We can celebrate the station as a new community hub aiming to encourage sustainable behaviours in the public.

→ Sustainable design can be focussed on public usability, practicality and climate resilience for station longevity.

→ Opportunity to reduce carbon emissions through design as well as operations.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DESIGN + LANDSCAPE

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

AGENDA / URBAN DESIGN

1. Urban Development Backstory
2. Landscape / Identity / Culture
3. Urban Development Today
4. Observations
5. Connectivity

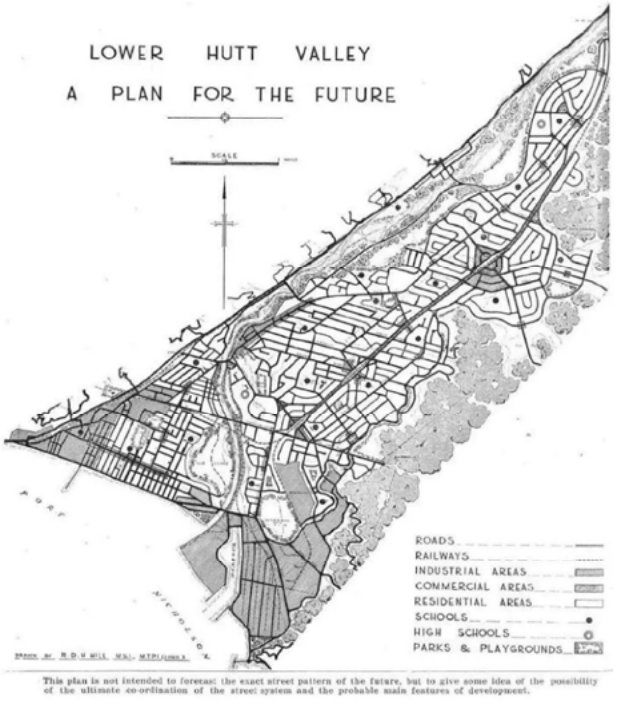
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

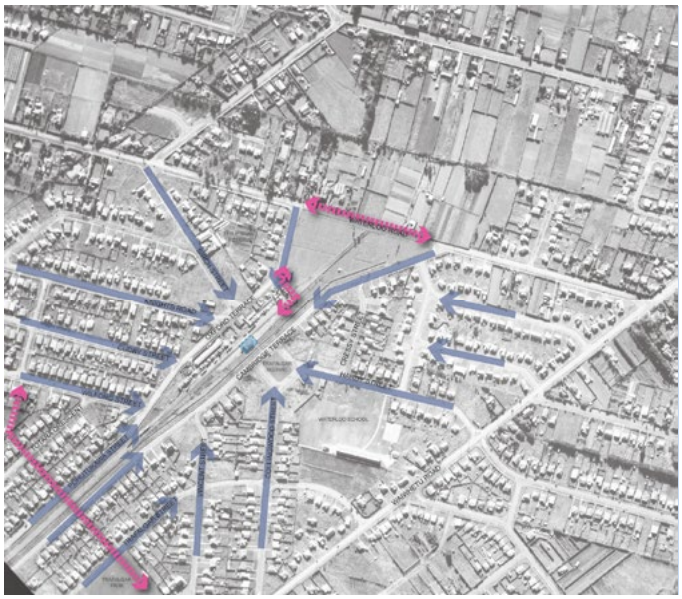
URBAN DEVELOPMENT - BACKSTORY

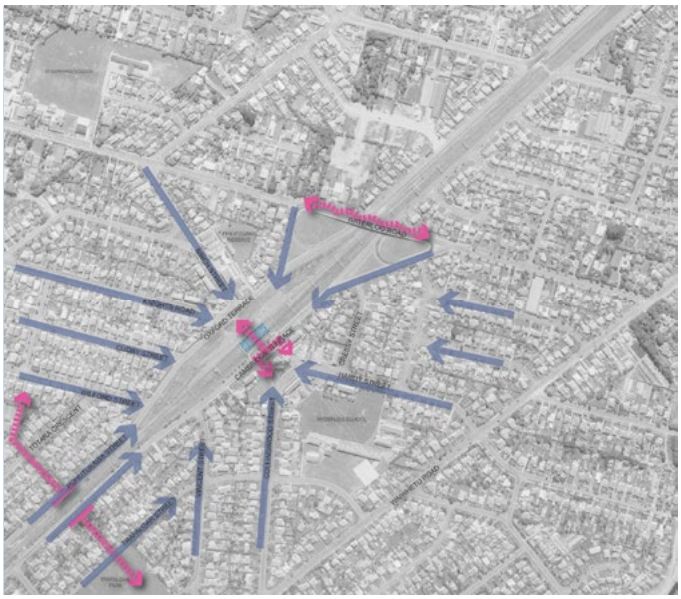
- → 1920's – Town plan
- → Land value uplift to fund infrastructure
- → Garden City - 'Model workers settlement'
- → Supported by community infrastructure
- → Land purchase, then line and Waterloo Station built – some land sold for housing
- → Formal/orthogonal street layout - centres on transport routes - streets funnel to station



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT
AERIALS 1939 + 1957





WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT
SO WHAT?

Constraints
- → Road network funnels movement to rail corridor land
- → Rail + road corridors suburb severance - visually and physically
- → Private vehicle use prevalent today - more use of land/street network
- → Expectations of street apportionment - more movement than 'place' based

Opportunities
- → Public economic (and social) benefits from land value uplift – by whom?
- → Address severance - public safe, accessible connections across rail [and roads] + increase visual permeability across station/rail
- → Reapportion public realm in station 'precinct' to rebalance priority
- → Station as a 'place' that supports community interaction and knits back to built edges

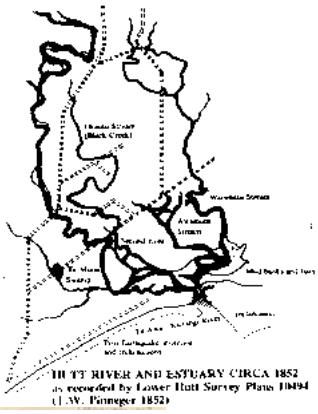
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

LANDSCAPE / CULTURE / IDENTITY

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

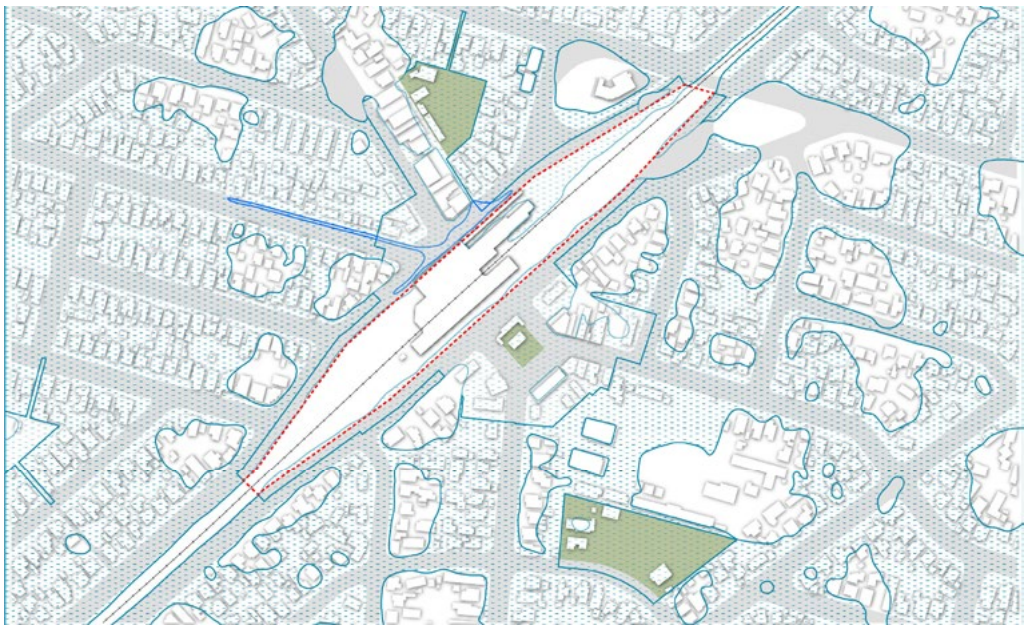
LANDSCAPE / IDENTITY / CULTURE
WATER

- → Te Awa Kairangi and Waiwhetu significant values for mana whenua
- → River plain - braided river/islands, flowing water in large swamp podocarp forest - kahikatea, pukatea, mamaku with tawa and mahoe, and supplejack and kiekie vine
- → Flood risks and urbanisation - bridges + stop banks todays landscape



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

LANDSCAPE / IDENTITY / CULTURE
WATER



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

LANDSCAPE / IDENTITY / CULTURE
ASPECT AND GREEN IDENITY

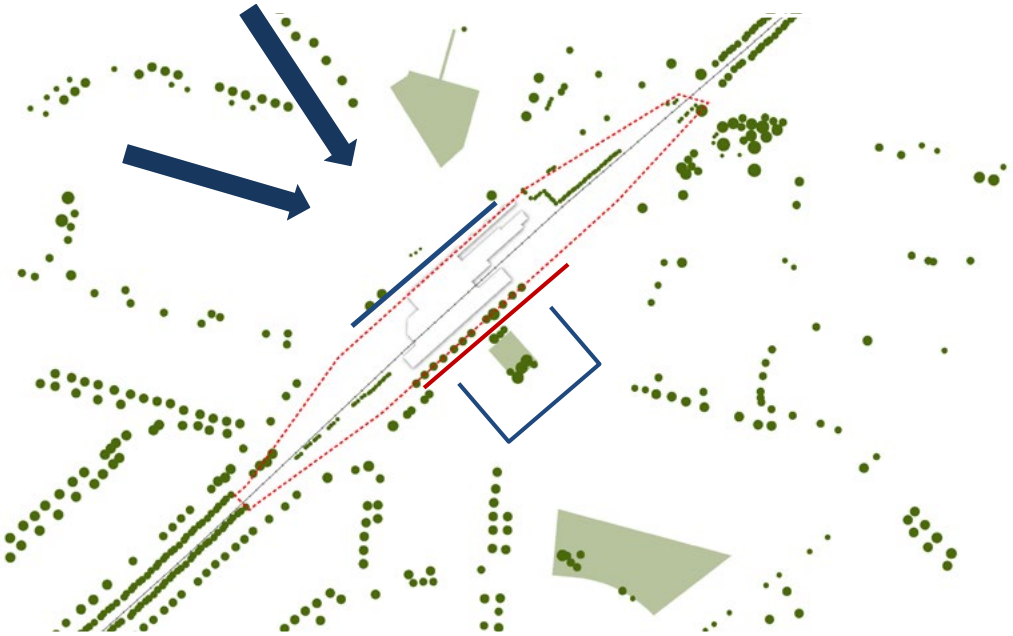
- → Garden city - model worker settlement, but also horticulture - growing
- → Formal park spaces and centre space - Trafalgar square – Station is more at-grade on Cambridge (with drive-up) than Oxford - more abrupt edge
- → Clearer “centre” identity on east side - Plunket rooms, trees, play, space formed by built edges
- → Hills (regional parks) and aspect orientation - views from within station - place

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

LANDSCAPE / IDENTITY / CULTURE
ASPECT AND GREEN IDENTITY

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

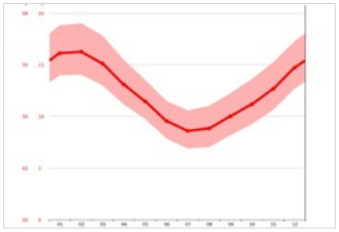
LANDSCAPE / IDENTITY / CULTURE
ASPECT AND GREEN IDENTITY

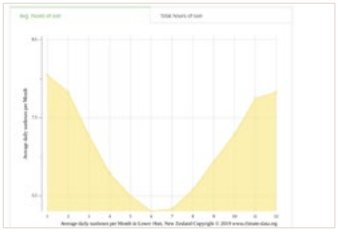


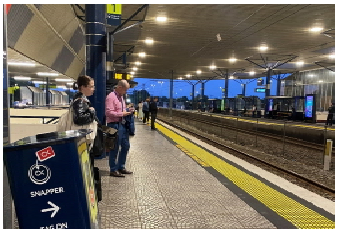
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

LANDSCAPE / IDENTITY / CULTURE
CLIMATE AND LIGHT

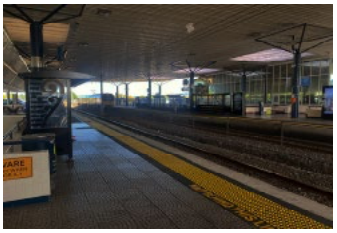
- → Hills (regional parks) and aspect orientation - views from within station - place
- → Climatic influences - ranges - low sunshine hours winter
- → Station orientation north/east south/west - morning sun east side - evening on west side
- → Canopy over prevents sunlight access although height aids light penetration - large light wells to underpass (lighter in the dark than day time)







Night



Day

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

LANDSCAPE / IDENTITY / CULTURE
SO WHAT?

Constraints
- → Involvement of mana whenua needed
- → Low amenity hard space - roads/car parks
- → Roads ownership of HCCouncil – important to improving connectivity
- → Comfort for waiting passengers in different climatic conditions - wind, rain cold light and dark

Opportunities
- → Address 2 dimensional space – verical scale needed- clear stemmed native and existing trees, vines in structure.
- → Pattern of braided water forms, wsd, concepts of bridging and increasing routes through and across space - maybe part of managing movements/access security
- → Inserting sunlit green threads further into station and immediately adjacent – connector to Trafalgar Square
- → Engage with HCC - roads to streets
- → Enhance views through station to connect across centre and enable aspect to hills to orientate to place
- → Sun access penetration to waiting spaces - choice of spaces to suit
- → Inserting ‘green’ islands into station and immediately adjacent - connector to Trafalgar Sq

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT TODAY

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT TODAY
LAND OWNERSHIP

- → Suburban Mixed Use Centre zone largely Waterloo Station related ownerships - only some is Greater Wellington
- → Extensive surface car parking - doesn't move all day - adds to island effect
- → 22metres – 5-ish storeys

Suburban Centre Mixed Use Zone

Ownerships within Suburban Centre Mixed Use Zone

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT TODAY
INTENSIFICATION

- → Densification - regional strategies for growth – going up
- → Kāinga Ora housing development - no concurrent investmen and education

Kāinga Ora Development at Epuni (station to the north) indicating future development for underdeveloped Kāinga Ora sites

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT TODAY
INTENSIFICATION

→ Densification in Area

7 homes became 73
20 car parks became 7

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

URBAN DEVELOPMENT TODAY
SO WHAT?

Constraints

→ Increased population locally [with increased support needs?] In existing areas without increased amenity/access to amenity - increased risks negative social/community outcomes
→ Ownerships of land not all GWRC - risks of decisions by others?
→ Surface car parking isolates station - makes no contribution to business activity
→ Market response/interest in investment in current physical/economic climate

Opportunities

→ Increase amenity at station - a new 'public space' - to 'spend time' and move from and across
→ Capture more public economic (and social) benefits from land value uplift in the area?
→ Gain control of more land to enable control and value uplift utilisation?
→ Push parking away from station and enable higher quality amenity spaces adjacent to station - surface connector/bridge to local streets
→ Improve amenity and bake in adjacencies and opportunity for market uplift to follow - but station still feels 'complete' without it.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

OBSERVATIONS

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

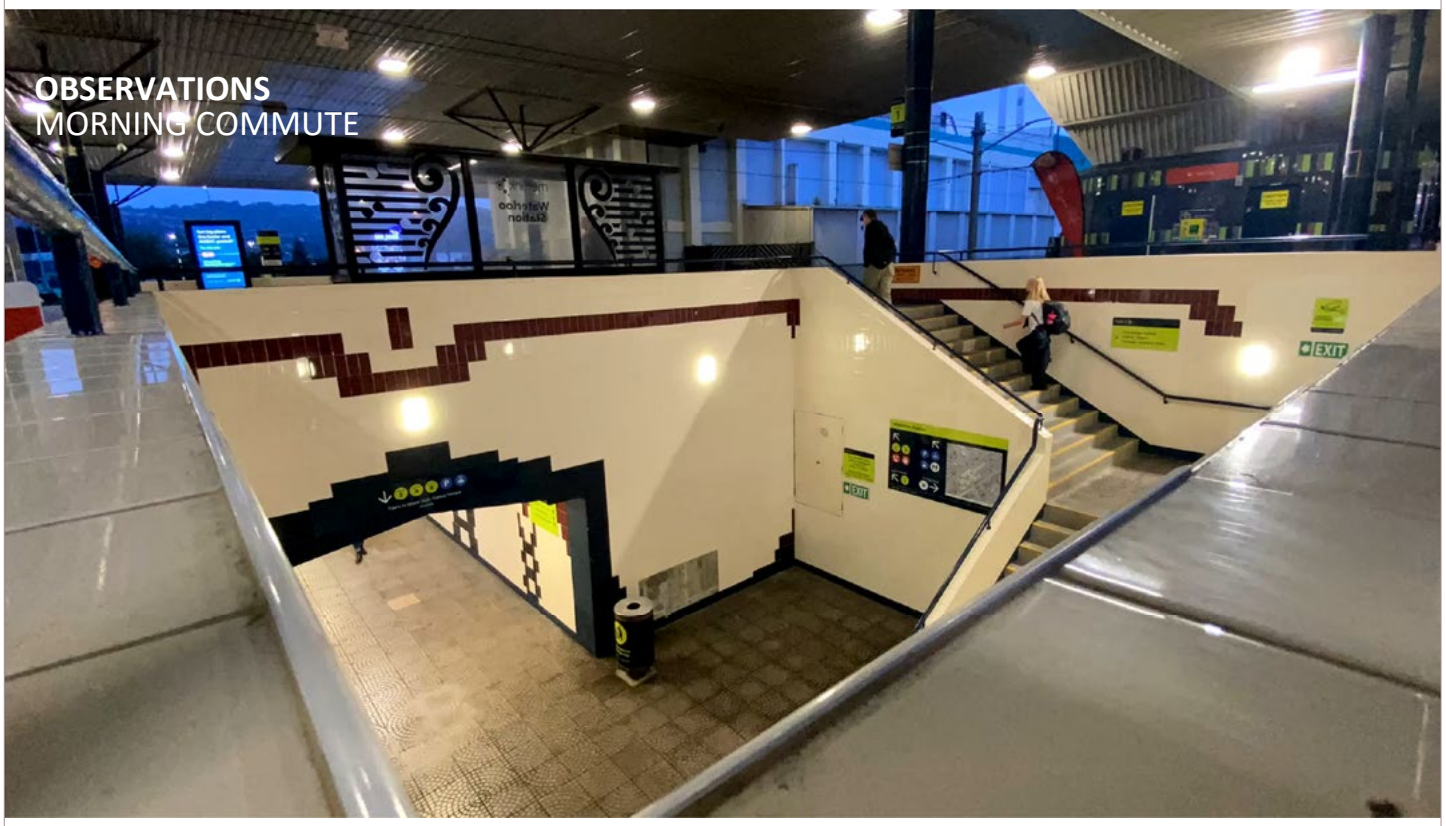
OBSERVATIONS
MORNING COMMUTE

Eastern Entrance - 7.04am - 7.09am

Western Entrance - 7.15am - 7.20am

Oxford St - 7.53am - 7.58am & Trafalgar Sq - 8.00am - 8.05am

All movement

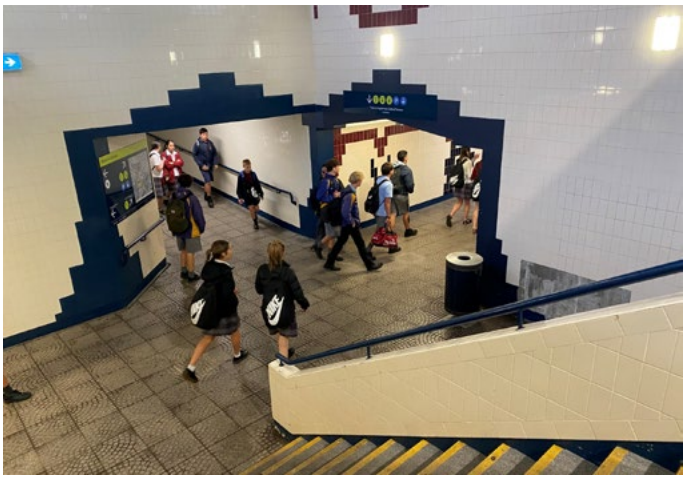


OBSERVATIONS
MORNING COMMUTE

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

OBSERVATIONS
WHO & HOW USING STATION?

- → Prior to 8am passengers predominantly working adults
- → Between 8-8.15am a surge in teenagers arriving / passing through
- → Most going through the station underpass were primary aged-children.
- → Train frequency enough that passengers trickle in, there is not a major influx before a train.
- → While most underpass users used the staircases, a large number used the ramps.
- → Bus loads arriving to the station were small.
- → Passengers alighting from Bus Stop C were able to transfer immediately to a train (running)
- → 3 cyclists. Each parked their bike on arrival side
- → Observed 3 people get a coffee from the coffee shop.
- → Urgency of passengers arriving at the same time as a train split. Half run for a train, and about half walk and wait for the next one.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

OBSERVATIONS
EVENING COMMUTE

Eastern Entrance – 5.00pm – 5.15pm

Western Entrance – 5.00pm-5.15pm

Oxford St & Trafalgar Sq – 5.15-5.30pm

All movement

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

OBSERVATIONS
WHO & HOW USING STATION?

- → Compared to the mornings, the station is much emptier as train arrives and empties at once.
- → Mostly similar patterns in terms of final destination split (repeating patterns of the morning).
- → Trains far less frequent and smaller numbers coming off train as expected with commuting patterns
- → School and high school children missing from evening rush
- → Underpass mostly empty and feels more isolated than morning as users arriving on trains at once.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

OBSERVATIONS
SO WHAT?

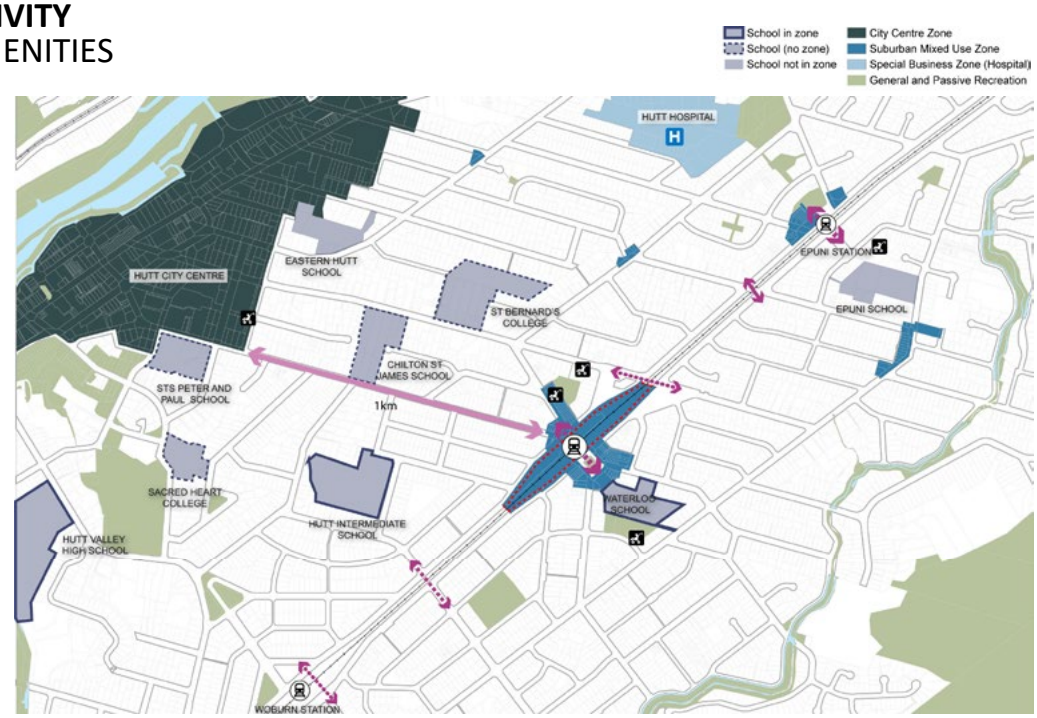
- → Morning higher intensity of utilisation - ‘pulsing’ /waves
- → Frequent through movements to connect to other side - not using train service
- → Demographic variation – adults, early and school later - group interactivity between the latter
- → Very little bus/train interchange currently
- → Some spots more popular to wait than others - at convergence points - otherwise scattered

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY

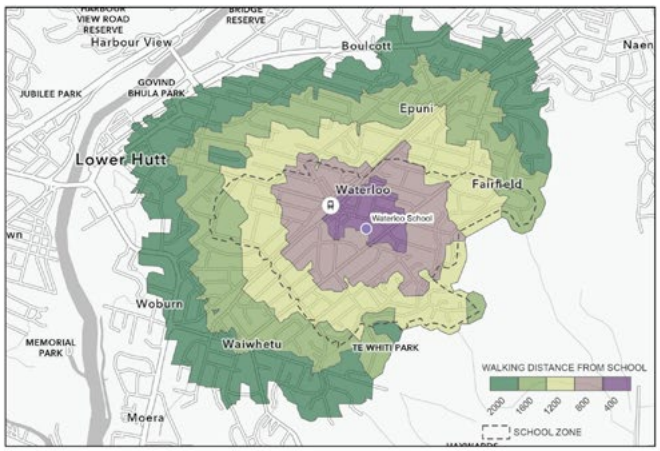
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY
LOCAL AMENITIES

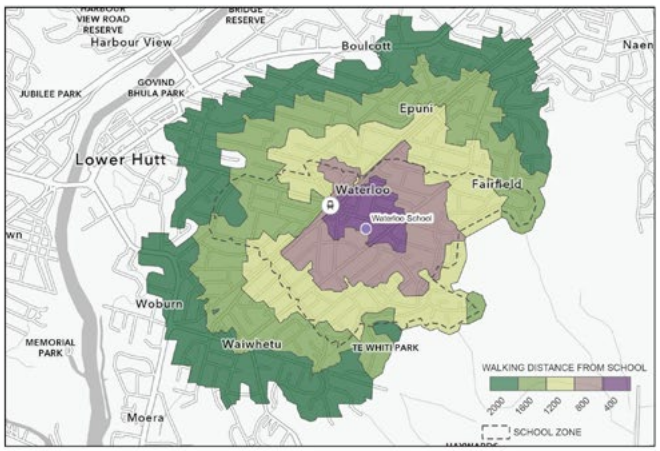


WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY
SCHOOL CATCHMENT STUDY



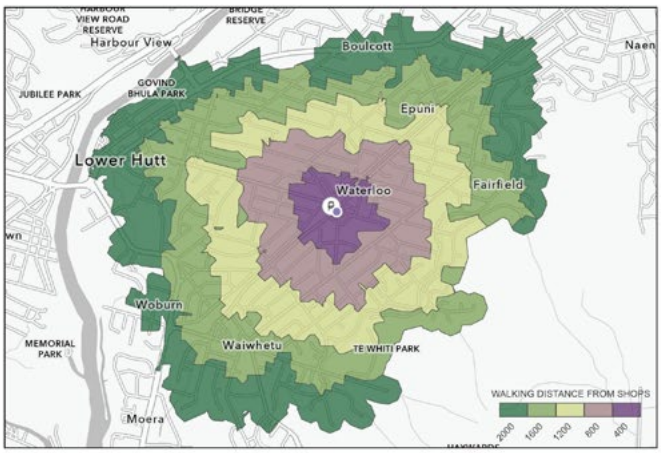
WITH ACCESS THROUGH WATERLOO STATION



WITHOUT ACCESS THROUGH WATERLOO STATION

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY
WATERLOO SHOPS CATCHMENT STUDY



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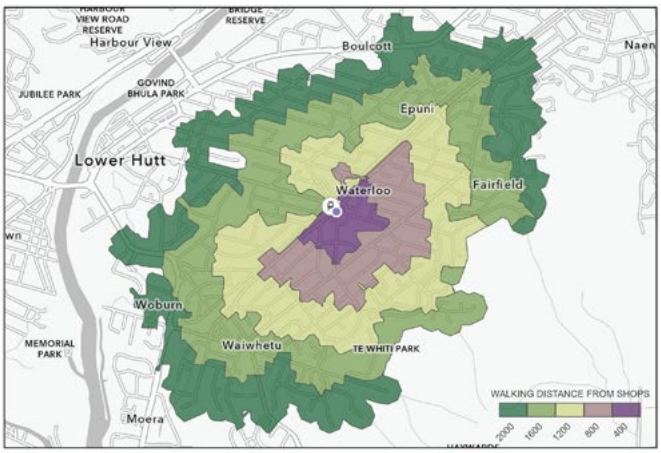

WITHOUT ACCESS THROUGH WATERLOO STATION

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY
PEDESTRIAN ENVIRONMENT

- → Poor accessibility and safe walking routes to and from Station
- → Underpass on eastern side back-tracks from natural desire lines
- → Historic design “all roads lead to waterloo” has made pedestrian environment more hostile while accounting for growing vehicle use. Change in landuse development means car priority no longer sustainable.
- → Underpass plays a critical role as a local connector – particularly for school children

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

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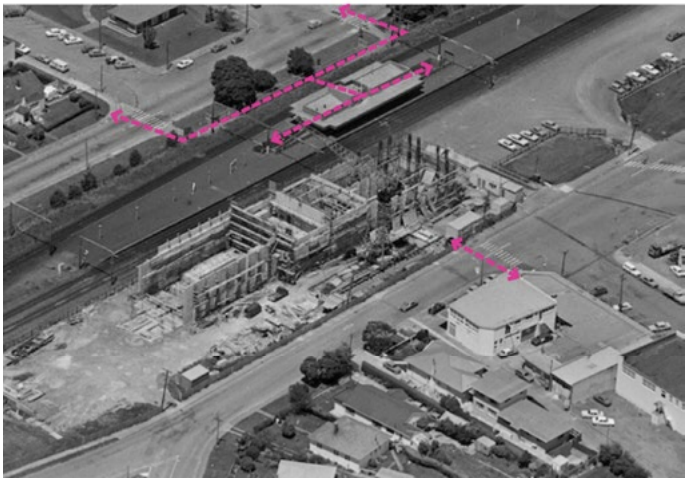

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY
CYCLING ENVIRONMENT

- → Cycling well-suited to flat roads of the Hutt Valley but poor cycling infrastructure
- → Limited success with varied bike storage at station – convenience and visibility key
- → More bikes using the low quality bike storage than the new one due to proximity
- → Plans to extend cycleway to East-West link between Waterloo Station and Hutt City Centre (2024-2027 LTP)
- → Current cycleway to Naenae finishes in north/west park and ride car park

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

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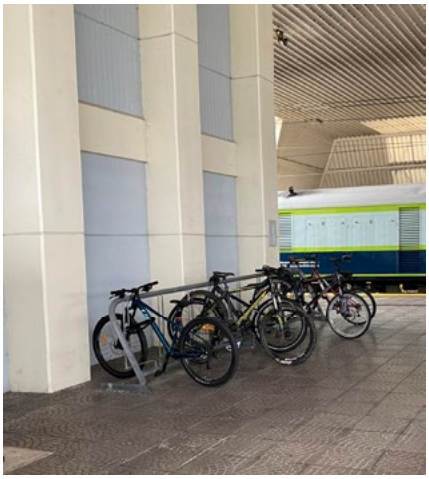


WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

CONNECTIVITY
SO WHAT?

Constraints

- → Station plays role of connectivity across suburb – underpass is key to that currently
- → Council control of roads and ownerships of land not all GWRC - risks of non-complimentary decisions by others?
- → Surface car parking isolates station
- → Significance of car parking as surrounding land use

Opportunities

- → Encourage cycling and support new routes by providing adequate storage
- → Use the station as a through connection for cycling – avoid conflict with train station commuters to improve current situation
- → Maximise station as a pedestrian connection as well as for commuters
- → Increase safety / improve CPTED by encouraging more activity at the station outside of peak hours
- → Provide a visual connection from east and west to improve walkability and sense of destination

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

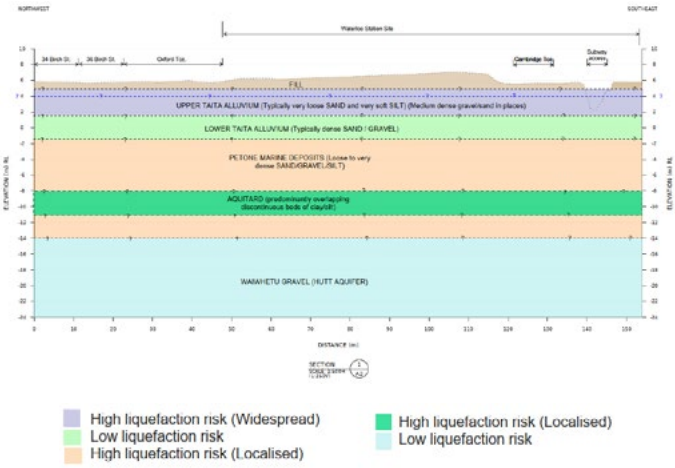
- Getting to and across the station 'island' - physical and visual connectivity
- Addressing the interfaces between station and adjacent urban edges and change
- Enabling multi modal interchange – buses
- Changing the balance of station land use [ownership?] – Car parks to future urban development
- Improving amenity of station and neighbourhood as a 'place'
- Bringing clearer contemporary reflection of 'garden'/green city
- Need for mana whenua and Council to be engaged – in a strategic way
- Planning for integration whilst protecting the GWRC project needs – future proofing

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

GEOTECH + STRUCTURES

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

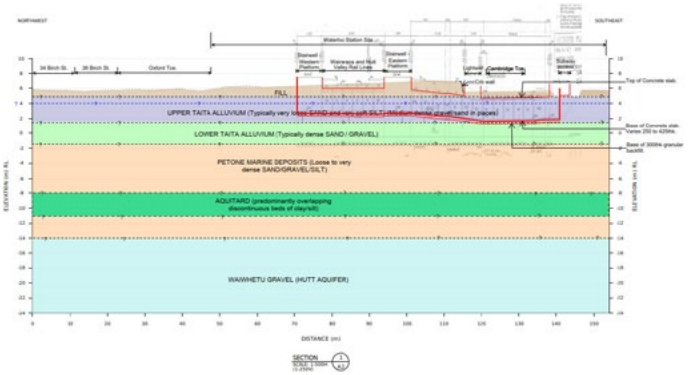
Ground Conditions



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Geotechnical Challenges

- Founding conditions – suitable founding layer; variability of Lower Taita Alluvium; soft ground Upper Taita Alluvium
- Kinematic forces on piled foundations and buried structures (cyclic displacement; lateral spread unlikely).
- Liquefaction induced sand boils
- Liquefaction induced uplift forces – existing subway, new subway?
- Settlement – building performance; forces on piles.
- Aquifer – typically ok with WW if founded above aquitard.
- Soil contamination – disposal costs! Sometimes a real driver for foundation type.
- Liquefaction trigger – what level of shaking does this happen?

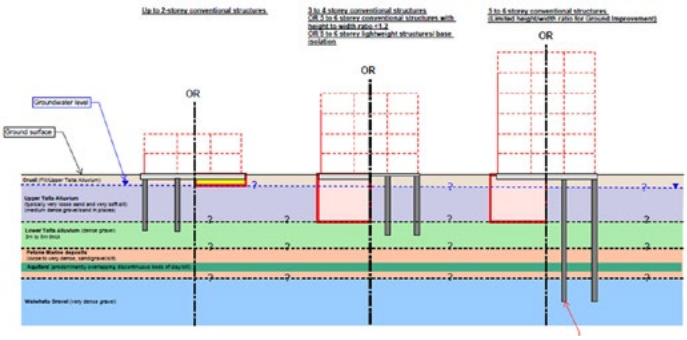


WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Ground/Foundations

Aquifer

- Foundations
  - Float above (light building) -$ -unlikely in our case
  - shallow piles (larger building, distributed bracing) -$$
  - Deep Piles (most flexibility re superstructure) - $$$
  - Ground improvement - $$$ (may be required locally for shallow piles option)
- Influence on building weight & distribution of bracing



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Demolition

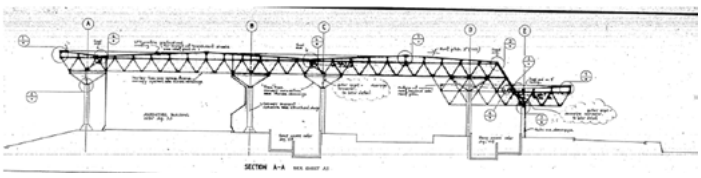
Existing Structure and Foundations

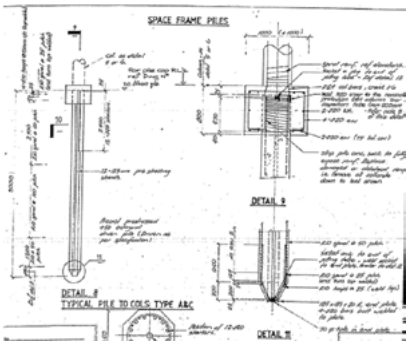
- Space truss (existing roof) will be difficult to demolish compared to a conventional roof.

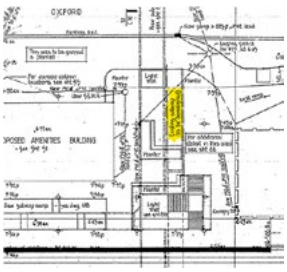
  Less redundancy/ cantilever capacity to demo in small sections.

- Existing foundations already in ground
- Possibility to reuse existing foundations ? (Needs consideration of durability, levels, grid etc)

The canopy has a 2-degree telecommunications installation on the roof which relies on elements of the spaceframe for structural support.



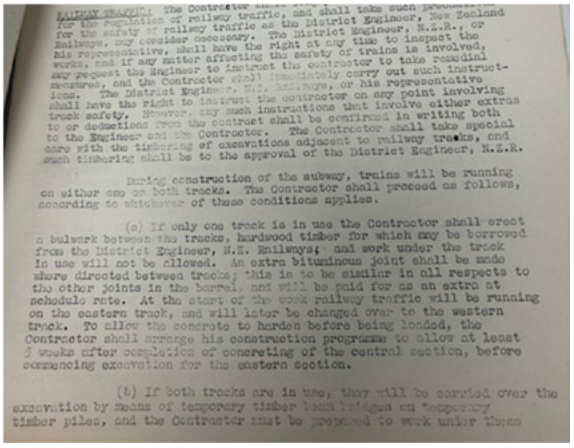




WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Construction Staging

- Exclusion zones
- Form influenced by size of components/ buildability sequence
- Subway stability/temporary works



RAILWAY TRAFFIC. The Contractor ... for the regulation of railway traffic, and shall take such ... for the safety of railway traffic as the District Engineer, N.Z.R., or Railways, may consider necessary. The District Engineer, His representative, shall have the right at any time to inspect the works, and if any matter affecting the safety of trains is involved, may request the Engineer to instruct the Contractor to take remedial measures, and the Contractor shall immediately carry out such instructions. The District Engineer, N.Z. Railways, or his representative shall have the right to instruct the Contractor on any point involving train safety. However, any such instructions that involve either extra to or deductions from the contract shall be confirmed in writing both to the Engineer and the Contractor. The Contractor shall take special care with the timbering of excavations adjacent to railway tracks, and such timbering shall be to the approval of the District Engineer, N.Z.R.

During construction of the subway, trains will be running on either one or both tracks. The Contractor shall proceed as follows, according to whichever of these conditions applies.

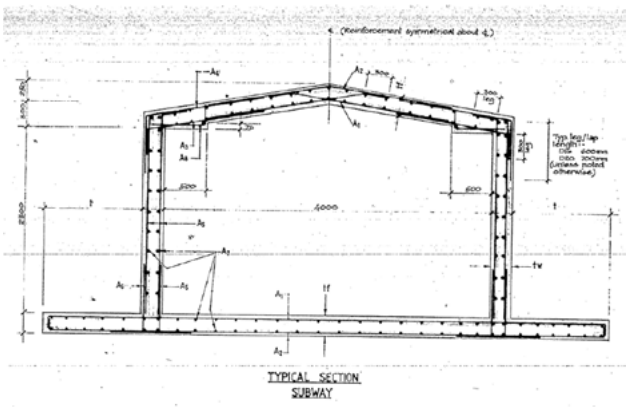
(a) If only one track is in use the Contractor shall erect a bulwark between the tracks, hardwood timber for which may be borrowed from the District Engineer, N.Z. Railways; and work under the track in use will not be allowed. An extra bituminous joint shall be made where directed between tracks; this is to be similar in all respects to the other joints in the barrel, and will be paid for as an extra at schedule rate. At the start of the work railway traffic will be running on the eastern track, and will later be changed over to the western track. To allow the concrete to harden before being loaded, the Contractor shall arrange his construction programme to allow at least 3 weeks after completion of concreting of the central section, before commencing excavation for the eastern section.

(b) If both tracks are in use, they will be carried over the excavation by means of temporary timber beam bridges on temporary timber piles, and the Contractor must be prepared to work under these

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Subway

- Currently under both track and roadway
- Seismic performance will need to be assessed. Timeframe?
- Strengthening may be difficult wrt continued operation.
- Existing and previous subway influence positions of new foundations.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Wellington Water & Kiwirail

- Piling/Vibration close to existing building and tracks
- Existing services routes influencing foundation postions/options
  - Accessibility to services in future
  - Access restrictions construction & following
- Likely performance of existing building
  - (Strengthening of ground & building at some stage?)

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Questions

- Importance Level
  - Post disaster function
  - “Principal” Railway Station
  - Daycare (<150children)
- Future
  - Design Life – 50 years standard
    - Materiality
- Seismic Load
  - NZ1170.5/NSHM

2	Normal structures and structures not in other importance levels	Buildings not included in Importance Levels 1, 3 or 4 Single family dwellings Car parking buildings
3	Structures that as a whole may contain people in crowds or contents of high value to the community or pose risks to people in crowds	Buildings and facilities as follows: (a) Where more than 300 people can congregate in one area (b) Day care facilities with a capacity greater than 150 (c) Primary school or secondary school facilities with a capacity greater than 250 (d) Colleges or adult education facilities with a capacity greater than 500 (e) Health care facilities with a capacity of 50 or more resident patients but not having surgery or emergency treatment facilities (f) Airport terminals, principal railway stations with a capacity greater than 250 (g) Correctional institutions (h) Multi-occupancy residential, commercial (including shops), industrial, office and retailing buildings designed to accommodate more than 5000 people and with a gross area greater than 10 000 m^2 (i) Public assembly buildings, theatres and cinemas of greater than 1000 m^2 Emergency medical and other emergency facilities not designated as post-disaster Power-generating facilities, water treatment and waste water treatment facilities and other public utilities not designated as post-disaster Buildings and facilities not designated as post-disaster containing hazardous materials capable of causing hazardous conditions that do not extend beyond the property boundaries
4	Structures with special post-disaster functions	Buildings and facilities designated as essential facilities Buildings and facilities with special post-disaster function

PRE-CONSTRUCTION

Waterloo Station
Pre-Construction

Items to be considered

- Proximity of works to railway and overhead gantries
- What level of service must be maintained during construction
  - LoS for station operation
  - Los for bus operation
  - Number of carparks to be available
  - Other users
- Scale of the works
  - Shelters over the platform or over the railway as well
  - Do platforms have to be reconfigured or just resurfaced
- Areas required for construction including lay down areas and any site portacoms
- Proximity of water treatment plant and other utilities
- Temporary works
- Any requirements impacting order of demolition.
- Future phasing to integrate with TOD and Bus Interchange

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Waterloo Station
Pre-Construction

Possible Options

- Use of temporary platforms
- Construct new station to the south or north and when completed demolish existing station.
- Close station during works and divert passengers to Woburn and Epuni station
- Sequencing works to minimise impact to station and rail operations
- Utilising Block of Lines and other Line Closures
- Maximise the use of offsite prefabrication

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

QUANTITY SURVEYO

CONFIDENCE TODAY INSPIRES TOMORROW

RIDER LEVETT BUCKNALL

With a network that covers the globe and a heritage spanning over two centuries, Rider Levett Bucknall (RLB) is a leading independent organisation in cost management and quantity surveying, and advisory services.

Our achievements are renowned: from the early days of pioneering quantity surveying, to landmark projects such as the Sydney Opera House, HSBC Headquarters Building in Hong Kong, the 2012 London Olympic Games and CityCenter in Las Vegas.

We continue this successful legacy with our dedication to the value, quality and sustainability of the built environment. Our innovative thinking, global reach, and flawless execution push the boundaries. Taking ambitious projects from an idea to reality.

FORECAST 111

Prepared by the New Zealand Institute of Economic Research (Inc.) exclusively for Rider Levett Bucknall, Forecast is produced quarterly and provides detailed local construction market intelligence and knowledge.

CONSTRUCTION MARKET INTELLIGENCE

Forecast is supplemented by Rider Levett Bucknall's construction market intelligence publication, the Oceania Market Intelligence Update and other country specific reports providing timely snapshots of market conditions and construction cost movements around the world, via commentaries from Rider Levett Bucknall directors in key locations.

KEY POINTS IN THIS ISSUE

Construction demand remains weak, but the outlook for construction remains positive. The latest NZIER *Quarterly Survey of Business Opinion* (QSBO) shows building sector firms feeling the most buoyant about the general economic outlook despite these firms reporting weak demand in their own business in the December quarter.

Emerging signs of a recovery in construction demand

Building Work Put in Place showed construction activity continued to fall in the September 2024 quarter, driven by a contraction in both residential and non-residential construction. Consent issuance suggests a tentative recovery in construction demand, but the pipeline of building work remains subdued.

Building sector firms now feeling positive about the outlook ahead

Confidence in the building sector has rebounded over the past year, with a net 29 percent of building sector firms expecting an improvement in general economic conditions in the coming months. This is a sharp turnaround in sentiment from the first half of 2024, when over half of building sector firms expected a deterioration in the general economic outlook.

Pricing power remains weak in the sector despite upbeat mood

Construction cost inflation has continued to fall, reflecting further easing in capacity pressures in the sector. Cost pressures in the construction sector are easing, and their pricing power remains weak. Profitability in the construction sector also remains soft. These developments suggest a further easing in construction cost inflation over the coming year.

Future outlook

With the Reserve Bank of New Zealand (RBNZ) cutting the Official Cash Rate (OCR) sharply since August, lower interest rates are starting to support a recovery in construction demand. The recent acceleration in the number of New Zealanders leaving the country continues to present downside risks to the longer-term construction outlook.

BUILDING ACTIVITY TRENDS

Stats NZ's *Building work put in place* showed construction activity continued to fall in the September 2024 quarter. The volume of residential construction declined by 3.5 percent in the September quarter, while the volume of non-residential construction fell by 2.8 percent over that same period. The continued weakness in construction activity had been indicated by the soft pipeline of construction seen in recent years, as reflected in consent issuance and architects' measure of activity in their own office.

The weakness in construction activity was broad-based across the regions but was particularly evident in the main centres in the North Island: Auckland, Waikato and Wellington. This weakness likely reflects the dampening effects of the earlier increases in interest rates on construction demand in these regions. Despite the recent weakness, Auckland has grown faster than the other regions and continues to be the dominant driver of construction activity.

The weakness in construction activity in the North Island main centres over the past year is also reflected in regional concrete sales data. In particular, the production of ready-mixed concrete in the Wellington metropolitan area fell 7.3 percent for the year to September 2024, relative to the previous year.

Public sector cutbacks are likely to have exacerbated the negative impact of the earlier increases in interest rates on construction demand in Wellington. Heightened uncertainty weighed on confidence and, in turn, appetite to invest in buildings in the region.

Dwelling consent issuance data suggest construction activity will stabilise at a lower level for the coming year. The annual number of dwelling consents issued plateaued at 33,609 for the year to November 2024. While this annual total is similar to the trend in recent months, it is still around twelve percent lower than year-ago levels.

Residential construction demand differed across the building types, with a lift in consents issued for standalone houses in recent months. In contrast, consent issuance for higher density housing such as apartments, townhouses and flats has been soft over this period. Although lower interest rates should improve the financial feasibility of housing developments, for now, there remains caution about getting large-scale developments underway. The recent introduction by the Government of the Residential Development Underwrite (RDU) should reduce some of the barriers to access to finance for established developers, given the underwriting of the financing of selected development projects[1]. Given that developments in the main centres (Auckland, Hamilton,

1 https://www.hud.govt.nz/our-work/residential-development-underwrite

Tauranga, Wellington and Christchurch) are more likely to meet the eligibility requirements of the RDU, these areas will likely see an earlier recovery in residential construction demand.

For now, there are emerging signs of a recovery in residential construction demand in Auckland as dwelling consent issuance picked up slightly in the region. This is in contrast to the continued decline in dwelling consent issuance in Wellington and Waikato.

Given housing demand in Auckland tends to lead the other regions, we expect the recovery in residential construction demand to broaden across New Zealand beyond 2025. Lower interest rates and improved availability of labour in the construction sector will be key supports for this recovery in construction activity.

Non-residential consent issuance also points to continued soft construction demand for the coming year. Total non-residential consent issuance fell slightly by 1.6 percent for the year to November 2024, relative to year-ago levels. The weakness was driven by a decline in industrial building construction demand, particularly storage buildings.

Across the regions, the drop in non-residential construction demand over the past year was most apparent in Waikato, largely reflecting a decline in demand for storage buildings in the region. Although global dairy prices recovered over the past year, broader weakness in general economic conditions has weighed on demand for warehousing.

Non-residential construction demand in other central North Island regions, including the Bay of Plenty, Hawke's Bay and Taranaki, has also been soft. In contrast, there are signs of a recovery in non-residential consent issuance in Wellington and Canterbury.

BUILDING ACTIVITY OUTLOOK

Although the near-term outlook for construction remains weak, there is confidence about a recovery in construction demand beyond 2025. Lower interest rates are supporting a rebound in sentiment and expectations of stronger activity, with building sector firms now feeling the most buoyant of the sectors surveyed in the latest NZIER *Quarterly Survey of Business Opinion* (QSBO).

A net 29 percent of building sector firms are expecting an improvement in general economic conditions over the coming months. This is a sharp turnaround from the first half of 2024 when over half of building sector firms were expecting a deterioration in the general economic outlook. The rebound in building sector confidence is also remarkable, given the continued weak demand reported by firms in the sector, as reflected in the contraction in new orders and output in the December 2024 quarter.

However, firms reported weak demand put downward pressure on prices in the building sector in the December 2024 quarter. This is contributing to continued weak profitability in the building sector despite firms reporting an easing in cost pressures. Overall, these developments suggest a further easing in construction cost inflation over the coming year.

Te Waihanga, the New Zealand Infrastructure Commission, reported in its *Pipeline snapshot*[2] for the September 2024 quarter that infrastructure projects totalled $143.6 billion in value. Of this, around $45.7 billion is estimated to be under construction and $9.9 billion in procurement. Seventeen projects that cost over $1 billion, known as 'mega-projects', make up 15% of this pipeline.

The $3.4 billion decline in the value of infrastructure projects in the pipeline relative to the June quarter largely reflected decreases in existing project values, as well as the completion of projects in the pipeline.

Transport infrastructure remains a dominant part of the pipeline, with the value of such projects totalling $78.5 billion. Water and energy infrastructure also formed a substantial part of the pipeline, totalling $25.6 billion and $9 billion, respectively.

Around $13.7 billion of the pipeline is projected to be spent in the 2025 year, while around three-quarters of the pipeline is expected to be spent within the next six years. Spending on transport infrastructure (which includes road, rail, ports and airports) dominates the pipeline, with this spending expected to remain above $4.5 billion until 2030 and makeup around 48.6 percent of infrastructure spend across the sectors for the next ten years.

Spending on water infrastructure is led by the water services delivery plans of local councils and is expected to be between $1 billion to $2.4 billion per year until 2032, before dropping to an estimated annual spend of $0.4 billion.

ECONOMIC BACKDROP

The Stats NZ release of September 2024 GDP showed a 1 percent decrease in New Zealand economic activity for the quarter. Besides the weak outturn for the quarter, Stats NZ also made historical revisions to the GDP data. These included a downward revision to June quarter GDP to a 1.1 percent decrease (from a previous decrease of 0.2 percent) but an upward revision to the level of GDP prior to the June 2024 quarter.

For the September 2024 quarter, weakness in manufacturing was the major contributor to the decline in GDP, followed by professional, scientific, technical, administrative and support services and construction. The release confirmed that the New Zealand economy had been weak last year, even with the income tax cuts since July and the RBNZ's OCR cuts since the August meeting. With annual average GDP growth of just 0.1 percent for the year to September 2024, this indicates weak momentum in the New Zealand economy driven by the high interest rates earlier in the cycle.

However, the start of the monetary policy easing cycle by the RBNZ in August has boosted business confidence. A net 9 percent of firms surveyed in the December NZIER QSBO expected an improvement in general

2 https://tewaihanga.govt.nz/the-pipeline/pipeline-snapshot

economic conditions over the coming months on a seasonally adjusted basis, a contrast from the net 4 percent feeling downbeat about the outlook in the previous quarter.

The continued improvement in sentiment was despite firms' own trading activity remaining weak in the December quarter. A net 26 percent of firms reported reduced activity in the December quarter on a seasonally adjusted basis, but a net 9 percent expect a lift in activity in the next quarter.

Across the sectors, the theme in the latest NZIER QSBO was one of improved confidence amongst firms despite continued weak demand in their own business. Besides the upbeat building sector, retailers also felt positive about the general economic outlook despite subdued sales activity in the December quarter.

Although retail sector profitability remains weak, there are tentative signs of a turnaround. Many households will face reduced mortgage repayments over the coming year as they roll off their fixed-term mortgage rates, given the sharp decline in interest rates since August 2024. This should free up discretionary income and support a recovery in retail spending.

There are widespread expectations amongst services sector firms surveyed in the NZIER QSBO that interest rates will continue to decline over the coming year. In particular, almost all firms surveyed in the financial services sector expect interest rates to be lower in a year's time. Across the services sector, although demand remained soft, expectations are for a pick-up in activity in the next quarter.

Despite the optimism about an improvement in economic conditions, firms remain cautious when it comes to hiring and investment. A net 17 percent of firms reduced staff numbers in the December quarter, although a net 5 percent expect to hire in the next quarter. When it comes to investment plans for the coming year, a net 14 percent intend to reduce investment in buildings, while a net 5 percent intend to reduce investment in plant and machinery. Despite expectations of a recovery in activity, firms look to be holding off on investment until they have more conviction about a sustained improvement in demand.

The slowing in the New Zealand labour market has driven a turnaround in net migration over the past year. Stats NZ estimates annual net migration inflows slowed sharply to 38,800 for the year to October 2024. This slowing in net inflows reflects fewer people moving to New Zealand from other countries, while the number of New Zealanders moving across the Tasman in search of better job prospects has accelerated. A continued easing in net migration poses downside risks to longer-term construction demand.

INTEREST AND EXCHANGE RATES

The continued easing in inflation pressures in the New Zealand economy supported the RBNZ's aggressive pace of OCR cuts since it started its monetary policy easing in August. It followed up its 25 basis point OCR cut in August with consecutive 50 basis point OCR cuts in its October and November meetings. The central bank indicated it intended to cut the OCR by another 50 basis points at its February 2025 meeting should inflation and broader economic developments evolve in line with their projections.

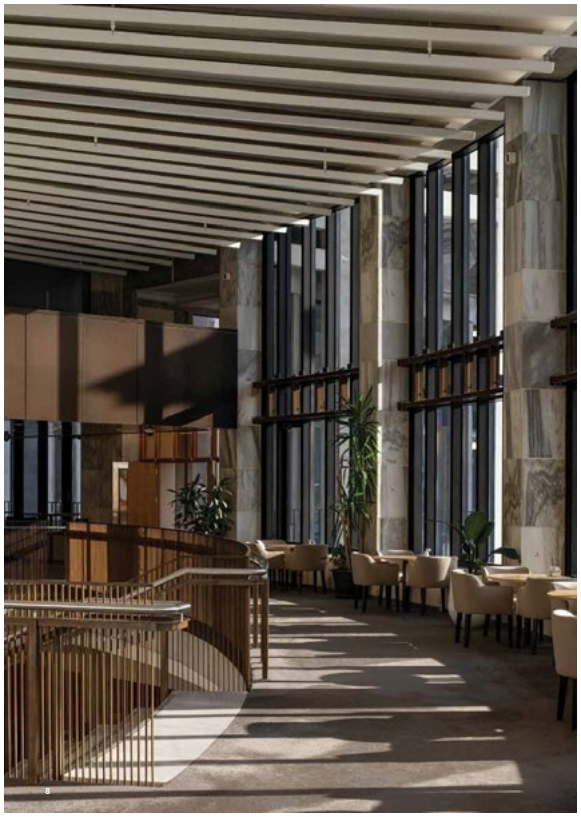
The continued easing in inflation pressures suggests the RBNZ will follow through with its 50 basis point OCR cut in February. However, these expectations are tempered by renewed concerns about inflation in the US and the implications for interest rates staying higher for longer.

The December 2024 US consumer price inflation data showed prices 2.9 percent higher than year-ago levels, while core (excluding food and energy) inflation increased 3.2 percent over the year. The resilience of the US economy, along with concerns that incoming US President Trump's policies may stoke inflation, has increased speculation that the US Federal Reserve might pause its easing cycle for an extended period of time.

Meanwhile, the Bank of England is on track to resume its monetary policy easing over the coming year, given recent data showing an easing in inflation in the United Kingdom.

Overall, the expected faster pace of monetary policy easing by the RBNZ relative to the other major central banks has made the New Zealand dollar less attractive from a yield perspective. These developments have put continued downward pressure on the New Zealand dollar, with the NZD/USD falling below 57 cents.

WORKSHOP 1 | OPPORTUNITIES & CONSTRAINTS



BUILDING INVESTMENT

Despite firms feeling optimistic about an improvement in demand, there remains caution when it comes to investment. In particular, a net 14 percent of firms plan to reduce investment in buildings over the coming year.

BUILDING CONSENTS

Although consent issuance for office buildings increased sharply for the year to November 2024, this was more than offset by a broad-based decline in consent issuance across storage buildings, education facilities, accommodation and retail outlets. Overall, demand for non-residential construction remains soft.

Building consents by sector

There was a substantial increase in consent issuance for both new and alterations to office buildings over the past year. This demand has been particularly strong in Auckland and Wellington. Lower interest rates should support office construction demand later this year.

In contrast, consent issuance for storage buildings fell sharply over the year to November 2024. Demand for storage buildings was weak across most regions, particularly in Auckland and Waikato. This likely reflects the effects of weak demand in the New Zealand economy more broadly, which is weighing on logistics activity.

The fall in consent issuance for education facilities over the past year reflected reduced demand for new buildings, with this decline broad-based across the regions, including Canterbury and Auckland.

Meanwhile, the decline in consent issuance for new accommodation buildings largely reflected weaker demand in Auckland.

The NZIER QSBO architects' measure of work in their own office indicates that while architects expect the pipeline of construction work to remain soft over the coming year, expectations are for a recovery over the longer term.

A third of architects surveyed expect an increase in the pipeline of housing construction over the coming twelve to 24 months, while a net 24 percent of architects expect a lift in commercial construction over this period. Lower interest rates should support a recovery in construction demand over the longer term, as the reduced cost of borrowing allows more construction projects to become financially feasible.

Building consents by region

Across the regions, Waikato and the Bay of Plenty have been the key drivers of weaker non-residential construction demand over the past year. The weakness in non-residential consent issuance in Waikato reflects a particularly large decline in demand for storage buildings. Although the recovery in global dairy prices means improved farmgate returns, broader weakness in economic activity is likely to have weighed on logistics demand and, in turn, the construction of new storage buildings.

Meanwhile, the decrease in non-residential construction demand in the Bay of Plenty over the past year was largely driven by reduced consent issuance for healthcare facilities and retail outlets.

In contrast, non-residential consent issuance in Wellington and Canterbury rose over the past year. The growth in demand for non-residential construction in Wellington continued to be driven by stronger demand for office and industrial buildings. Despite the negative impacts on economic activity in the region from the recent public sector cutbacks, the latest NZIER QSBO shows a bounce-back in business confidence in the region. The recent cuts to interest rates are likely to support a recovery in demand.

Lower interest rates are also likely to be supporting a recovery in demand for non-residential construction in Canterbury, with particularly robust increases in consent issuance for social and industrial buildings over the past year.

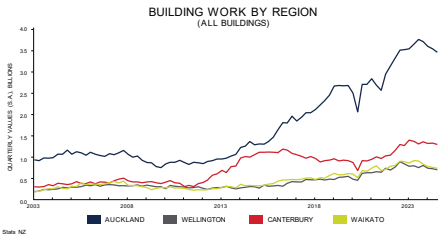
Parliament Executive Wing Façade, Wellington

WORKSHOP 1 | OPPORTUNITIES & CONSTRAINTS

FIGURE 1

Construction eased across most regions

Quarterly value, $ billions

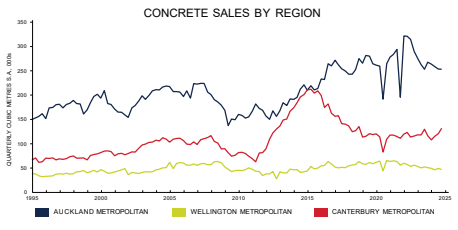


Source: Stats NZ

FIGURE 2

Weaker concrete sales in Auckland reflect subdued construction activity

Quarterly cubic metres, thousands



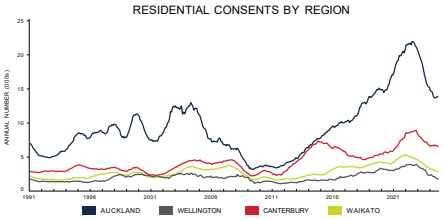
Source: Stats NZ

WORKSHOP 1 | OPPORTUNITIES & CONSTRAINTS

FIGURE 3

Residential construction demand remains weak in the near term

Annual number, thousands

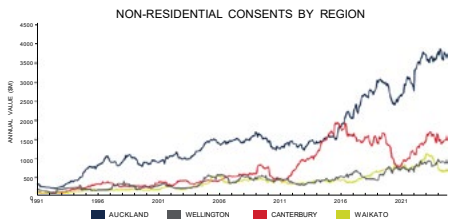


Source: Stats NZ

FIGURE 4

Non-residential construction demand soft in Auckland and Waikato

Annual value, $ millions



Source: Stats NZ

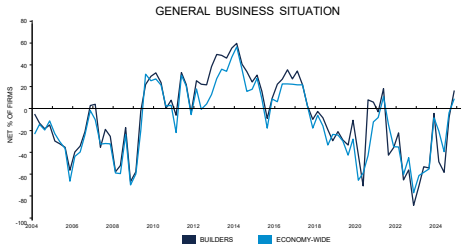
WORKSHOP 1 | OPPORTUNITIES & CONSTRAINTS

WORKSHOP 1 | OPPORTUNITIES & CONSTRAINTS

FIGURE 5

Building sector is now the most upbeat

Net %of firms



Source: NZIER

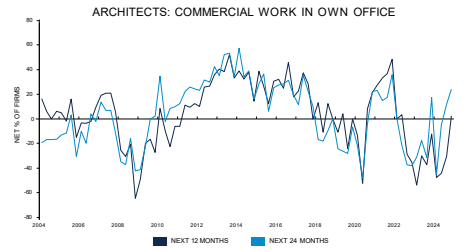
Watercare's Central Interceptor project, Auckland

WORKSHOP 1 | OPPORTUNITIES & CONSTRAINTS

FIGURE 6

Improved pipeline of construction over the longer term

Net %of firms



Source: NZIER

TABLE 1

Non-residential building consents by region and sector

$m of consents for the year ending May 2024; red colour shading for a decline in consents from the previous year

	SECTOR									
REGION	HOSTELS, PRISONS ETC	ACCOMODATION	HEALTH	EDUCATION	SOCIAL, CULTURAL, RELIGIOUS	RETAIL	OFFICE	STORAGE	INDUSTRIAL	FARM
NORTHLAND	1.5	18.6	84.3	65.4	15.2	12.0	17.6	35.1	21.2	18.3
AUCKLAND	144.6	75.0	582.2	349.6	186.4	293.3	995.6	479.5	481.3	25.4
WAIKATO	4.4	20.1	103.7	75.9	40.1	87.0	33.5	121.1	133.5	49.6
BAY OF PLENTY	2.5	10.1	40.3	72.2	87.3	71.0	108.0	70.9	54.2	15.8
GISBORNE	0.7	0.1	0.1	13.3	10.0	14.5	4.0	2.1	6.9	2.0
HAWKE'S BAY	0.6	1.6	31.5	41.3	17.1	23.1	24.3	60.3	31.8	6.4
TARANAKI	0.0	0.5	2.7	21.8	24.0	12.5	10.5	20.3	24.6	11.2
MANAWATŪ-WHANGANUI	3.8	10.9	29.2	28.5	7.7	29.3	15.5	121.3	15.6	12.8
WELLINGTON	5.6	5.6	70.6	132.7	141.8	64.6	412.3	17.3	119.4	10.0
NELSON	0.0	1.2	10.8	10.2	0.3	16.0	10.2	4.7	12.5	0.1
TASMAN	4.4	0.7	1.5	1.3	1.7	25.3	13.9	9.9	13.0	4.1
MARLBOROUGH	0.8	3.0	1.8	2.8	1.3	15.1	3.5	12.0	19.8	7.3
WEST COAST	1.6	0.6	12.8	2.5	4.5	2.8	5.5	0.3	3.9	3.0
CANTERBURY	10.8	22.5	125.3	222.3	407.3	153.8	124.2	267.3	215.5	48.7
OTAGO	4.4	40.7	248.1	60.7	97.7	49.5	63.4	31.6	62.7	18.2
SOUTHLAND	0.8	28.9	0.9	24.6	3.9	12.3	4.9	14.1	30.4	17.3

Source: Statistics NZ, NZIER

BUILDING COSTS

The Capital Goods Price Index for Non-Residential Buildings (CGPI-NRB) is an official measure of cost movements in the sector. The CGPI-NRB excludes GST, and we use it as an indicator of cost escalation.

The CGPI-NRB is a national average across all building types. Therefore, we advise caution when applying the increase in the CGPI-NRB as an indicator of cost escalation for specific projects.

Non-residential construction cost inflation eased further in September 2024, with the 0.7 percent increase over the quarter bringing annual inflation in non-residential construction costs to 3.2 percent. This continued easing in non-residential construction cost inflation reflects a further easing in capacity pressures, with 87 percent of building sector firms reporting weak demand as being the primary constraint for their business in the latest NZIER QSBO.

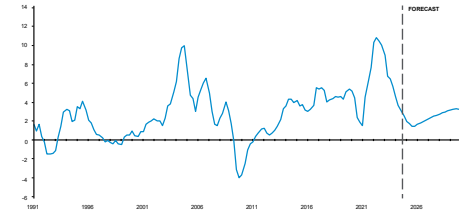
We forecast non-residential construction cost inflation to continue easing for the coming year, given the weak near-term pipeline of non-residential construction. The NZIER QSBO also points to continued weak pricing pressures in the building sector. However, with signs that non-residential construction demand will pick up beyond 2025, we expect this to support a recovery in non-residential construction cost inflation over the longer term.

We forecast annual non-residential construction cost inflation to ease to around 1.5 percent over the coming year before picking up next year.

FIGURE 7

Non-residential building cost inflation

CGPI-NRB, annual % change



Source: Statistics NZ, NZIER forecasts

TABLE 2

Non-residential building cost index[3]

YEAR	QUARTER	INDEX	QUARTERLY % CHANGE	ANNUAL % CHANGE
2021	MARCH	862	0.4	1.6
	JUNE	889	3.1	4.6
	SEPTEMBER	905	1.8	6.3
	DECEMBER	925	2.2	7.7
2022	MARCH	951	2.8	10.3
	JUNE	985	3.6	10.9
	SEPTEMBER	1000	1.5	10.5
	DECEMBER	1018	1.8	10.1
2023	MARCH	1037	1.9	9.0
	JUNE	1052	1.4	6.8
	SEPTEMBER	1065	1.2	6.5
	DECEMBER	1076	1.0	5.7
2024	MARCH	1085	0.8	4.6
	JUNE	1091	0.6	3.7
	SEPTEMBER	1099	0.7	3.2
	DECEMBER	1104	0.4	2.6
2025	MARCH	1107	0.3	2.0
	JUNE	1111	0.4	1.8
	SEPTEMBER	1115	0.4	1.5
	DECEMBER	1120	0.4	1.5
2026	MARCH	1125	0.5	1.7
	JUNE	1131	0.5	1.8
	SEPTEMBER	1137	0.5	2.0
	DECEMBER	1144	0.6	2.1
2027	MARCH	1151	0.6	2.3
	JUNE	1158	0.6	2.4
	SEPTEMBER	1166	0.7	2.5
	DECEMBER	1174	0.7	2.7
2028	MARCH	1183	0.7	2.8
	JUNE	1192	0.8	2.9
	SEPTEMBER	1201	0.8	3.0
	DECEMBER	1210	0.8	3.1
2029	MARCH	1220	0.8	3.2
	JUNE	1231	0.8	3.3
	SEPTEMBER	1241	0.8	3.3
	DECEMBER	1250	0.7	3.2

Notes: The current and forecast CGPI-NRB is a national average, which does not differentiate between regions or building types. We therefore advise caution in applying the increase in the CGPI-NRB as a measure of cost escalation for specific building projects.

Source: Statistics NZ, NZIER forecasts

3 Stats NZ has reweighted and rebased capital goods price indexes in the December 2022 quarter. The update includes structural changes to better align with the national accounts. As a result, there has been historical revisions to the index levels. This does not affect the percentage changes each quarter. Further detail on these historical revisions can be found at: https://www.stats.govt.nz/methods/price-index-methods-updates-for-the-december-2022-quarter/

RLB CRANE INDEX®

Q1 – 2025 23RD EDITION

Rider Levett Bucknall

Q1 2025 RLB CRANE INDEX® HIGHLIGHTS

- Cranes across the seven centres now total 105, a fall of 19 cranes.
- The Auckland crane index fell 23.5% since Q3 2024 and is at its lowest count since Q3 2016.
- The Wellington crane index has slightly recovered from the record low recorded in Q3 2024 with an additional three long-term cranes added.
- Only Queenstown and Wellington saw long-term crane numbers increase.
- After the fall of the residential index in Q3 2024 to its lowest level since Q3 2015, the index rose 18 points, representing 26 cranes across the key centres.
- The non-residential index continued its fall and reduced by 40 index points from 179 points in the last edition (from 102 to 91 cranes).
- The proportion of residential cranes across New Zealand is now less than 25% of all long-term cranes in the key centres, up slightly from the 17.7% recorded in the last edition.
- Civil cranes now number 26 cranes across the centres, the same number of long-term cranes as the residential sector.
- With ten cranes on-site, the Te Kaha Christchurch Stadium continues to have the greatest number of long-term cranes on a single site in the country.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

The New Zealand construction industry is currently facing significant challenges, reflecting broader economic and policy shifts. Over the past six months, there has been a notable 15.3% net drop in crane usage across the major centres, with Auckland's long-term crane numbers falling by 23.5%, which is not surprising given the ongoing issues in the market. A major concern is the lack of project commitment beyond the design stages, a problem that has persisted throughout 2024.

Construction GDP fell by 3.1% in the December 2024 quarter and has been declining since the March 2024 quarter. Throughout 2024, the government reviewed capital works spending across the education, health, and social housing sectors following budget blowout concerns and a high inflationary environment. This review and the halting of many live projects have now resulted in a scarcity of on-site projects and forward pipelines in these areas, with only a handful of long-term cranes operating in New Zealand in these sectors currently. The commercial market has also been afected, with high interest rates and reduced valuations drying up the pipeline over the last two years, which is again seeing limited on-site work replacing the projects now completing.

The residential sector has struggled since early 2023. The pipeline of multi-unit residential projects progresses slowly, and small townhouse subdivisions have significantly reduced, given the large amount of unsold new stock.

Work put in place across the country saw a fall of $2.3 billion or -6.4% for the 2024 calendar year, with residential work contributing $2.4 billion to the overall decrease in work. Activity increases were seen across the non-residential sectors, especially in the health and cultural subsectors.

Consents across New Zealand fell by $1.5 billion, or 5.1%, during CY 2024, almost entirely due to the drop in residential consents, which was $1.4 billion, or 7.2%.

Auckland's market appears to be at its lowest point, but with major infrastructure projects such as the City Rail Link and the Central Interceptor nearing completion, a consistent pipeline of major vertical building and horizontal infrastructure projects is required. New data centres of increasing scale continue to be planned in the pipeline, although there has been a noticeable drop in current data centre long-term crane activity from seven to one long-term crane. There are early signs of recovery with some large roading and water infrastructure projects, but these will take significant time to plan before on-site activity and new cranes are required. Contractors, sub-contractors, and consultants are facing tough times, and the upcoming May 2025 government budget is crucial for the construction industry. This will help shape the 2026 project pipeline and mark the halfway point of the government's current three-year tenure.

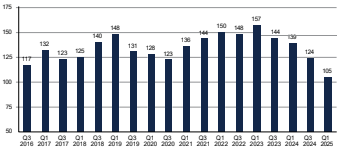
Q1 2025 RLB CRANE INDEX® SUMMARY

CITIES		KEY SECTORS		
AUCKLAND	↓	AGED CARE	↓	HEALTH	↑
CHRISTCHURCH	–	CIVIC	↓	HOTEL	↓
DUNEDIN	↑	CIVIL	↑	MIXED USE	–
HAMILTON	–	COMMERCIAL	↑	RECREATION	–
QUEENSTOWN	↓	DATA CENTRE / INDUSTRIAL	↑	RESIDENTIAL	↓
TAURANGA	↑	EDUCATION	↑	RETAIL	↑
WELLINGTON	↓				

LEGEND: ↑ INCREASE IN NUMBER OF CRANES; ↓ DECREASE IN NUMBER OF CRANES; – CRANE NUMBERS STEADY

CRANE ACTIVITY - NEW ZEALAND

NUMBER OF CRANES



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

Tier 1 contractors have seen several early contractor involvement (ECI) projects put on hold at the design, consent, or site enabling stages. When surveyed, they also indicated that few new cranes are expected in their near-future pipeline. Based on these insights, the construction industry and the future crane index are anticipated to face further declines in Q3 2025, with a slower forecast project pipeline and limited new consents and work in place.

Naylor Love, which had a record nine vertical-build cranes in Auckland in Q3 2024, now has only one. There is no obvious short-term pipeline for long-term crane projects. This situation underscores the broader challenges and uncertainties facing the New Zealand construction industry and its ability to plan and invest for the future.

There was a net decrease nationally of 19 long-term cranes (down 15.3%). Fifty cranes were removed from sites, while 31 new long-term cranes were placed on sites. The resultant RLB Crane Index® value has fallen to 133, the lowest value since Q1 2016. The index has fallen from the high of 199 in Q1 2023, a drop of 30%.

New Zealand's residential crane index value increased to reach 118 index points, up from the 100 points recorded in the previous edition. The current index value represents only 26 long-term cranes, down from the high of 76 recorded in Q3 2022. Residential cranes now make up only 24.8% of all cranes in New Zealand.

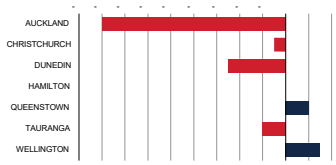
Queenstown and Wellington recorded increases, with an additional two and three long-term cranes, respectively.

CRANE ACTIVITY – NEW ZEALAND

	OPENING COUNT %	+	-	MOVEMENT NET Q1 2025	CLOSING COUNT %	Q3 2024
AUCKLAND	68	54.8%	18	-34	-16	52	49.5%
CHRISTCHURCH	20	16.1%	2	-3	-1	19	18.1%
DUNEDIN	8	6.5%	0	-5	-5	3	2.9%
HAMILTON	2	1.6%	1	-1	0	2	1.9%
QUEENSTOWN	8	6.5%	6	-4	2	10	9.5%
TAURANGA	13	10.5%	0	-2	-2	11	10.5%
WELLINGTON	5	4.0%	4	-1	3	8	7.6%
TOTAL	124	100.0%	31	-50	-19	105	100.0%

NEW ZEALAND NET CRANE MOVEMENT BY CITY

NUMBER OF CRANES REMOVED / ADDED

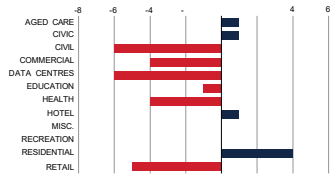


CRANE ACTIVITY – NEW ZEALAND BY SECTOR

	OPENING COUNT %	+	-	MOVEMENT NET Q1 2025	CLOSING COUNT %	Q3 2024
AGED CARE	6	4.8%	4	-3	1	7	6.7%
CIVIC	5	4.0%	3	-2	1	6	5.7%
CIVIL	32	25.8%	8	-14	-6	26	24.8%
COMMERCIAL	17	13.7%	3	-7	-4	13	12.4%
DATA CENTRES	7	5.6%	0	-6	-6	1	1.0%
EDUCATION	5	4.0%	0	-1	-1	4	3.8%
HEALTH	9	7.3%	0	-4	-4	5	4.8%
HOTEL	1	0.8%	1	0	1	2	1.9%
MIXED USE	5	4.0%	2	-2	0	5	4.8%
RECREATION	10	8.1%	0	0	0	10	9.5%
RESIDENTIAL	22	17.7%	10	-6	4	26	24.8%
RETAIL	5	4.0%	0	-5	-5	0	0.0%
TOTAL	124	100.0%	31	-50	-19	105	100.0%

NET CRANE MOVEMENT BY SECTOR

NUMBER OF CRANES REMOVED / ADDED



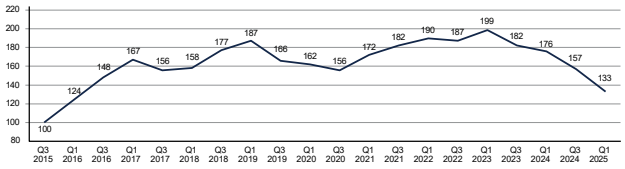
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

RLB CRANE INDEX® – NEW ZEALAND

The New Zealand RLB Crane Index® fell by 15.3% to 133 index points, representing a reduction of 19 cranes.

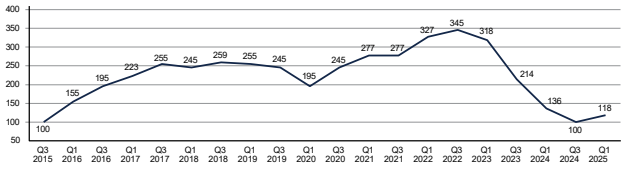
BASE: Q3 2015 = 100



RESIDENTIAL INDEX

The residential index has risen after falling in the last four editions since the high of Q3 2022. There are 26 residential long-term cranes across centres nationally.

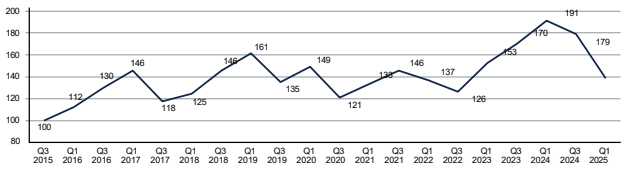
BASE: Q3 2015 = 100



NON-RESIDENTIAL INDEX

The non-residential index fell to 139 index points, a drop of 22.3% from 179 index points in the last edition. The index represents 79 non-residential long-term cranes across the major centres of New Zealand.

BASE: Q3 2015 = 100



Q1 – 2025 23RD EDITION

Auckland's RLB Crane Index® fell by 23%, from 206 index points to 158, representing a reduction of 16 long-term cranes across Auckland. This is the lowest level in nine years. There were 52 long-term cranes across Auckland for this edition, down from the previous count of 68. Eighteen cranes were placed on-site, and 34 were removed.

CRANE ACTIVITY – AUCKLAND

	OPENING COUNT	%	+	-	NET Q1 2025	CLOSING COUNT	%	Q3 2024
AGED CARE	5	7.4%	4	-2	2	7	13.5%	
CIVIC	0	0.0%	2	0	2	2	3.8%	
CIVIL	23	33.8%	6	-11	-5	18	34.6%	
COMMERCIAL	7	10.3%	1	-4	-3	4	7.7%	
DATA CENTRES	7	10.3%	0	-6	-6	1	1.9%	
EDUCATION	2	2.9%	0	-1	-1	1	1.9%	
HEALTH	2	2.9%	0	0	0	2	3.8%	
HOTEL	1	1.5%	1	0	1	2	3.8%	
MIXED USE	0	0.0%	0	0	0	0	0.0%	
RECREATION	0	0.0%	0	0	0	0	0.0%	
RESIDENTIAL	16	23.5%	4	-5	-1	15	28.8%	
RETAIL	5	7.4%	0	-5	-5	0	0.0%	
TOTAL	68	100.0%	18	-34	-16	52	100.0%	

KEY SECTORS

- AGED CARE
- CIVIC
- CIVIL
- COMMERCIAL
- DATA CENTRE / INDUSTRIAL
- EDUCATION
- HEALTH
- HOTEL
- RESIDENTIAL
- RETAIL

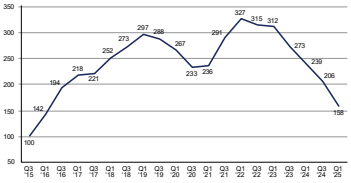
OVERALL STATUS

LEGEND

- INCREASE IN NUMBER OF CRANES
- DECREASE IN NUMBER OF CRANES
- CRANE NUMBERS STEADY

RLB CRANE INDEX® – AUCKLAND

BASE: Q3 2015 = 100



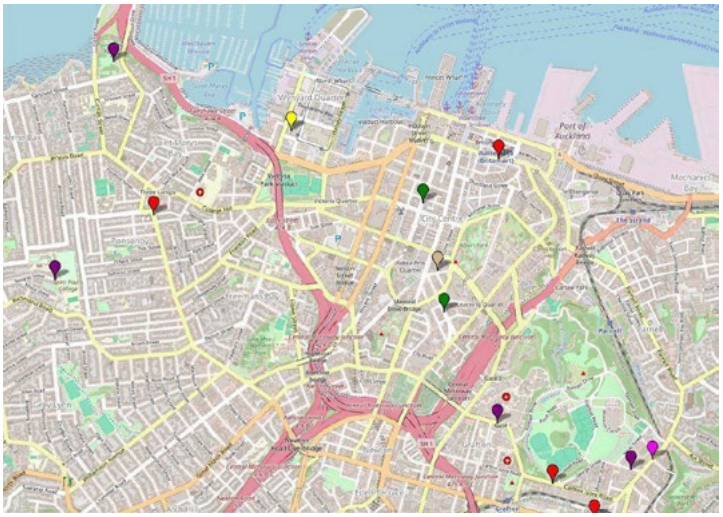
WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

This drop in overall crane numbers highlights the continued pressure on the residential market and the decline in residential construction activity. The residential crane sector has dominated in recent times in Auckland. However, the proportion of residential cranes rose from 23.5% of all long-term cranes in Q3 2023 to 28.8% in this edition.

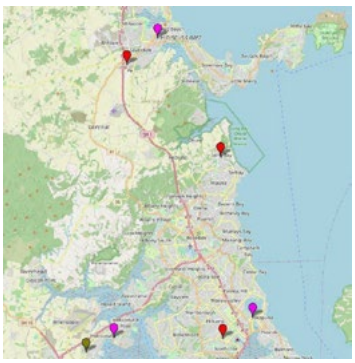
Currently, 15 long-term cranes are assisting residential construction activities on 12 projects. Most of these projects had cranes positioned on them during our last count. Only four new cranes commenced on residential projects for this edition. Many of the continuing projects will be nearing completion within the next six to 12 months, highlighting the potential for a significant absence of residential cranes towards the end of 2025.

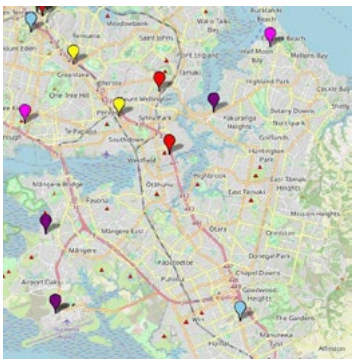
Auckland's market appears to be at its lowest point, but with major infrastructure projects such as the City Rail Link and the Central Interceptor nearing completion, a consistent pipeline of major vertical building and horizontal infrastructure projects is required. New data centres of increasing scale continue to be planned in the pipeline, although there has been a noticeable drop in current data centre long-term crane activity from seven to one long-term crane. There are early signs of recovery with some large roading and water infrastructure projects, but these will take significant time to plan before on-site activity and new cranes are required.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION





Across Auckland, only five new residential long-term cranes commenced. These were positioned at:

- Simplicity Living Apartments (Mt Wellington)
- New Residential House (Orakei)
- Pompallier on Ponsonby (Ponsonby)
- Sero Apartments (Henderson)

The civil sector increased by six long-term cranes at the following projects:

- Watercare Central Interceptor (Mount Albert, three cranes)
- Watercare Central Interceptor (Western Springs)
- Watercare Central Interceptor Point Erin (Westhaven)
- ACG Parnell (Newmarket)

Total building consents also reflect the slowing of activity in Auckland. Overall, consents fell by 4.0% for the 2024 calendar year. Residential consents fell by 4.8%, and non-residential consents fell by 2.9%. These consent values correlate with the falling number of cranes across the Auckland region and point to a reduction in the forward construction pipeline, particularly in the vertical residential sector.

Stats NZ's most recent building work put in place results for Auckland are similar. Building activity fell by 6.4% in 2024 compared to 2023. Residential activity fell by a significant 11.9% in 2024, while non-residential activity rose by 4.7%.

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

Other new cranes placed in Auckland included:

Aged Care
- Metlifecare Gulf Rise (Red Beach)
- Summerset Village (Half Moon Bay)
- Keith Park Retirement Village Apartments – Ryman (Hobsonville)

Civic
- WP1 Terminal Building (Mangere)

Commercial
- Building 2 Office (Greenlane)

Hotel
- Moxy Hotel (Central)

Notable projects that had multiple long-term cranes removed included:

- Ikea (Mt Wellington, four cranes)
- HV2 CDC Data Centre (Hobsonville, two cranes)
- The Veridian (Albany, two cranes)
- DCI Data Centre AKL02 (Rosedale, two cranes)

Q1 – 2025 23RD EDITION

Christchurch saw four index points decrease in cranes from the last index. The index value fell from 65 points to reach 61. The region currently hosts 19 cranes, down from 20.

Two long-term cranes were added to developments in Christchurch, and three were removed.

Te Kaha – Christchurch Stadium is well into the construction phase, with 10 cranes on site. The $683m project will have a seating capacity of 30,000 for sports events and a minimum of 36,000 spectators for large music events. It is currently the largest construction site in the Christchurch CBD and contains the highest number of long-term cranes in New Zealand.

CRANE ACTIVITY – CHRISTCHURCH

	OPENING COUNT	%	MOVEMENT +	-	NET Q1 2025	CLOSING COUNT	% Q3 2024
AGED CARE	0	0.0%	0	0	0	0	0.0%
CIVIC	2	10.0%	0	-1	-1	1	5.3%
CIVIL	0	0.0%	0	0	0	0	0.0%
COMMERCIAL	0	0.0%	0	0	0	0	0.0%
DATA CENTRES	0	0.0%	0	0	0	0	0.0%
EDUCATION	2	10.0%	0	0	0	2	10.5%
HEALTH	1	5.0%	0	0	0	1	5.3%
HOTEL	0	0.0%	0	0	0	0	0.0%
MIXED USE	3	15.0%	2	-2	0	3	15.8%
RECREATION	10	50.0%	0	0	0	10	52.6%
RESIDENTIAL	2	10.0%	0	0	0	2	10.5%
RETAIL	0	0.0%	0	0	0	0	0.0%
TOTAL	20	100.0%	2	-3	-1	19	100.0%

KEY SECTORS

CIVIC
EDUCATION
HEALTH
MIXED USE
RECREATION
RESIDENTIAL

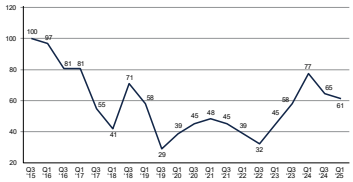
OVERALL STATUS

LEGEND

INCREASE IN NUMBER OF CRANES
DECREASE IN NUMBER OF CRANES
CRANE NUMBERS STEADY

RLB CRANE INDEX® – CHRISTCHURCH

BASE: Q3 2015 = 100



Q1 – 2025 23RD EDITION

New cranes were placed on mixed-use projects:

- Ofce Development at the Corner of Manchester Street and High Street
- Commercial Development at the Corner of Cambridge and Hereford Street

Cranes were removed from:

Civic

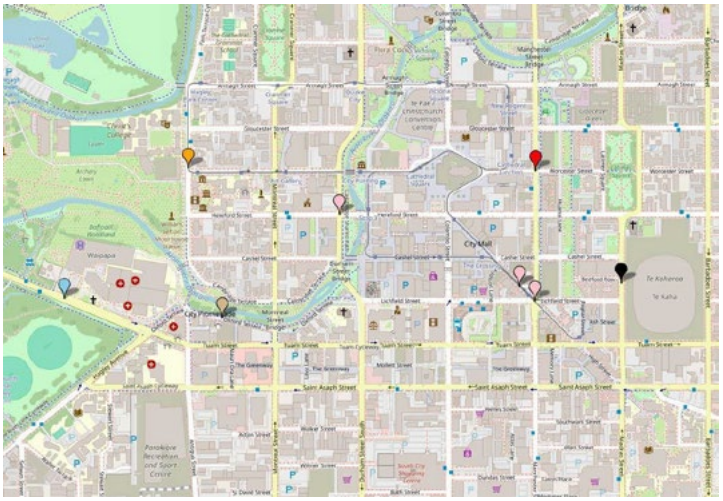
- Canterbury Museum Redevelopment

Mixed Use / Other

- Nectar 1 & 2 (two cranes)

Building activity in the Canterbury region fell by 6.4% in the twelve months of 2024 compared to 2023. The residential sector fell by 11.9% and the non-residential sector fell by 4.7%.

Canterbury's building consents for 2024 fell by 0.7% to $4.53bn. This can be almost entirely attributed to the residential sector, which saw consents fall by 7.0% for the twelve months. The non-residential sector saw a strong rise of 13.3%, mainly in the retail, ofce and industrial sectors.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

Dunedin recorded a decrease of five long-term cranes. The South Island city now hosts three long-term cranes, down from eight previously. This brings the city's Crane Index value to a 300 index points, i.e., the same index level as it was in Q1 17.

For the first half of 2024, building activity in the South Island (excluding Canterbury) rose by 3.8% compared to the same period in 2023. The residential sector rose by 0.8% and the non-residential sector rose by 9.7%.

Building consents in the South Island (excluding Canterbury) rose by 4.1% to $3.2bn in 2024. The residential sector saw consents grow by 2.0%, and the non-residential sector grew by 8.3%.

No new long-term cranes were added.

A crane was removed from

- New Dunedin Hospital – Inpatients (Dunedin Central, three cranes)
- Oracle Apartments (Roslyn)
- Otago Regional Council Ofces (Dunedin Central)

CRANE ACTIVITY – DUNEDIN

	OPENING COUNT	%	MOVEMENT +	-	NET Q1 2025	CLOSING COUNT	% Q3 2024
AGED CARE	1	12.5%	0	-1	-1	0	0.0%
CIVIC	1	12.5%	0	-1	-1	0	0.0%
CIVIL	0	0.0%	0	0	0	0	0.0%
COMMERCIAL	0	0.0%	0	0	0	0	0.0%
DATA CENTRES	0	0.0%	0	0	0	0	0.0%
EDUCATION	0	0.0%	0	0	0	0	0.0%
HEALTH	5	62.5%	0	-3	-3	2	66.7%
HOTEL	0	0.0%	0	0	0	0	0.0%
MIXED USE	1	12.5%	0	0	0	1	33.3%
RECREATION	0	0.0%	0	0	0	0	0.0%
RESIDENTIAL	0	0.0%	0	0	0	0	0.0%
RETAIL	0	0.0%	0	0	0	0	0.0%
TOTAL	8	100.0%	0	-5	-5	3	100.0%

KEY SECTORS

AGED CARE
CIVIC
HEALTH
MIXED USE

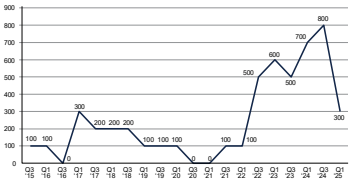
OVERALL STATUS

LEGEND

INCREASE IN NUMBER OF CRANES | DECREASE IN NUMBER OF CRANES | CRANE NUMBERS STEADY

RLB CRANE INDEX® – DUNEDIN

BASE: Q3 2015 = 100



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

Hamilton remained stable for this edition of the RLB Crane Index®. The city continues to have two long-term cranes in its skies.

Work put in place in the Waikato region during for the first half of 2024 fell by 12.3%. Residential work was down by 6.2% and non-residential work by 22.5%.

Consents fell sharply by 17.2% in 2024. This was driven by the residential and non-residential sectors, which fell by 15.2% and 21.5%, respectively.

The Waikato Regional Theatre Project has added a crane, bringing the total number of cranes to two.

One crane has been removed from Project Kaakano on Te Ipukura Street.

CRANE ACTIVITY – HAMILTON

	OPENING COUNT	%	MOVEMENT +	-	NET Q1 2025	CLOSING COUNT	% Q3 2024
AGED CARE	0	0.0%	0	0	0	0	0.0%
CIVIC	1	50.0%	1	0	1	2	100.0%
CIVIL	0	0.0%	0	0	0	0	0.0%
COMMERCIAL	1	50.0%	0	-1	-1	0	0.0%
DATA CENTRES	0	0.0%	0	0	0	0	0.0%
EDUCATION	0	0.0%	0	0	0	0	0.0%
HEALTH	0	0.0%	0	0	0	0	0.0%
HOTEL	0	0.0%	0	0	0	0	0.0%
MIXED USE	0	0.0%	0	0	0	0	0.0%
RECREATION	0	0.0%	0	0	0	0	0.0%
RESIDENTIAL	0	0.0%	0	0	0	0	0.0%
RETAIL	0	0.0%	0	0	0	0	0.0%
TOTAL	2	100.0%	1	-1	0	2	100.0%

KEY SECTORS

CIVIC
COMMERCIAL

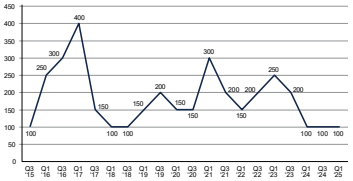
OVERALL STATUS

LEGEND

INCREASE IN NUMBER OF CRANES | DECREASE IN NUMBER OF CRANES | CRANE NUMBERS STEADY

RLB CRANE INDEX® – HAMILTON

BASE: Q3 2015 = 100



Q1 – 2025 23RD EDITION

The number of cranes operating in Queenstown was up by two from the last edition of the RLB Crane Index®. Six cranes commenced work, and four cranes were removed from projects.

The index value growth by 66 points, from 267 at Q3 2024 to 333. The region currently hosts ten cranes, up from eight in the previous edition.

For the first half of 2024, building activity in the South Island (excluding Canterbury) rose by 3.8% compared to the same period in 2023. The residential sector rose by 0.8% and the non-residential sector rose by 9.7%.

Building consents in the South Island (excluding Canterbury) rose by 4.1% to $3.2bn in 2024. The residential sector saw consents grow by 2.0%, and the non-residential sector grew by 8.3%.

The residential sector remained buoyant and the focal point of activity in the region, accounting for 90% of all long-term cranes.

CRANE ACTIVITY – QUEENSTOWN

	OPENING COUNT	%	MOVEMENT +	-	NET Q1 2025	CLOSING COUNT	% Q3 2024
AGED CARE	0	0.0%	0	0	0	0	0.0%
CIVIC	0	0.0%	0	0	0	0	0.0%
CIVIL	2	25.0%	0	-2	-2	0	0.0%
COMMERCIAL	2	25.0%	0	-1	-1	1	10.0%
DATA CENTRES	0	0.0%	0	0	0	0	0.0%
EDUCATION	0	0.0%	0	0	0	0	0.0%
HEALTH	0	0.0%	0	0	0	0	0.0%
HOTEL	0	0.0%	0	0	0	0	0.0%
MIXED USE	0	0.0%	0	0	0	0	0.0%
RECREATION	0	0.0%	0	0	0	0	0.0%
RESIDENTIAL	4	50.0%	6	-1	5	9	90.0%
RETAIL	0	0.0%	0	0	0	0	0.0%
TOTAL	8	100.0%	6	-4	2	10	100.0%

KEY SECTORS

CIVIL

COMMERCIAL

RESIDENTIAL

OVERALL STATUS

LEGEND

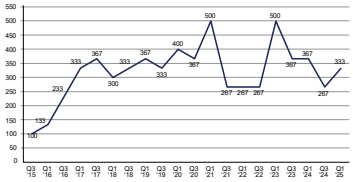
INCREASE IN NUMBER OF CRANES

DECREASE IN NUMBER OF CRANES

CRANE NUMBERS STEADY

RLB CRANE INDEX® – QUEENSTOWN

BASE: Q3 2015 = 100



Q1 – 2025 23RD EDITION

New long-term cranes were added to:

Residential
- 7 Pinnacle Place (Queenstown)
- 33 Willow Place (Kelvin Heights)
- 92 Wilding Road (Lake Hayes)
- Canyon Ridge (Arthurs Point)
- Broadview Rise (Fernhill)
- 13 Ayrburn Ridge (Millbrook)

Commercial
- 9 Brunswick Street (Queenstown)

Cranes were removed from:

Commercial
- 9 Brunswick Street (Queenstown)

Residential
- 9 Livingstone Lane (Frankton)

Civil
- 2 Shotover Delta (Frankton)
- Sugar Lane (Frankton)

Cranes remain at:

Commercial
- Brecon Street (Queenstown)

Residential
- Ploughmans Lane (Millbrook)
- Tree Tops Rise (Queenstown)
- Speargrass Flat Road (Queenstown)

WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

The RLB Crane Index® decreased by 100 index points to 550 index points in Tauranga. The removal of two cranes with no additional new long-term cranes sees 11 cranes in the region.

Existing cranes remained at the Northern Quarter and Te Manawataki o Te Papa Community Hub projects.

No new long-term cranes were installed.

Two cranes were removed from the Panorama Towers and Tauranga City Council's new office building at 90 Devonport Road.

Building consents in the North Island (excluding the Auckland, Waikato, and Wellington regions) fell by 8.4%, from $4.7b in 2023 to $4.3b in 2024. The residential sector fell by 8.6%, while the non-residential sector fell by 8.1%.

Overall, building work put in place was up by 0.4% in 2024, with residential activity down 3.9% to $3.5bn and non-residential activity up by 8.0%.

CRANE ACTIVITY – TAURANGA

	OPENING COUNT	%	MOVEMENT +	-	NET Q1 2025	CLOSING COUNT	% Q3 2024
AGED CARE	0	0.0%	0	0	0	0	0.0%
CIVIC	1	7.7%	0	0	0	1	9.1%
CIVIL	7	53.8%	0	-1	-1	6	54.5%
COMMERCIAL	4	30.8%	0	-1	-1	3	27.3%
DATA CENTRES	0	0.0%	0	0	0	0	0.0%
EDUCATION	0	0.0%	0	0	0	0	0.0%
HEALTH	0	0.0%	0	0	0	0	0.0%
HOTEL	0	0.0%	0	0	0	0	0.0%
MIXED USE	1	7.7%	0	0	0	1	9.1%
RECREATION	0	0.0%	0	0	0	0	0.0%
RESIDENTIAL	0	0.0%	0	0	0	0	0.0%
RETAIL	0	0.0%	0	0	0	0	0.0%
TOTAL	13	100.0%	0	-2	-2	11	100.0%

KEY SECTORS

CIVIC

CIVIL

COMMERCIAL

MIXED USE

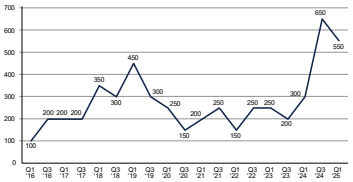
OVERALL STATUS

LEGEND

INCREASE IN NUMBER OF CRANES | DECREASE IN NUMBER OF CRANES | CRANE NUMBERS STEADY

RLB CRANE INDEX® – TAURANGA

BASE: Q1 2016 = 100



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

Wellington's RLB Crane Index® value rose from 56 points in the last edition to 89 index points. There are now eight long-term cranes on projects in the Wellington region, up from five cranes in the previous edition of the index.

CRANE ACTIVITY – WELLINGTON

	OPENING COUNT	%	MOVEMENT +	-	NET Q1 2025	CLOSING COUNT	% Q3 2024
AGED CARE	0	0.0%	0	0	0	0	0.0%
CIVIC	0	0.0%	0	0	0	0	0.0%
CIVIL	0	0.0%	2	0	2	2	25.0%
COMMERCIAL	3	60.0%	2	0	2	5	62.5%
DATA CENTRES	0	0.0%	0	0	0	0	0.0%
EDUCATION	1	20.0%	0	0	0	1	12.5%
HEALTH	1	20.0%	0	-1	-1	0	0.0%
HOTEL	0	0.0%	0	0	0	0	0.0%
MIXED USE	0	0.0%	0	0	0	0	0.0%
RECREATION	0	0.0%	0	0	0	0	0.0%
RESIDENTIAL	0	0.0%	0	0	0	0	0.0%
RETAIL	0	0.0%	0	0	0	0	0.0%
TOTAL	5	100.0%	4	-1	3	8	100.0%

KEY SECTORS

CIVIL

COMMERCIAL

EDUCATION

HEALTH

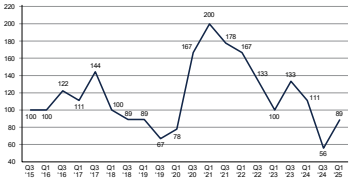
OVERALL STATUS

LEGEND

INCREASE IN NUMBER OF CRANES | DECREASE IN NUMBER OF CRANES | CRANE NUMBERS STEADY

RLB CRANE INDEX® – WELLINGTON

BASE: Q3 2015 = 100



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

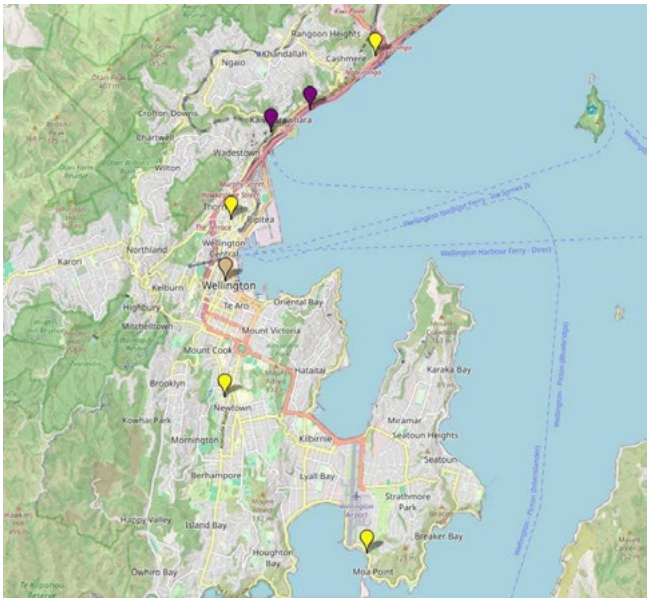
Q1 – 2025 23RD EDITION

New civil long-term cranes were placed on-site at the Wellington Waterfront and on the harbour edge remediation project, which is strengthening the existing seawall to Petone. Two commercial cranes were placed at the Parliament project and at the ESR Sequencing Lab in Kenepuru Drive.

One long-term crane was removed from Southern Cross Hospital

Overall, building work in the Wellington region decreased by 1.6% in the 2024 calendar year, falling to $1.9b. Residential activity fell by 20.5%, while non-residential activity rose by 9.5%.

Building consents also fell by 11.2% for the year. Residential consents fell by 22.7% and non-residential rose by 7.6%.



WORKSHOP 1 | OPPORTUNITIES + CONSTRAINTS

Q1 – 2025 23RD EDITION

ABOUT THE RLB CRANE INDEX®

The RLB Crane Index® is published by Rider Levett Bucknall biannually in Australia, New Zealand, USA, Gulf States and Southern Africa. The New Zealand RLB Crane Index® tracks the numbers of cranes in key cities in New Zealand.

The RLB Crane Index® gives a simplified measure of the current state of the construction industry's workload in each of these locations.

Each RLB office physically counts all fixed cranes on each city's skyline twice yearly. This count provides the base information for the index. The information is then applied to a base date (fourth edition Q3 2015), which enables the RLB Crane Index® to be calculated, and highlights the relative movement of crane data over time for each city.

Subsequent movements in crane numbers are applied to the base RLB Crane Index® to highlight the crane movements in each city over time based on the relative count in Q3 2015.

Using the RLB Crane Index® table data makes for quick comparisons in determining city by city crane activity. For example, when comparing Auckland cranes for the base period of Q3 2015, against the count in Q1 2021, the following formula can be used to determine the percentage increase (or decrease):

$$\text{PERCENTAGE CHANGE} = \left[\frac{\text{CRANE INDEX}_{cp} - \text{CRANE INDEX}_{pp}}{\text{CRANE INDEX}_{pp}} \right] \times 100$$

where Crane Index$_{cp}$ is the RLB Crane Index$_{cp}$ for the current period and Crane Index$_{pp}$ is the RLB Crane Index ® for the previous period.

LOCALITY MAPS

The RLB Crane Index® locality maps offer a pictorial representation of the collected data for each city using a pin locator for the approximate location and sector of the development to where cranes are located.

The pins color indicates the market sector of the development. The pins are not an indication of the numbers of cranes in that location.

The location of the pins is indicative only and have been positioned to convey the general spread of cranes within a city and to indicate the spread of cranes within market sectors.

Locality maps have been created by RLB at GPSVisualiser.com using Leaflet and map data from OpenStreetMap.org

CONTACT DETAILS

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ARCHITECTURE

CONTENT

A - Observations :

Wider Context

1. Station Context
2. Broader urban context
3. Existing urban fabric

B - Observations :

Existing building

1. Existing station plan
2. Station entrance
3. Station canopy
4. Platform
5. Station amenities
6. Station access
7. Materiality

C - Building Assessment:

Compliance & Best

Practice

1. Ramps & Stairs
2. Protection from falling &

Slip resistance

3. Platforms & Toilets

A - OBSERVATIONS : WIDER CONTEXT

WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

1. STATION CONTEXT

Other stations and comparable precedents on the network

Waterloo

Woburn

Ava

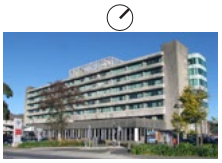
Petone

Ngauranga

Wellington

2. BROADER URBAN FABRIC

Large civic buildings within the context



Hutt Hospital

Queensgate Shopping Centre

3. EXISTING URBAN FABRIC

Existing built environment : Typologies, character, materiality & scale

Trafalgar Square - Southern side of station

3. EXISTING URBAN FABRIC

Existing built environment : Typologies, character, materiality & scale

Northern side of station

WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

B - OBSERVATIONS : EXISTING BUILDING

WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

1. EXISTING STATION PLAN

Overview

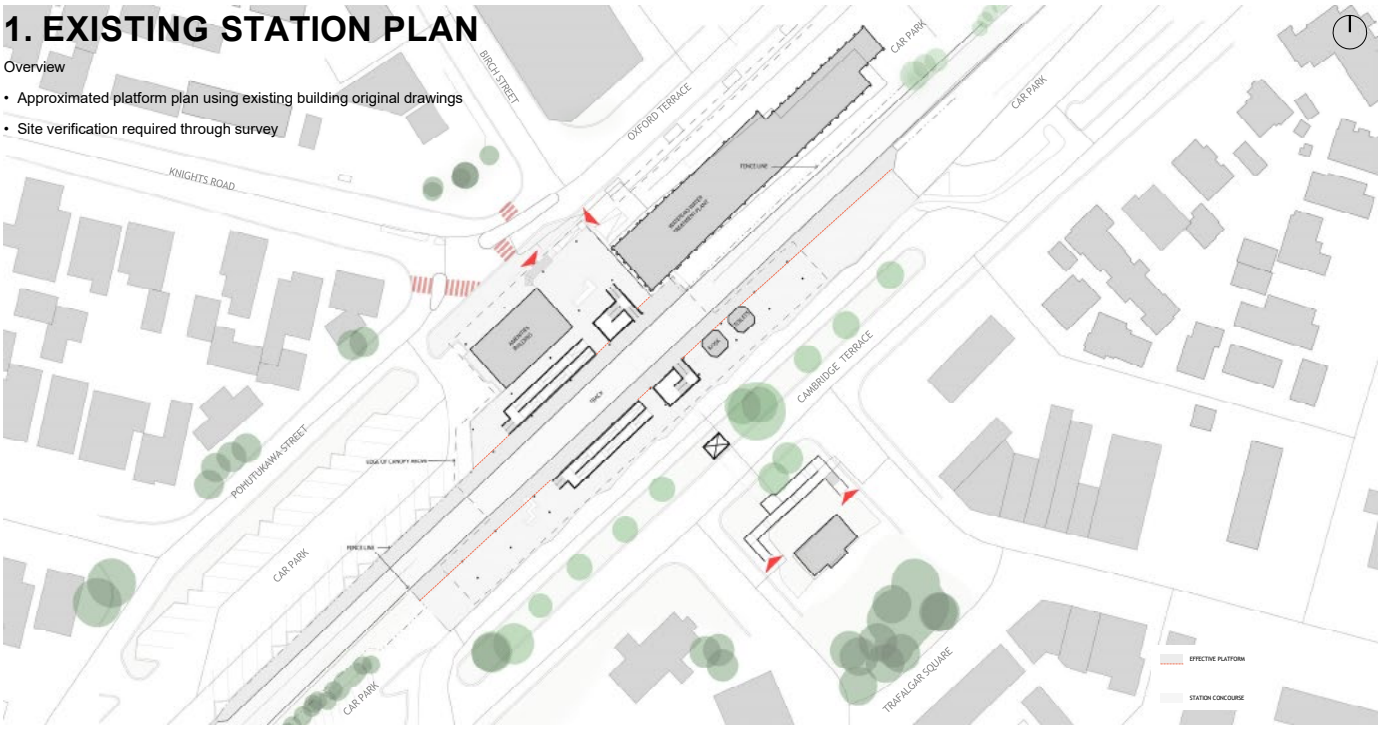
WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

1. EXISTING STATION PLAN

Overview

- Approximated platform plan using existing building original drawings
- Site verification required through survey



2. STATION ENTRANCE

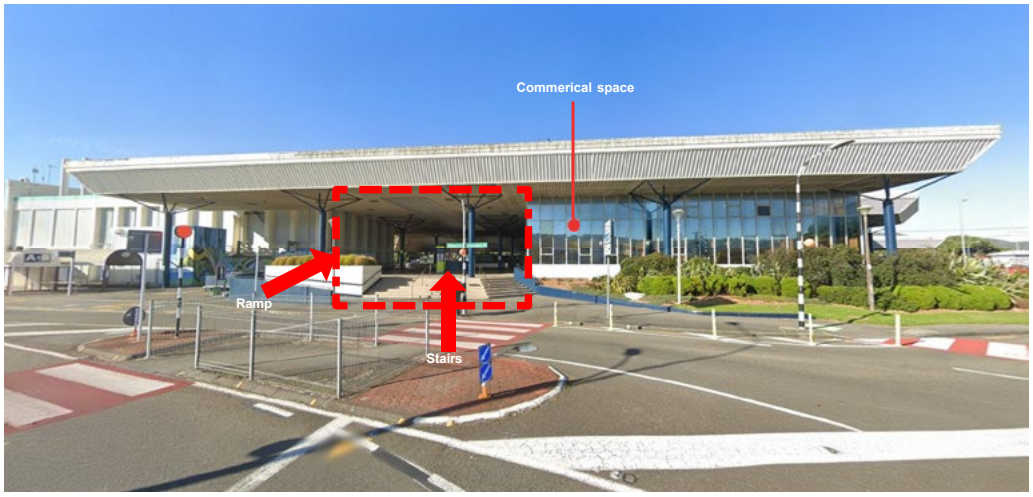
Northern side of station

OPPORTUNITIES

- Large station frontage
- Establish clear identity of station entrance

CONSTRAINTS

- Road network



2. STATION ENTRANCE

Trafalgar Square

OPPORTUNITIES

- Connection to Trafalgar place shops

CONSTRAINTS

- Road network

WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

2. STATION ENTRANCE

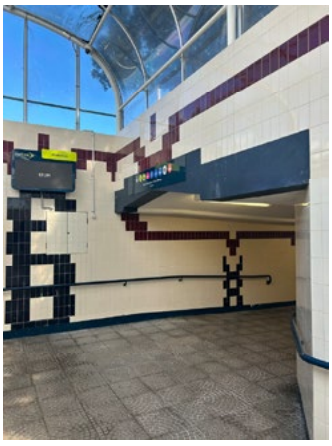
Underpass from Trafalgar Square

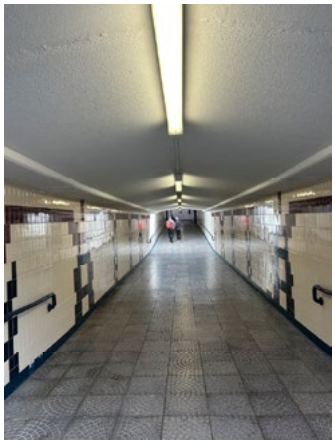
OPPORTUNITIES

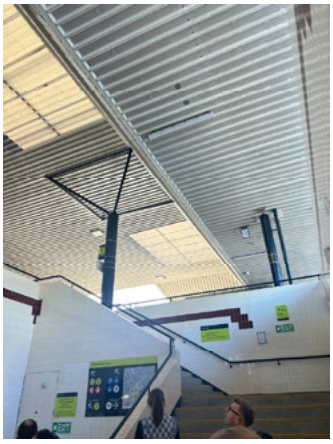
- Connection to Trafalgar place shops
- Connection

CONSTRAINTS

- Road network
- Condition of existing underpass







WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

2. STATION ENTRANCE

Trafalgar Square - Carpark/Bus stop

OPPORTUNITIES

- Direct connection from bus to train platform
- Clearly defined station entrance and footprint

CONSTRAINTS

- Road network
- Parking

3. STATION CANOPY

Existing canopy condition observations :

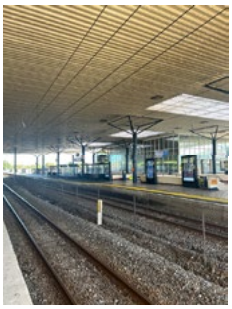
- Exposed services and patching of roof where services have been removed
- Rust, damage and aging of roof materials
- Holes evident reducing watertight capacity

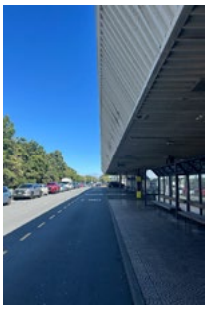
OPPORTUNITIES

- Define clear entrance point
- More efficient canopies

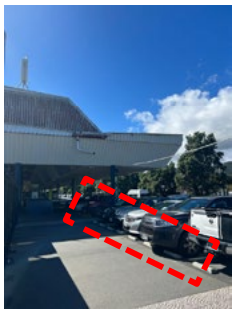
CONSTRAINTS

- Dismantling existing canopy without disrupting existing operations





4. PLATFORM



Parking on platform

Mixture of platform finishes

OPPORTUNITIES

- Clear delineation between platform and carparking
- Fencing for safety and revenue protection
- Safer and compliant platform and platform edge

CONSTRAINTS

- Current platform misalignment
- Dismantling existing platform without disrupting existing operations

5. STATION AMENITIES

Toilets

Bike storage

Secure bike cages

Bike storage

Shelters

Digital Advertising

Signage and wayfinding

Snapper card readers

OPPORTUNITIES

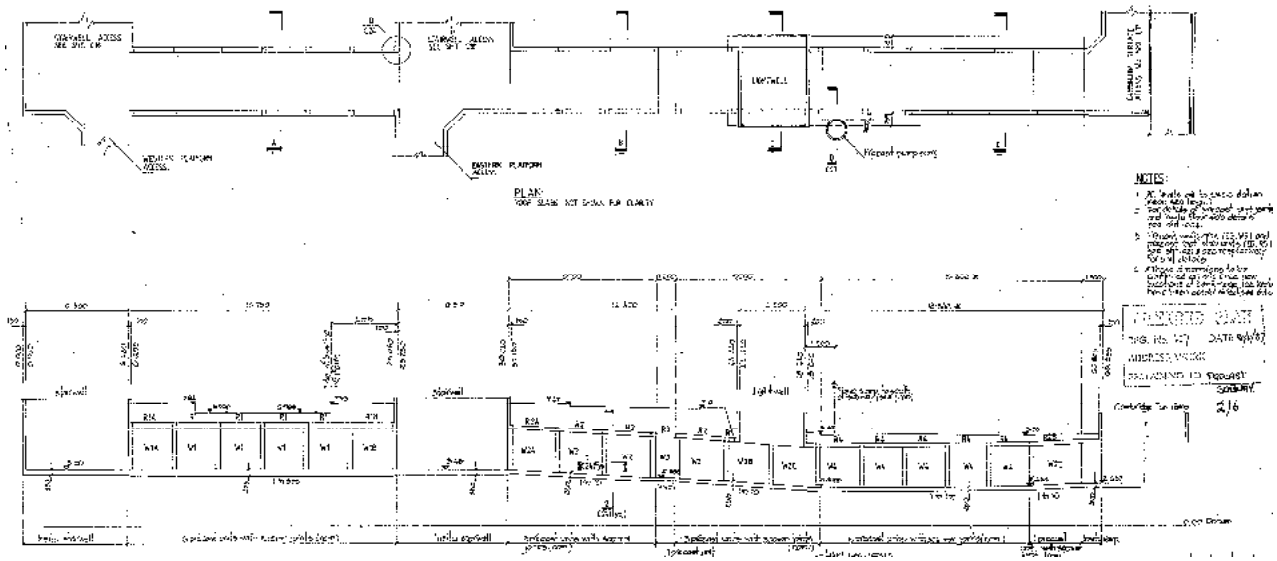
- Improve provision of station amenities
- Deliberate and purposeful amenities, achieve space efficiency
- Improve wayfinding
- Retail opportunities
- Consolodate bike parking across the site

CONSTRAINTS

- Patronage (to support retail)

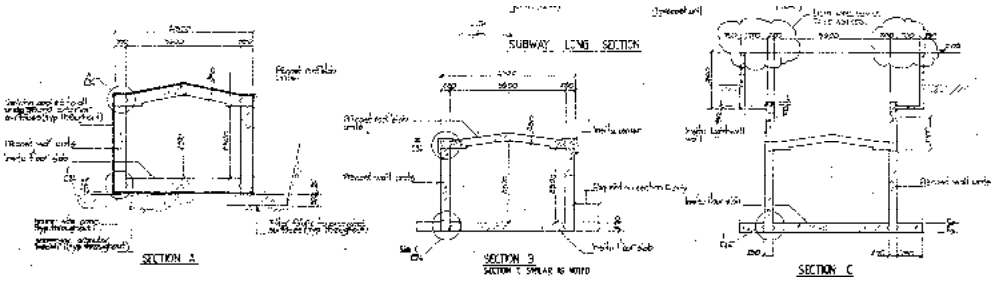
6. STATION ACCESS

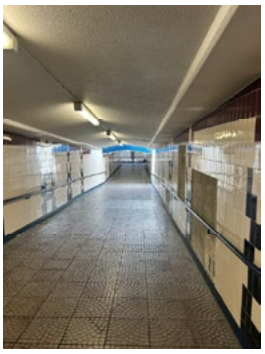
Stairs and ramps

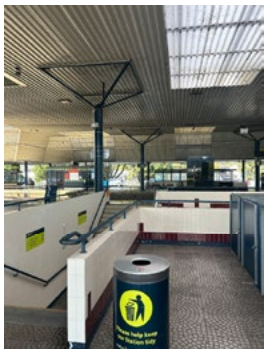


6. STATION ACCESS

Stairs and ramps







OPPORTUNITIES

- Improved accessibility
- Connectivity for people and bikes
- Improved materiality

CONSTRAINTS

- Existing condition of underpass
- CPTED

7. MATERIALITY

OPPORTUNITIES

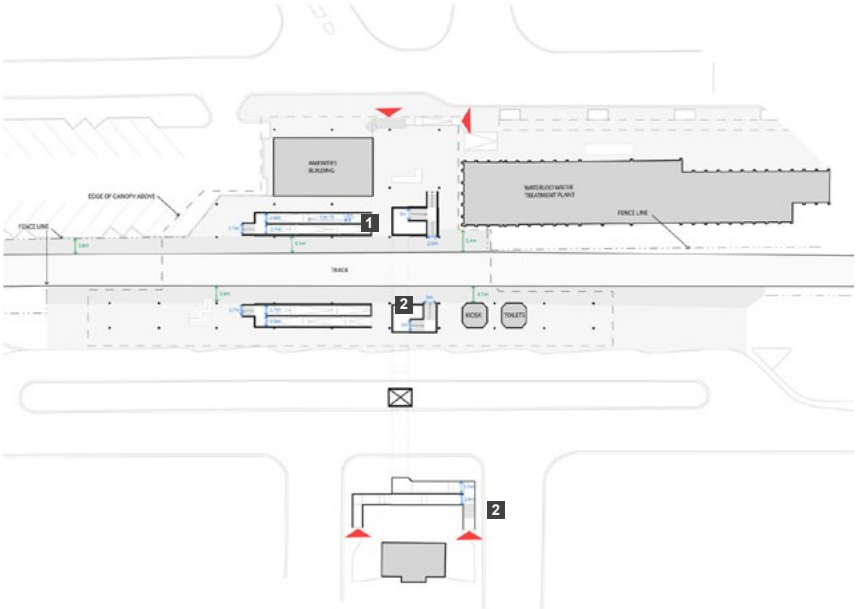
- Materiality that reflects place
- Lower maintenance materials

CONSTRAINTS

- Durability requirements
- Fire constraints

C - BUILDING ASSESMENT : COMPLIANCE & BEST PRACTICE

1. RAMPS & STAIRS



1. RAMPS

- Ramp falls are circa **1 in 10** using latest existing drawings, as built required to confirm. Not code compliant as required to be maximum 1 in 12 slope.
- Rise between landing are circa **860mm**, exceeding compliance which is maximum 750mm rise.

2. STAIRS

- All stair treads are **290mm**, not meeting minimum compliance of 300mm.
- Stair riser at Plunket room entrance exceed the maximum riser height required by code at **190mm.**
- Stair nosing edge to be rounded, existing to be reviewed

Table 3: Acceptable Ramp Slopes
Paragraph 3.1.1

Type of ramp	Maximum slope
Accessible ramp	1:12
Common ramp subject to wetting	1:10
Common ramp normally dry	1:8
Service ramps	1:5

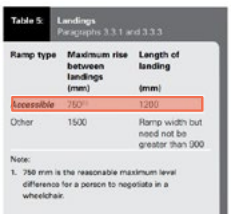


Table 5: Landings
Paragraphs 3.3.1 and 3.3.3

Ramp type	Maximum rise between landings (mm)	Length of landing (mm)
Accessible	750[1]	1200
Other	1500	Ramp width but need not be greater than 900

Note:
1. 750 mm is the reasonable maximum level difference for a person to negotiate in a wheelchair.

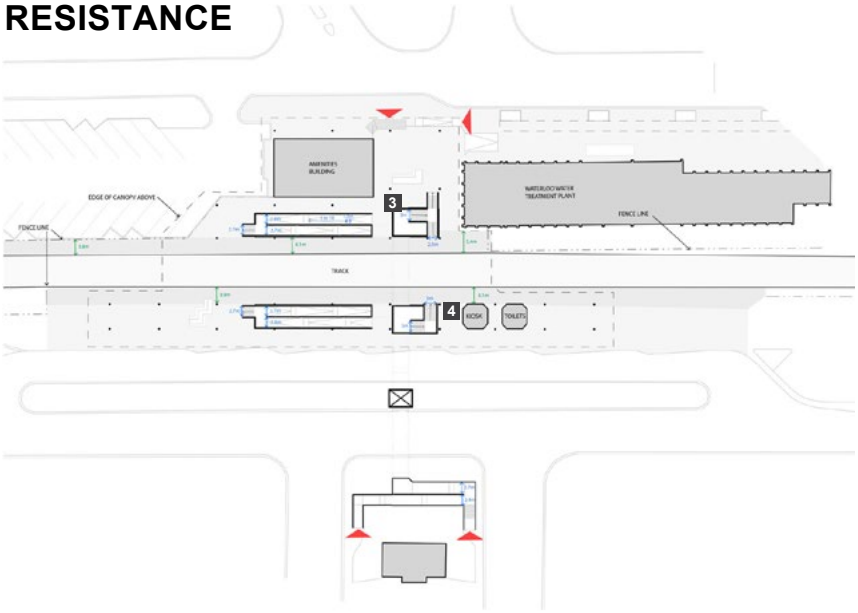
Table 6: Design Limits for Stairs
Paragraphs 4.1.1, 4.1.4 a), 4.4.2, 4.5.1 a) and Figure 17

Stair	Maximum pitch	Maximum riser height (mm)	Minimum tread (mm)
Service, minor private	47°	220	220
Secondary private	41°	200	250
Common and main private	37°	190	280
Accessible	32°	180	310

WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

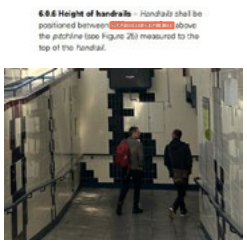
GRIMSHAW

2. PROTECTION FROM FALLING & SLIP RESISTANCE



3. PROTECTION FROM FALLING

- Height of handrails and barriers at ramp and stair shafts to be site measured. Observed to be relatively low, must be between 900-1000mm to comply.
- Height of wall below handrail to be reviewed as height presents risk of being able to climb onto wall.



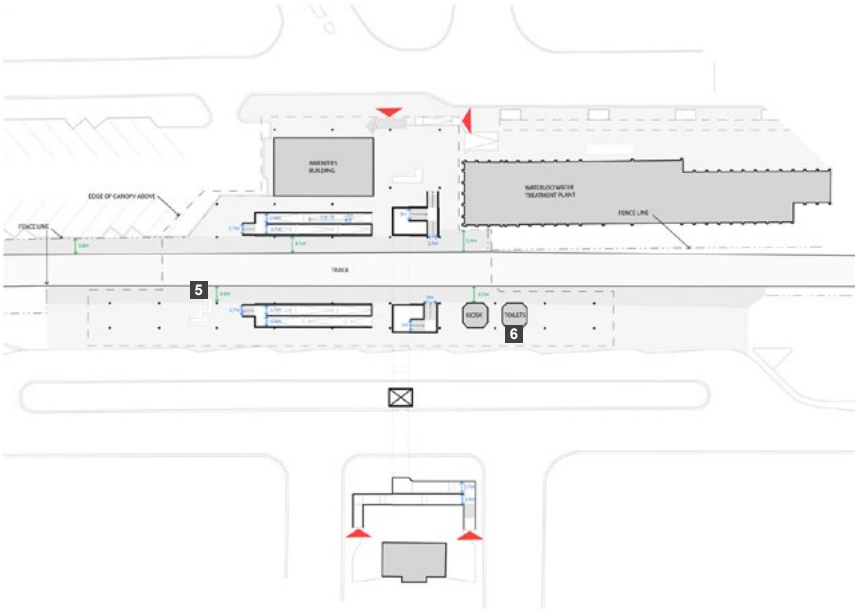
4. SLIP RESISTANCE

- Tile flooring presents slip risk as highlighted by current signs in station. Review of flooring both in exposed and un-exposed to weather areas around station required.

WORKSHOP 1 | SITE INVESTIGATION FINDINGS: OPPORTUNITIES AND CONSTRAINTS

GRIMSHAW

3. PLATFORMS & TOILETS

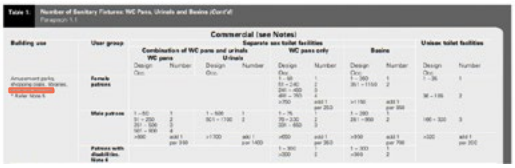


5. PLATFORMS

- Platform width best practice to be minimum 3m clear; location of platform seating for be reviewed if this sits in this zone.
- Leaking main roof required additional weather protection over seats of circa 1m from site estimates, encroaching on platform space.

6. PUBLIC TOILETS

- Toilets do not appear to have accessible design considerations.
- Passenger numbers will determine provision required and number of accessible toilets required to be compliant with code clause G1.
- No existing changing table within toilets, will be required for compliance.



APPENDIX D
BRIEF DEVELOPMENT - KEY THEMES, PRINCIPLES AND OBJECTIVES

WATERLOO STATION, FEASIBILITY STUDY AND REFERENCE DESIGN
GREATER WELLINGTON REGIONAL COUNCIL

Workshop 02 – Design Brief
DEFINING KEY OBJECTIVES, THEMES AND PRINCIPLES
16/04/2025

WORKSHOP 02 | DESIGN BRIEF

OUR TEAM

Greater Wellington
Te Pane Matua Taiao

aurecon

Boffa Miskell

Dunning Thornton

GRIMSHAW

RCP

RLB Rider Levett Bucknall

Tonkin+Taylor

wsp

WORKSHOP 2 | DESIGN BRIEF

AGENDA

1. Client brief - minimum requirements
2. Key Objectives, Themes and Principles
3. Station benchmarking

WORKSHOP 2 | DESIGN BRIEF

1. CLIENT BRIEF / MINIMUM REQUIREMENTS

WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
KEY STRATEGIC OUTCOMES

- → Maintain existing patronage and encourage increase
- → Enhanced Customer Experience –
  - → modern,
  - → safe,
  - → Intuitive wayfinding
  - → Sense of community (pride)
  - → easily navigated station,
  - → improve multimodal interchange and connectivity
- → Encourage mode shift
- → Sustainability

Key strategic outcomes are:

- To maintain, at a minimum, existing patronage levels throughout the construction and commissioning phases of the project
- To provide enhanced Customer Experience that will encourage and facilitate patronage growth including (but not limited to):
  - A fit for purpose modern public space that delivers safe, accessible and efficient intermodal integrated connectivity with the surrounding community.
  - Passive wayfinding and station identity that will provide an environment that will assist in creating a lively and well used transport hub and foster a sense of community in accordance with modern standards and construction practices.
  - Improved, multi-modal and integrated connectivity with the community – residents, businesses, employment, education, and leisure activities including the Lower Hutt Central Business District.
- To encourage and drive mode shift from private motor vehicle to active modes and public transport
- To ensure that safety, environmental, sustainability and health outcomes are realised by incorporating these in the planning and provision of our transport infrastructure

WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
PRINCIPLES

- → Standardised – consistent – creating brand identity
- → Meet level of service
- → CEPTED
- → Easily maintained and robust (lasting)
- → Consider safety, environment, wellbeing

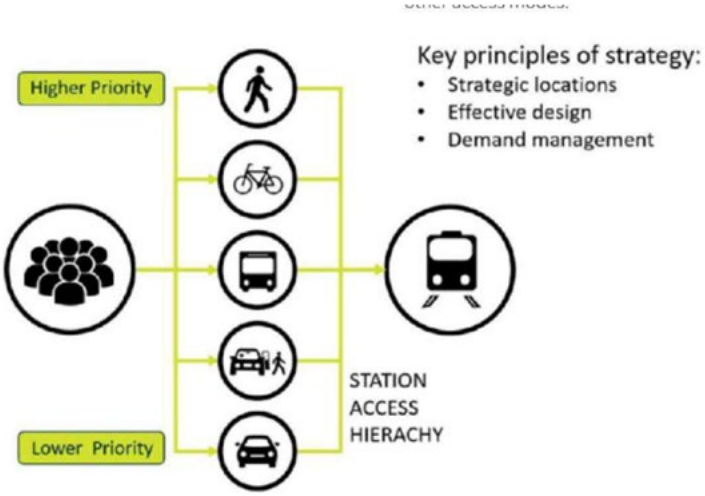
These outcomes are obtained through:

- Standardising assets, where appropriate, using universal design to ensure our assets are fit for purpose for all station users, and creating a Metlink design, look and feel to our stations where appropriate.
- Ensuring all station infrastructure assets meet our requisite levels of service, while ensuring the best value whole of lifecycle costs.
- Providing a safe environment through Crime Prevention Through Environment (CPTED) design for our station infrastructure assets
- Ensuring we can provide a clean, comfortable, and accommodating environment through regular cleaning and maintenance, and keeping our station infrastructure assets free of graffiti and vandalism
- Including safety, environmental, sustainability and health outcomes within decision making processes

WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
REQUIREMENTS - PERFORMANCE

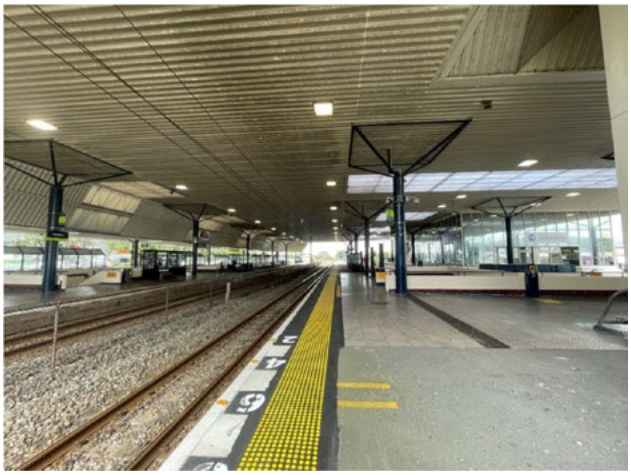
- → MAINTENANANCE (INCL MATERIALS)
- → CAPACITY AND FUTUREPROOFING REQUIREMENTS
- → INTERCHANGE ACCESS AND CONNECTIVITY



WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
REQUIREMENTS – SPECIFIC ELEMENTS

- → DRAINAGE
- → SOLAR PROVISIONS
- → PLATFORM
- → WAITING AREAS
- → PASSANGER AMMENITIES
- → TRAIN AND DRIVER AMMENITIES
- → TICKETING FACILITIES
- → WAYFINDING, SIGNAGE AND PASSANGER INFORMATION
- → PA SYSTEMS
- → WI FI HEARING ASSISTANCE
- → SECURITY AND CCTV
- → LIGHTING
- → SEATING
- → PLATFORM FIXTURES FITTINGS AND FURNISHINGS



WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
BUS INTERCHANGE

- → DESIGN REQUIREMENTS – BUS ROUTES, STAND NUMBERS, INTERCHANGE REQUIREMENTS AND GUIDELINES
- → BUS REPLACING TRAINS
- → FUTURE PROOFING
- → SHELTERS
- → DRIVERS FACILITIES
- → OPERATIONS AND MAINTENANCE
  - → DURING CONSTRUCTION

WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
NOMINATED SUPPLIERS

- → PROVIDERS

Table 1: GWRC Supplier Matrix

Nominated supplier	Product element/s description	Supply only	Supply and installation	Design, supply and install	Notes
Redwolf Security	Bosch CCTV equipment Data racks CCTV Cabinet PA System components - Jacques Duress point equipment			Yes	There are a variety of models that can be used from Bosch depending on the CCTV design put forward by Redwolf to suit the specific station layout.
Dzine signs	All Metlink branded signage			Yes	Once a basic station layout is designed, we can help place signs from our standard signage suite to best suit the station layout, this will include: Pole mounted station name signs Cube totem Flat panel totem Directional way finders BRT way finders Station name signs BRT LED signs are to be installed near station entrances; these require fulltime power.
Commercial signals	Led light fittings Light poles Lighting system cabling			Yes	Commercial Signals to install the lighting equipment. Their input into the lighting design, and specified component is required.
Metco	Platform shelters Wind screens Platform/shelter seats Bike parking shelters			Yes	Shelters are scalable based off a 1.2m modular design. The bicycle shelters are sized to fit come as single or double shelters fitting 16 or 32 bikes respectively.
Tilley	Bike racks:	Yes	No	No	The racks come in sets of 4, we typically order them as sets of 16 (8 up and 8 down) to fit inside the Metco cycle shelters.

Nominated supplier	Product element/s description	Supply only	Supply and installation	Design, supply and install	Notes
NEC	Real time information display: LCD screens of sizes between 26"-75"		Yes		The contact person for this is internal to GW

WORKSHOP 02 | DESIGN BRIEF

CLIENT BRIEF
REFERENCES

→ STANDARDS
→ GUIDELINES
→ PLANS

Standards, Guidelines and Plans

Title	Date	Author	Link	Status
Building Act 2004	August 2004	Ministry of Economic Development and the Building Industry Authority	Building Act 2004 No 72 (as at 23 December 2023), Public Act Contents – New Zealand Legislation	Available
Ticketing facility guideline		GWRC	Under development	Under Development
GWRC General Finishes Schedule		GWRC	Under development	Under Development
Metlink Wayfinding & Signage Guidance		GWRC	Under development	Under Development
Wellington Regional Public Transport Plan 2021 -2031	June 2021	GWRC	Wellington Regional Public Transport Plan 2021-2031	Available
GWRC Handrail Detail Sheets 1 and 2 (Dwg 901 Rev A and 902 Rev A)	September 2021	GWRC	A07.20 GWRC Handrail Detail.pdf (sharepoint.com)	Available
GWRC Rail Lighting Standard	August 2023	GWRC	Metlink Rail - Lighting Standard 2023.pdf	Available
Metlink Brand Guidelines	August 2024	GWRC	Communications - Metlink Brand Guidelines.pdf - Folder View	Available
Guidelines for public transport infrastructure and facilities: interim consultation draft	April 2014	Waka Kotahi NZ Transport Agency	Guidelines for public transport infrastructure and facilities: interim consultation draft (nzta.govt.nz)	Available
Wellington Regional Mode Shift Plan	September 2020	Waka Kotahi NZ Transport Agency	Regional mode shift plan – Wellington	Available
Note: KiwiRail is responsible for all relevant rail-related standards, but these are some we are aware of.				
Rail Operations Interoperability (NRSS 7)	June 2007	KiwiRail	NRSS-7-Rail-Operations-Interoperability-Issue-2-Effective-Date-11-06-2007.pdf	Available
Engineering Interoperability Standards (NRSS 6)	April 2013	KiwiRail	NRSS-6-Engineering-Interoperability-Standards-Issue-4-Effective-Date-19-04-2013.pdf	Under Review to be replaced by M-ST-NS-8101 Rail Vehicle Interoperability
Civil Engineering Standard Passenger Platforms (C-ST-PL-4109)	February 2018	KiwiRail	Rail Assets and Infrastructure - Stations and Related - C-ST-PL-4109 Passenger Platforms.pdf - Folder View	Available
Track Standard Clearances (T-ST-DE5212)	August 2023	KiwiRail	Clearances	Available

WORKSHOP 2 | DESIGN BRIEF

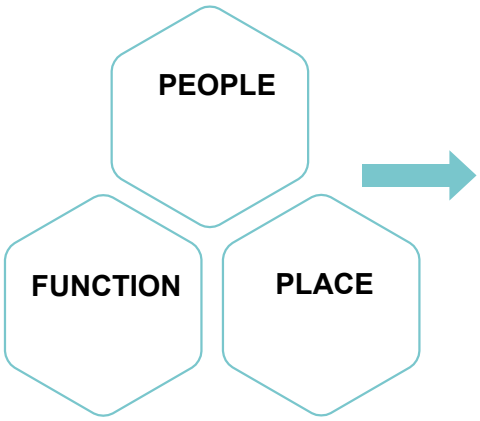
2. KEY OBJECTIVES, THEMES AND PRINCIPLE

WORKSHOP 2 | DESIGN BRIEF

TRANSPORT

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF KEY OBJECTIVES, THEMES AND PRINCIPLES **TRANSPORT**



OBJECTIVES (WHY)

IDENTIFY KEY DRIVERS FROM THE CLIENT BRIEF

- → To deliver a seamless interchange experience to drive growth in public transport patronage
- → To improve travel choice and access to key economic and social destinations for the communities of Lower Hutt
- → To enable transit oriented development in the Waterloo area, to enhance connectivity and reduce car dependency

THEMES

- → **Mode shift:** Design must promote transition from cars to active/public transport (station access hierarchy).
- → **Enhanced customer experience:** Safe, modern, efficient and inclusive public space – delight!
- → **Integrated connectivity:** Seamless safe links between bus, train, walking, cycling, micromobility, and surrounding community
- → **Future-proofing & Flexibility:** Capacity for increased patronage, electric buses, on-demand services and network changes.
- →

PRINCIPLES

(outcomes – critical success factor)

- → Safe & Inclusive
- → Minimised Travel Time
- → Ease of Accessibility
- → Clarity
- → Customer Experience
- → Functional & Operable
- → Future-proofed

WORKSHOP 02 | DESIGN BRIEF

FUNCTIONAL & OPERATIONAL REQUIREMENTS
PATRONAGE FORCASTS & STATION SIZING

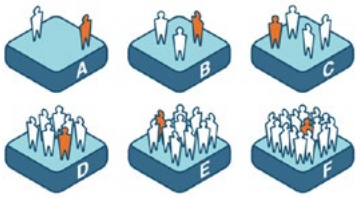
- → Growth varies between inbound and outbound flows and also by HVL and WRL services. In general, the growth from 2018 to 2053 is 140%
- → Station capacity assessments to inform sizing requirements are based on forecast passenger demand for a defined time period in the future (in this case 2053)
- → Based on busiest 15-minute boarding/alighting period (AM Peak data included here)
- → The total forecast number of entering and exiting passengers are factored up by 25% to allow for train service disruption.
- → Static modelling is underway and is due to report on 22 April.

2053

Line	Segment	Volume	Board	Alight	veh/2hr
HVLI01	30012-30013	3365	682	165	8
HVLI02	30012-30013	1642	813	72	8
HVLO01	30012-30011	72	22	143	8
HVLO02	30012-30011	125	56	72	8
WRLI01	30012-30013	2598	515	144	4
WRLO01	30012-30011	155	110	11	2
			2198	**607**	

2018 to 2053

Line	Segment	Volume	Board	Alight	
HVLI	30012-30	124%	131%	145%	
HVLO	30012-30	136%	144%	413%	
WRLI01	30012-30	138%	124%	114%	
WRLO01	30012-30	277%	379%	79%	
Overall					140%



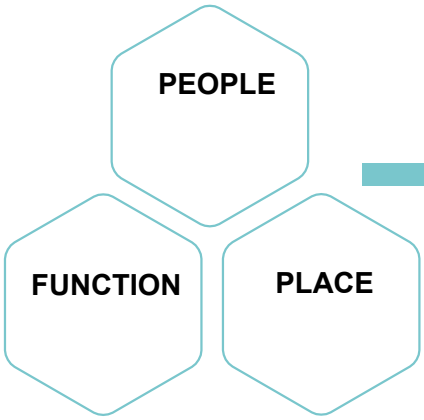
FUTUREPROOFING
Wellington's Transport Analytics Unit is working with our team to forecast passenger demand across both bus and rail. Sensitivity tests will be applied, including a higher housing growth scenario to take account of the changes in the District Plan and other planned investment that is likely to enable more growth

WORKSHOP 2 | DESIGN BRIEF

URBAN + LANDSCAPE

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF KEY OBJECTIVES, THEMES AND PRINCIPLES



OBJECTIVES (WHY)

- A fit for purpose modern public space that delivers **safe**, **accessible** and efficient intermodal **integrated connectivity with the surrounding community**
- Passive wayfinding and station **identity** that will provide an environment that will assist in **creating a lively and well used transport hub** and foster a **sense of community** in accordance with modern standards and construction practices.
- Improved **multi-modal and integrated community** – residents, businesses, employment, education, and leisure activities including the Lower Hutt Central Business District.

THEMES

CUSTOMER EXPERIENCE THAT IS:

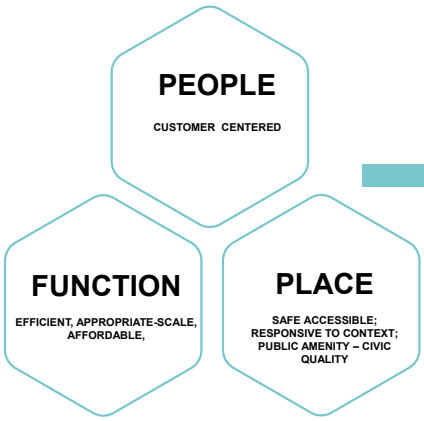
- → COMMUNITY FORMING
- → PROVIDES CONNECTIONS –PHYSICALLY, VISUALLY AND COMMERCIALLY (SUPPORTS LOCAL AND WIDER BUSINESSES)
- → SUPPORTS MULTI-MODAL OPTIONS

PRINCIPLES (outcomes – critical success factor)

- → REINSTATE THE "GREEN" AND CULTURAL IDENTITY TO THE WATERLOO PRECINCT
- → REGULARISE THE "HUM"
- → PROVIDE SPACE TO ATTRACT (FUTURE) COMMERCIAL INVESTMENT
- → SUPPORT HARMONIOUS CONNECTIONS
  - → VISUAL
  - → PHYSICAL
  - → COMMERCIAL
- → MAKE IT GREAT FOR EVERYONE
- → RESPOND TO THE DIFFERENT EAST/WEST CONTEXTS (IMMEDIATE VILLAGE / HUTT CITY CONNECTOR)

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF KEY OBJECTIVES, THEMES AND PRINCIPLES



OBJECTIVES (WHY)

IDENTIFY KEY DRIVERS FROM THE CLIENT BRIEF

DRAFT

THEMES

- → CUSTOMER CENTERED - INTUITIVE WYFINDING,
- → EASY AND SAFE CUSTOMER EXPERIENCE
- → PUBLIC AMENITY / CONNECTOR / CIVIC QUALITY
- → CONSTRAINTS
- → PERFORMANTIVE & EFFICIENT
- → APPROPRIATE-SCALE,
- → AFFORDABLE,
- → FUTUREPROOFED,
- → PART OF INTEGRATED TRANSPORT SYSTEM,
- → CATALYST FOR POSITIVE CHANGE (ENABLING TOD),
- → SAFE ACCESSIBLE;
- → RESPONSIVE TO DISTINCT CONTEXT
- → LEGACY AND BENCHMARK FOR TOD
- → UNIQUE / CONNECTED TO LANDSCAPE
- →

PRINCIPLES (outcomes – critical success factor)

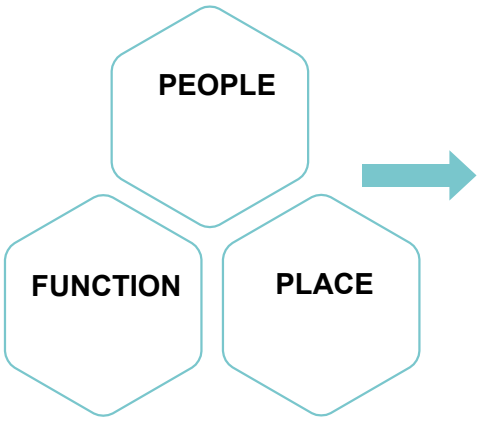
- → CUSTOMER EXPERIENCE,
- → AFFORDABILITY,
- → RESILIENCE,
- → FLEXIBILITY,
- → SAFETY,
- → SUSTAINABILITY,
- → DELIVERABILITY

WORKSHOP 2 | DESIGN BRIEF

CIVILS

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF KEY OBJECTIVES, THEMES AND PRINCIPLES
CIVIL



OBJECTIVES (WHY)

IDENTIFY KEY DRIVERS FROM THE CLIENT BRIEF

- → Level of service (e.g minimise impact of stormwater runoff, avoid ponding etc.) to be considered in conjunction with lifecycle costs
- → Ease of maintenance and accessibility
- → Repurpose existing infrastructure
- → Flexibility & future proofing
- → Safety & Accessibility (e.g drain grates)
- → Sustainability

THEMES

- → Level of service in line with current standards
- → Maintenance and accessibility considerations captured with infrastructure designs
- → Water sensitive urban design to be incorporated in line with current standards and best practice
- → Reuse of civil infrastructure where possible
- → Avoid disturbance of key infrastructure in and around the site
- → Where practicable provide allowance for future proofing
- → Safety in design

PRINCIPLES

(outcomes – critical success factor)

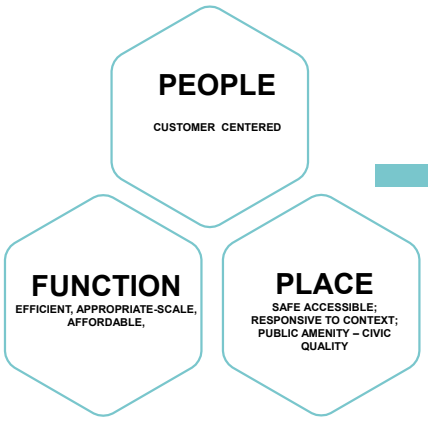
- → Affordability,
- → Resilience,
- → Flexibility,
- → Safety,
- → Sustainability,
- → Deliverability

WORKSHOP 2 | DESIGN BRIEF

STRUCTURE + GEOTECH

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF
KEY THEMES AND PRINCIPLES



Objective	Themes	Principles

Protect Aquifer	Limit foundation incursion through deep layers	• Limit foundation demands
		• Limit weight (structural & other)
		  • Materiality
		  • Height/number of stories
		• Limit bracing demands
		  • More, smalling bracing elements rather than fewer, larger (so loads are not concentrated)

Limit overbuild over existing services	• Maintain future access • Foundation constraints, ie can't pile through/near existing services	• Drives structural form/solutions • Influences building envelope/extent
Constructability	• Live Rail Site • Wellington Water Access	• Consider placement of structure wrt existing • Consider sequence of demolition vs re-built vs temporary condition (shorter temp platforms/ relocated platforms/station • Stay cognisant of exclusion zones
Wind Mitigation	• Horizontal weather protection vs Vertical weather protection • Less roof area = less total wind force resisted by foundations	• Consider opportunities for offset wind barriers at person height scale (a la Grande Arche) • Investigate architectural precedence for stations in poor climates
Cross Rail Structure	• Subway or Bridge	• Investigate seismic performance of subway under liquefaction • Option for bridging tracks?
Consider Sustainability/ Reuse		• Explore reuse of existing foundations in some options • Materiality choices (limit concrete/ promote timber etc) • Upfront vs life cycle carbon (structure vs servicing)
Ascertain Importance Level		• "Bottom up approach" • Ascertain liquefaction trigger level and use this to inform target importance level/ achievable demands • Functionality of rail vs platform
Futureproofing	Seismic Loading 1170.5/NSHM	• Design to good principals and load level becomes less important
	Durability/ Maintenance	• Limit uninspectable/ unreachable areas • Materiality choices
	Wellington Water Future	• Don't obstruct future strengthening/construction routes for this building (ie don't island)
Limit Soil Movement offsite	Limit amount of historic (likely) contaminated soil needing disposal	• Consider some options which limit bulk change in levels

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF
KEY THEMES AND PRINCIPLES

Objective	Themes	Principles	Success/ Elevation Criteria

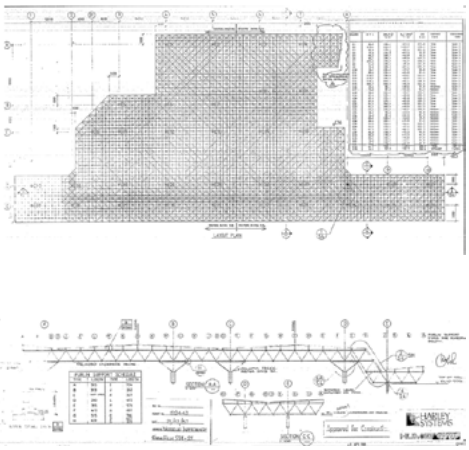
Protect Aquifer	Limit foundation incursion through deep layers	• Limit foundation demands
		• Limit weight (structural & other)
		  • Materiality
		  • Height/number of stories
		• Limit bracing demands
		  • More, smalling bracing elements rather than fewer, larger (so loads are not concentrated)
			• We can qualitatively rank options as to likely foundation demands and potential for founding in upper layers

Limit overbuild over existing services	• Maintain future access
	• Foundation constraints, ie can't pile through/near existing services
		• Drives structural form/solutions
		• Influences building envelope/extent
			• Options can be scored as to impact on existing services
			  • Plan areas influence
			  • Construction restrictions

Constructability	• Live Rail Site • Wellington Water Access	• Consider placement of structure wrt existing • Consider sequence of demolition vs re-built vs temporary condition (shorter temp platforms/ relocated platforms/station) • Stay cognisant of exclusion zones	• Rank options from easiest (new station away from existing) → hardest (replace on existing footprint whilst in service) • Rank foundation vibration likelihood close to existing assets.
Wind Mitigation	• Horizontal weather protection vs Vertical weather protection • Less roof area = less total wind force resisted by foundations	• Consider opportunities for offset wind barriers at person height scale (a la Grande Arche)	• Wind consultant could be employed to qualitatively evaluate options, (Mike Donn, VUW) • Tension between people flow and wind flow (direct lines)
Across Rail Structure	• Subway or Bridge	• Investigate seismic performance of subway under liquefaction • Options for bridging tracks/road?	• Likely cost vs unknown risk matrix for each option
Consider Sustainability/ Reuse		• Explore reuse of existing foundations in some options • Materiality choices (limit concrete/ promote timber etc) • Upfront vs life cycle carbon (structure vs servicing)	• Qualitatively rank options regarding most upfront carbon to least (very crude at this stage) which can be considered against in service options.
Ascertain Importance Level		• "Bottom up approach" • Ascertain liquefaction trigger level and use this to inform target importance level/ achievable demands • Functionality of rail vs platform	• Relatively agnostic re options, requires holistic thinking of earthquake/ storm scenarios in relation to different options. • Life safety vs local damage
Futureproofing	Seismic Loading 1170.5/NSHM	• Design to good principals and load level becomes less important	• Future stage consideration (provided scale of option)
	Durability/ Maintenance	• Limit uninspectable/ unreachable areas • Materiality choices	• Quantitively group options into ongoing durability/maintenance requirements
	Wellington Water Future	• Don't obstruct future strengthening/construction routes for this building (ie don't island)	• Rank options re interface with Wellington Water site.
Limit Soil Movement offsite	Limit amount of historic (likely) contaminated soil needing disposal	• Consider some options which limit bulk change in levels	• Quantitively group into "high, medium, low" etc likelihood of large scale offsite disposal required.

WORKSHOP 02 | DESIGN BRIEF

Wind Mitigation
Tunnel Concept



WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF
KEY THEMES AND PRINCIPLES

Objective	Themes	Principles	Success/ Elevation Criteria

Protect Aquifer
Deliverability
	Limit foundation incursion through deep layers	• Limit foundation demands
		• Limit weight (structural & other)
		  • Materiality
		  • Height/number of stories
		• Limit bracing demands
		  • More, smalling bracing elements rather than fewer, larger (so loads are not concentrated)
			• We can qualitatively rank options as to likely foundation demands and potential for founding in upper layers

Limit overbuild over existing services
Deliverability
	• Maintain future access
	• Foundation constraints, ie can't pile through/near existing services
		• Drives structural form/solutions
		• Influences building envelope/extent
			• Options can be scored as to impact on existing services
			  • Plan areas influence
			  • Construction restrictions

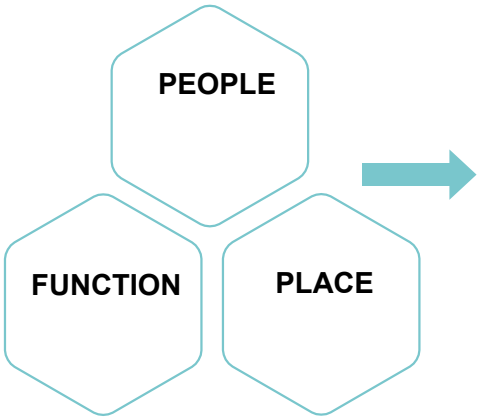
Constructability Affordability/Deliverability	• Live Rail Site • Wellington Water Access	• Consider placement of structure wrt existing • Consider sequence of demolition vs re-built vs temporary condition (shorter temp platforms/ relocated platforms/station) • Stay cognisant of exclusion zones	• Rank options from easiest (new station away from existing) → hardest (replace on existing footprint whilst in service) • Rank foundation vibration likelihood close to existing assets.
Wind Mitigation Customer Experience	• Horizontal weather protection vs Vertical weather protection • Less roof area = less total wind force resisted by foundations	• Consider opportunities for offset wind barriers at person height scale (a la Grande Arche)	• Wind consultant could be employed to qualitatively evaluate options, (Mike Donn, VUW) • Tension between people flow and wind flow (direct lines)
Across Rail Structure Affordability/Deliverability/ Customer Experience	• Subway or Bridge	• Investigate seismic performance of subway under liquefaction • Options for bridging tracks/road?	• Likely cost vs unknown risk matrix for each option
Consider Sustainability/ Reuse Sustainability		• Explore reuse of existing foundations in some options • Materiality choices (limit concrete/ promote timber etc) • Upfront vs life cycle carbon (structure vs servicing)	• Qualitatively rank options regarding most upfront carbon to least (very crude at this stage) which can be considered against in service options.
Ascertain Importance Level Affordability/Deliverability/ Flexibility		• "Bottom up approach" • Ascertain liquefaction trigger level and use this to inform target importance level/ achievable demands • Functionality of rail vs platform	• Relatively agnostic re options, requires holistic thinking of earthquake/ storm scenarios in relation to different options. • Life safety vs local damage
Futureproofing Flexibility	Seismic Loading 1170.5/NSHM	• Design to good principals and load level becomes less important	• Future stage consideration (provided scale of option)
	Durability/ Maintenance	• Limit uninspectable/ unreachable areas • Materiality choices	• Quantitively group options into ongoing durability/maintenance requirements
	Wellington Water Future	• Don't obstruct future strengthening/construction routes for this building (ie don't island)	• Rank options re interface with Wellington Water site.
Limit Soil Movement offsite Affordability/Deliverability	Limit amount of historic (likely) contaminated soil needing disposal	• Consider some options which limit bulk change in levels	• Quantitively group into "high, medium, low" etc likelihood of large scale offsite disposal required.

WORKSHOP 2 | DESIGN BRIEF

BUILDING SERVICES

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF KEY OBJECTIVES, THEMES AND PRINCIPLES **BUILDING SERVICES**



OBJECTIVES (WHY)

IDENTIFY KEY DRIVERS FROM THE CLIENT BRIEF

- Utilise PV panels for power generation,
- Provide comfortable enclosed waiting areas environments
- Accessible design principles which may includes lifts and hearing-assistance system,
- Clear and uniform announcement systems,
- Station design facilitates future development. IE electric bus charging & along side TOD,
- Energy efficient building services,
- Safe environment for station users and their belongings (I.E bicycles),

THEMES

- Environmentally sustainable design practices used across the station development,
- Designed for easy maintenance of services,
- An accessible station for people to enjoy,
- Building Services to enhance user experience,
- Functional services design,
- Design for public use utilising tamper proof philosophies,
- Utilise new technologies where possible,
- Staging through construction,

PRINCIPLES

(outcomes – critical success factor)

- Longevity and resiliency,
- Customer Experience,
- Affordability,
- Maintainability,
- Safety,
- Sustainability,
- Buildability,
- Functionality,

WORKSHOP 2 | DESIGN BRIEF

ARCHITECTURE

WORKSHOP 02 | DESIGN BRIEF

OBJECTIVES
IMPROVING CUSTOMER EXPERIENCE – CREATING A BENCHMARK

1. Customer centric civic design that enhances everyday life and promotes good access, mobility and design excellence;
appropriate scale, efficient layout, intuitive wayfinding and connection to place
CSLER, NSW

2. Clear, safe and convenient station address and access promotes public transport use whilst ensuring a coherent brand and identification
Ringwood Station, Melbourne, VIC

3. Intuitive and clutter free environments encourage safe access, wayfinding and ease of navigation; creating stress free and legible travel experience Grade Separation Project, Victoria, AUS

WORKSHOP 02 | DESIGN BRIEF

OBJECTIVES
FUNCTIONAL, EFFICIENT, AFFORDABLE AND FLEXIBLE STATIONS

1. Maximise opportunity for repetition and prefabrication and off-site manufacturing for controlled quality
Nunnawading, VIC

2. Reduce building scale and massing, priritise on customer comfort; Rationalise structure to reduce material usage; prefabrication of elements for minimising construction waste
Mitcham, VIC

3. Reduce operational cost by building appropriate day 1 provision and safeguard for growing communities
Mernda, VIC

WORKSHOP 02 | DESIGN BRIEF

OBJECTIVES
RELATIONSHIP TO LANDSCAPE

1. Access to station integrated with landscape, connection to place
Mernda, VIC

2. Creating quality public realm for community - precinct landscape is delivered in a considered way and incorporated into the station architecture;
Gardiner, VIC

3. Integrating station services into the landscape to complement greening and restorative initiatives, wetlands
Prince Alfred Pool and Park, NSW

WORKSHOP 02 | DESIGN BRIEF

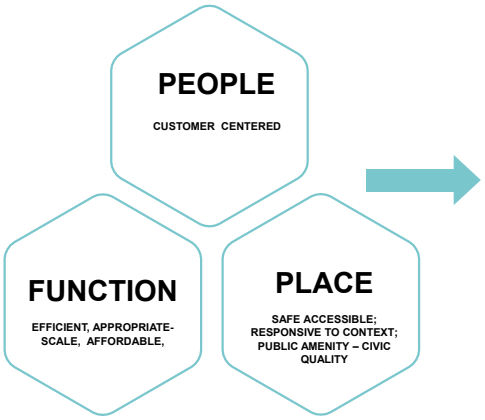
PEOPLE
CUSTOMER CENTRED DESIGN EXAMPLES

→ Clear circulation, spatial planning, way-finding, connectivity to precinct
→ Weather protection
→ Comfort.
→ Security.
→ Connection to nature (landscape)
→ Being part of fully integrated transport system

Sydney Metro Customer Satisfaction Service Drivers diagram

WORKSHOP 02 | DESIGN BRIEF

THE VISION / BRIEF KEY OBJECTIVES, THEMES AND PRINCIPLES



OBJECTIVES (WHY)

IDENTIFY KEY DRIVERS FROM THE CLIENT BRIEF

THEMES

- → CUSTOMER CENTERED - INTUITIVE WYFINDING,
- → INTERGRATED TRANSPORT HUB
- → EASY AND SAFE CUSTOMER EXPERIENCE
- → PUBLIC AMENITY / CONNECTOR /
- → CIVIC QUALITY
- → CONSTRAINTS

- → PERFORMANTIVE & EFFICIENT
- → APPROPRIATE-SCALE,
- → AFFORDABLE,
- → FUTUREPROOFED,
- → PART OF INTEGRATED TRANSPORT SYSTEM,
- → CATALYST FOR POSITIVE CHANGE (ENABLING TOD),
- → SAFE ACCESSIBLE;
- → RESPONSIVE TO DISTINCT CONTEXT
- → LEGACY AND BENCHMARK FOR TOD

- → UNIQUE / CONNECTED TO LANDSCAPE

- →

PRINCIPLES

(outcomes – critical success factor)

- → CUSTOMER EXPERIENCE,
- → AFFORDABILITY,
- → RESILIENCE,
- → FLEXIBILITY,
- → SAFETY,
- → SUSTAINABILITY,
- → DELIVERABILITY

APPENDIX E
BENCHMARKING PRESENTATION

WATERLOO STATION, FEASIBILITY STUDY AND REFERENCE DESIGN
GREATER WELLINGTON REGIONAL COUNCIL

Workshop 02 – STATION BENCHMARKING
16/04/2025

OUR TEAM

Greater Wellington
Te Pane Matua Taiao

aurecon

Boffa Miskell

Dunning Thornton

GRIMSHAW

RCP

RLB Rider Levett Bucknall

Tonkin+Taylor

WSP

WORKSHOP 2 | STATION BENCHMARKING

CONTEXT

WORKSHOP 02 | STATION BENCHMARKING

OBJECTIVES
IMPROVING CUSTOMER EXPERIENCE – CREATING A BENCHMARK

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WORKSHOP 02 | STATION BENCHMARKING

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WORKSHOP 02 | STATION BENCHMARKING

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Prince Alfred Pool and Park, NSW

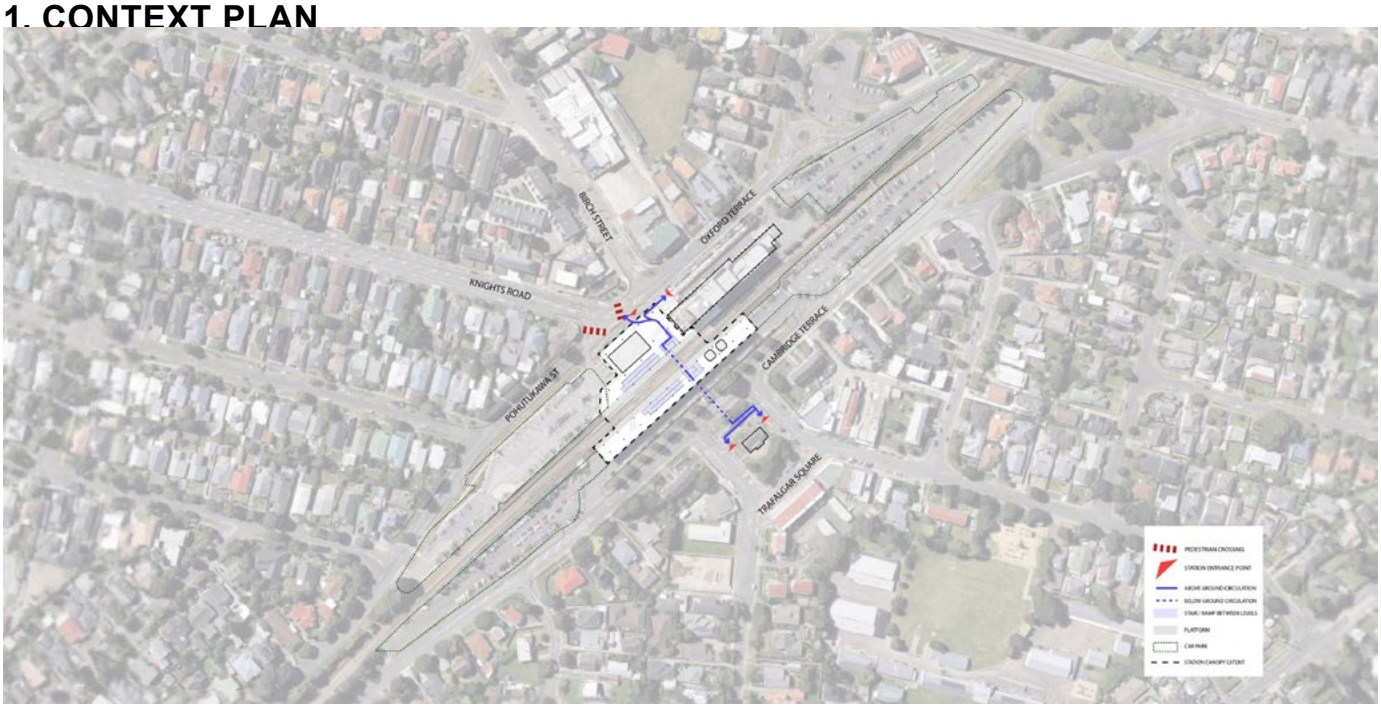
WORKSHOP 2 | STATION BENCHMARKING

2. STATION BENCHMARKING

WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

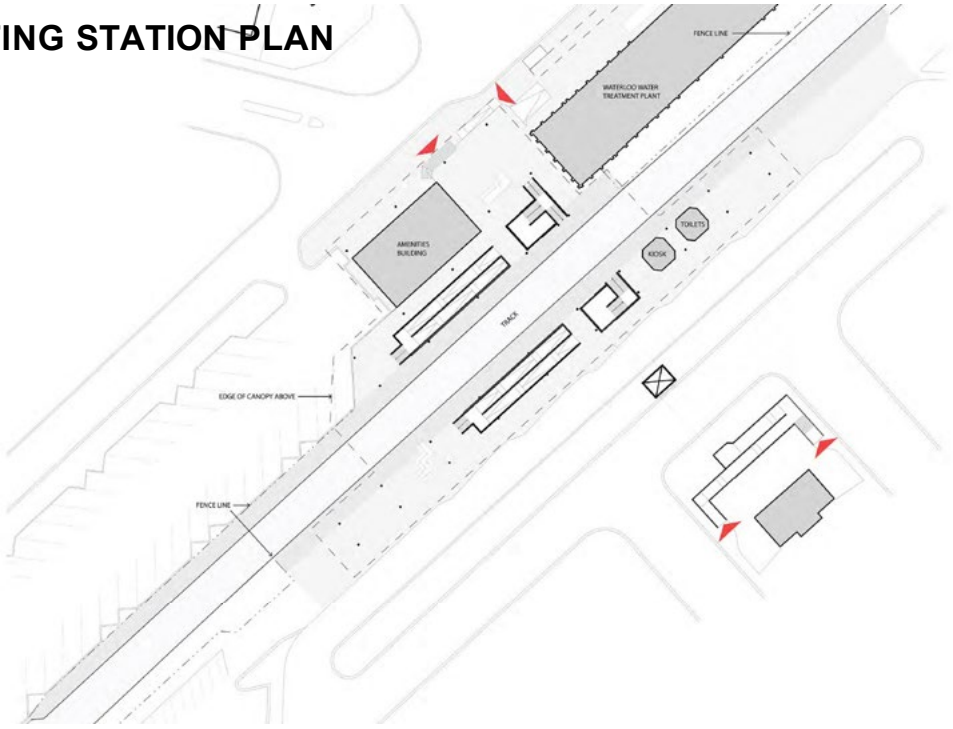
1. CONTEXT PLAN



WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

1. EXISTING STATION PLAN

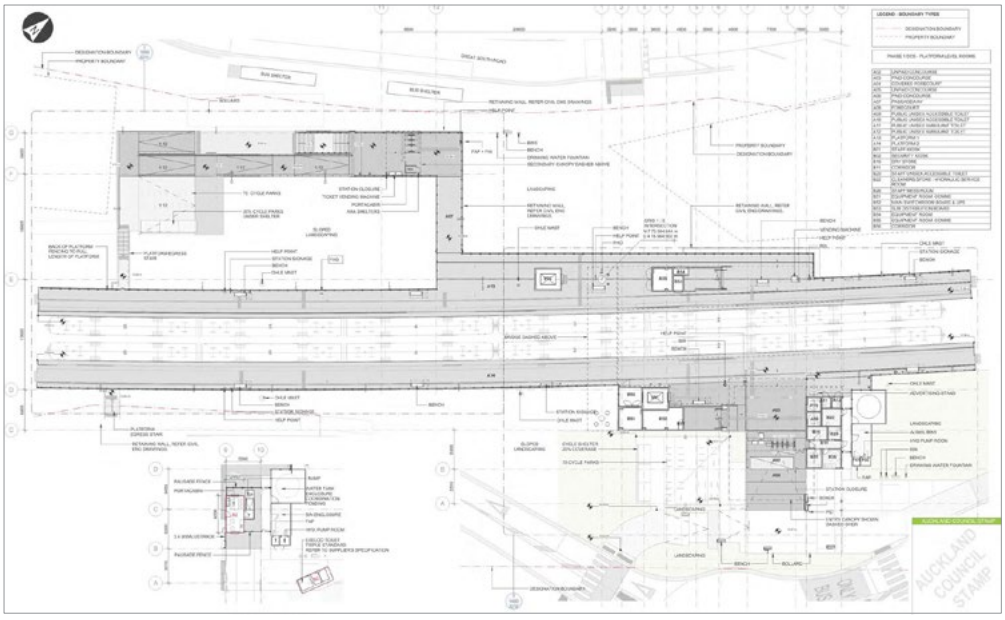


WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

2. STATION SIZING

DRURY CENTRAL PLAN

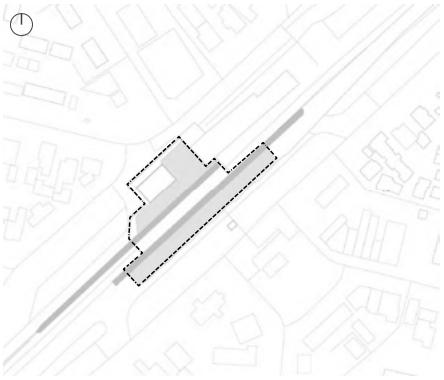


WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

2. STATION SIZING

COMPARISON WITH DRURY CENTRAL



WATERLOO STATION - EXISTING

EXISTING CANOPY & BUILDING EXTENT

EXISTING PLATFORM EXTENT

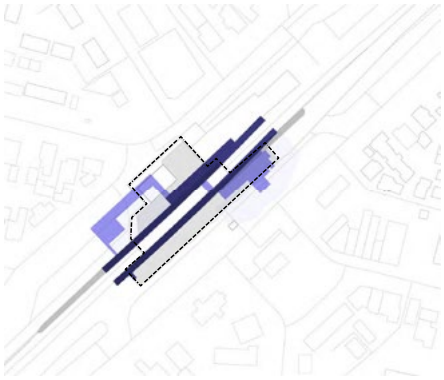
EXISTING CIRCULATION / CONCOURSE EXTENT

DRURY STATION

PLATFORM EXTENT

BUILDING & CIRCULATION

URBAN REALM

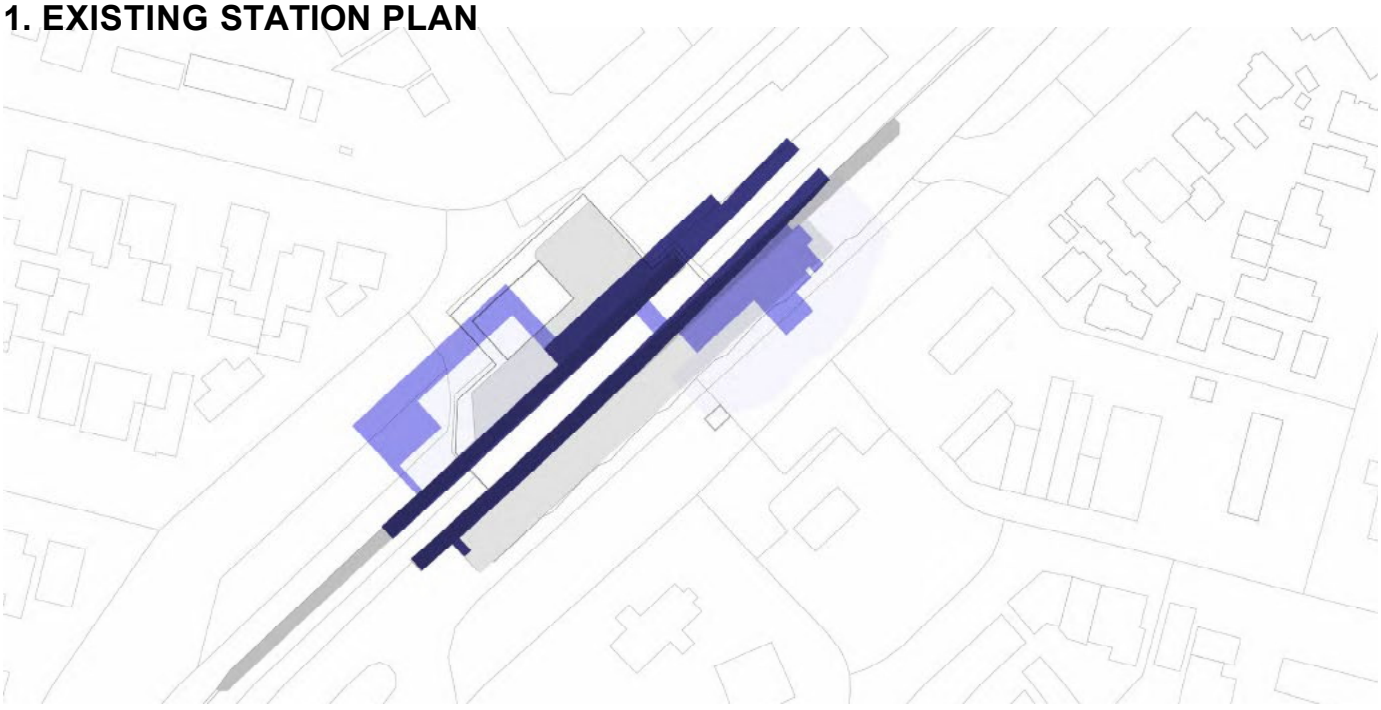


COMPARISON

WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

1. EXISTING STATION PLAN

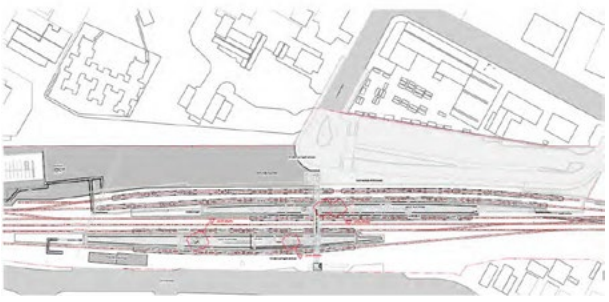


3. BENCH MARKING
CATERGORIES

BRIDGE
CIVIC
UNDERPASS

3. BENCH MARKING
PUKEKOHE

BRIDGE
CIVIC
UNDERPASS



2. BENCH MARKING

GEELONG FAST RAIL

BRIDGE

CIVIC

UNDERPASS

WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

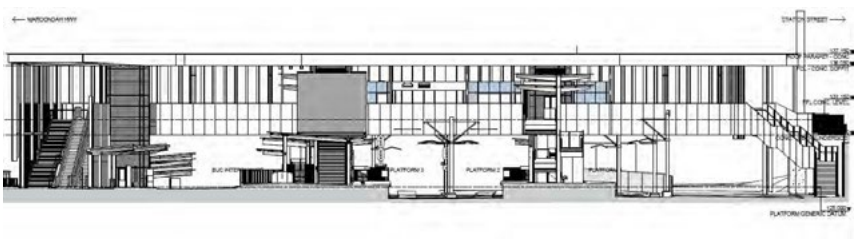
2. BENCH MARKING

RINGWOOD

BRIDGE

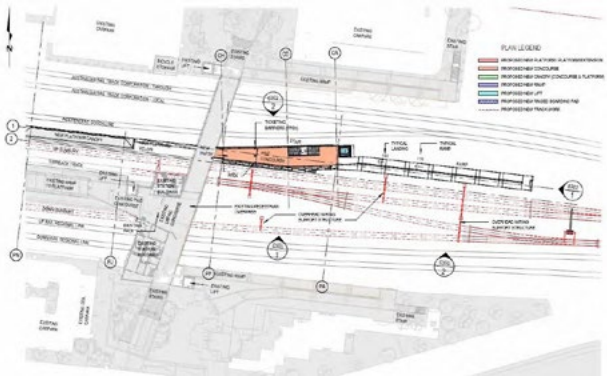
CIVIC

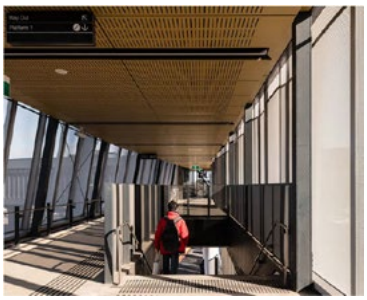
UNDERPASS

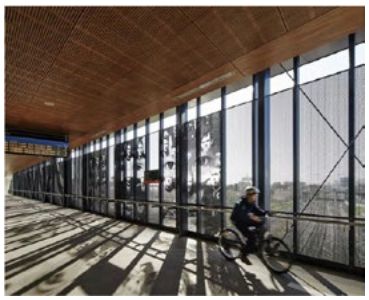


2. BENCH MARKING
FOOTSCRAY WEST

BRIDGE
CIVIC
UNDERPASS







WORKSHOP 02 | STATION BENCHMARKING GRIMSHAW

2. BENCH MARKING
TAWA STATION

BRIDGE
CIVIC
UNDERPASS

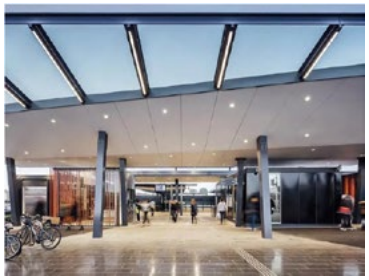
2. BENCH MARKING

ORMOND

BRIDGE

CIVIC

UNDERPASS



WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

2. BENCH MARKING

GARDINER

BRIDGE

CIVIC

UNDERPASS

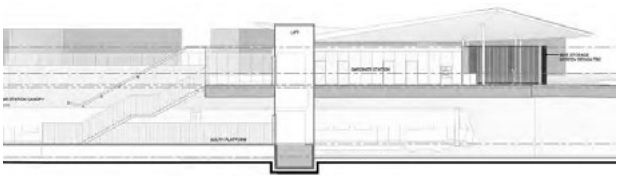


Figure 1.1.1 Station entry

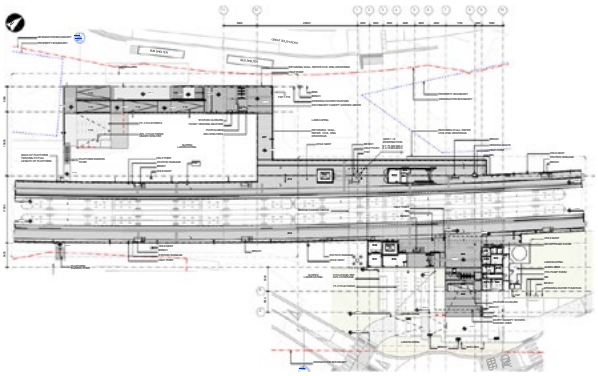
Figure 1.1.2 Station forecourt

Figure 1.1.3 Station forecourt

Figure 1.1.4 Precinct diagram

2. BENCH MARKING
DRURY CENTRAL

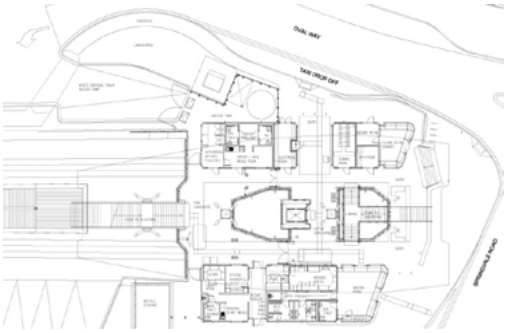
BRIDGE
CIVIC
UNDERPASS

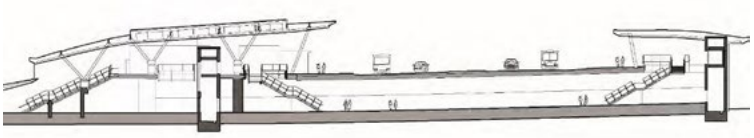


WORKSHOP 02 | STATION BENCHMARKING GRIMSHAW

2. BENCH MARKING
NUNAWADDING

BRIDGE
CIVIC
UNDERPASS





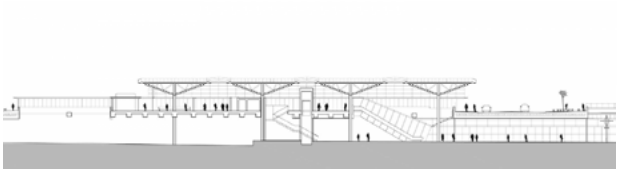
2. BENCH MARKING

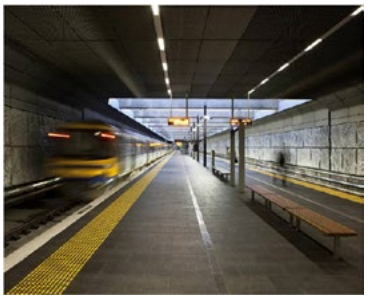
NEW LYNN

BRIDGE

CIVIC

UNDERPASS





WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

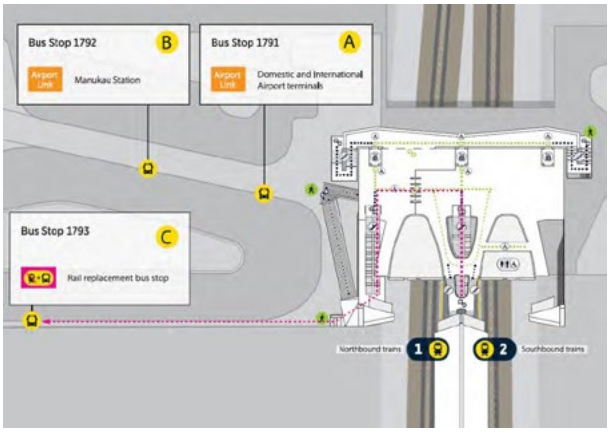
2. BENCH MARKING

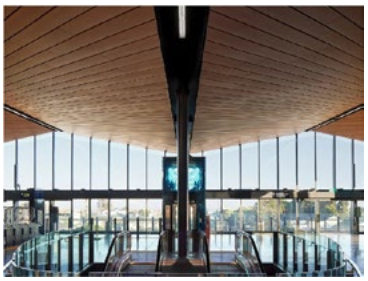
PUHINUI

BRIDGE

CIVIC

UNDERPASS



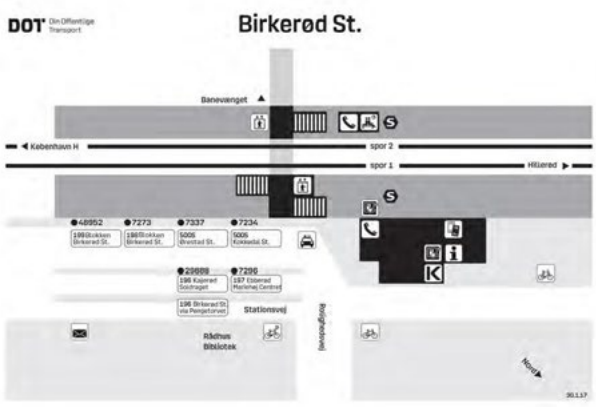


2. BENCH MARKING
SYDNEY LIGHT RAIL

BRIDGE
CIVIC
UNDERPASS

2. BENCH MARKING
BIRKERØD STATION

BRIDGE
CIVIC
UNDERPASS



WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

3. BENCH MARKING

AVIATION STATION, MELBOURNE

BRIDGE

CIVIC

UNDERPASS

- Modifications to an existing underpass to improve access and overall amenity
- New ramps and stairs running adjacent to the platforms
- Canopies over ramps and stairs
- Metal retaining walls sloped to improve spatial quality (CPTED)
- Ramps and stairs integrated with generous terraced landscape
- Feature and functional lighting improvements

WORKSHOP 02 | STATION BENCHMARKING

GRIMSHAW

3. BENCH MARKING

BOWEN PLACE CROSSING, CANBERRA

BRIDGE

CIVIC

UNDERPASS

- Pedestrian and cycle underpass connection
- Simple robust materials
- Splayed retaining walls improve spatial quality
- Integrated landscape
- Clear sightlines

WORKSHOP 02 | STATION BENCHMARKING

3. BENCH MARKING

ESSENDON STATON,
MELBOURNE

BRIDGE

CIVIC

UNDERPASS

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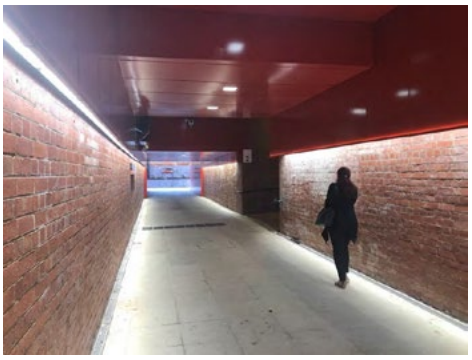

WATERLOO STATION, FEASIBILITY STUDY REPORT

GREATER WELLINGTON REGIONAL COUNCIL

August 2025

Greater Wellington
Te Pane Matua Taiao

VERSION CONTROL			
VERSION:	**STAGE / STATUS:**	**AUTHORED BY:**	**APPROVED BY:**
Version 2.0	FINAL		

REVISION NOTES	
VERSION:	**AUTHORED BY:**
Version 0	FIRST ISSUE 21/07/2025
Version 1.0	APPENDICIES REVISED 22/07/2025
Version 2.0	RESTRUCTURE AND INCORPORATED COMMENTS 11/08/2025

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View from from station entry to Trafalgar Square

1.0 INTRODUCTION

This report concludes the feasibility stage of the Waterloo TOD Station redevelopment, involving an optioneering and multi-criteria assessment process. It documents the outcomes of the feasibility study, which involved evaluating a long list of station options against defined criteria to identify a preferred shortlist. The shortlisted options were then further developed, tested and assessed using a more detailed set of criteria, ultimately leading to the identification of a preferred design option for progression into the Reference Design stage. This document also identifies key parameters and context for station design.

The Feasibility Study was carried out over a three-month period, beginning in May 2025 and followed a structured program of work. The key steps included:

- Development of the station functional program and definition of assessment criteria for assessing options Development of a long list of station layout options
- Development of a long list of station layout options
- Shortlisting of station options from the long list using a mix of coarse screening using fatal flaws, followed by a “must have” MCA assessment based on qualitative measures.
- Engagement with key stakeholders to inform and validate options
- Development of design detail and cost estimates for shortlisted options
- Detailed MCA evaluation of the shortlisted options using a mix of quantitative and qualitative criteria.

The outcomes of this process are summarised in this Feasibility Study report, including the results of the multi-criteria assessment.

Waterloo Station Photo

1.1 Background

Waterloo Station located in the Hutt Valley on the Wairarapa and Hutt Valley rail lines. It is within the Hutt City Council and Greater Wellington Regional Council (WRLC) local government boundaries.

Rail from Wellington to Waterloo was first established in 1927, terminating in a then open field. The electrification of the railway line from Wellington in 1957 contributed to the significant suburban development of the Hutt Valley throughout the mid-century into the suburban centre it is today.

The 'Waterloo Bus-Rail Interchange' was opened in November 1988 in a development partnership between Wellington Regional Council, Railways Corporation and Lower Hutt City Council (as these organisations were then known). Total cost of the project was $11.6m in 1988 dollars, equating to an inflation adjusted sum of approximately $28.3m in 2024 dollars using CPI indexing.

After Wellington station, Waterloo Station is second busiest rail station by passenger volumes. It is a stop:

- At peak times for all Hutt Valley Line express services.
- For the Hutt Valley for all Wairarapa Line services (Upper Hutt, Waterloo, Petone).
- For increased Wairarapa services under Lower North Island Rail Integrated Mobility (LNIRIM).

Waterloo is also a bus hub for services to/from major catchments in the region including Wainuiomata (standard routes 160,170), Naenae (high frequency route 130), Seaview (standard route 121), and Kelson (standard route 150).

At the time of its opening in 1988, a key and current feature of the station was a "huge tubular steel and transparent plastic space frame", then the largest of its kind in New Zealand. The 'space frame' feature currently dominates the Waterloo precinct and gives the station and environs its overall character. However, the original space frame structure was built in 1987 (37 years old) and now manifests an increasing maintenance burden for which, Greater Wellington bears significant annual costs. Specifically, around the extensive use of tiles throughout the precinct and Perspex canopies in the subways, on top of the ongoing work to assess and maintain the space frame. In addition, the existing structure and layout of the station does not provide the ability for optimisation in line with a modern public transport hub. Ultimately the station roof, which forms most of the station's form and massing, needs to be replaced.

The need to replace the station roof has provided an opportunity for the station infrastructure and surrounding urban catchment to be considered as transit-oriented development candidate.

A transit-oriented development (TOD), is a mixed use urban area within 600m – 800m walking distance of a transit stop (e.g. train station) and core commercial and or residential area. TODs can also integrate and provide transfers between multiple transport modes including walking, passenger rail, bus, cycling and cars.

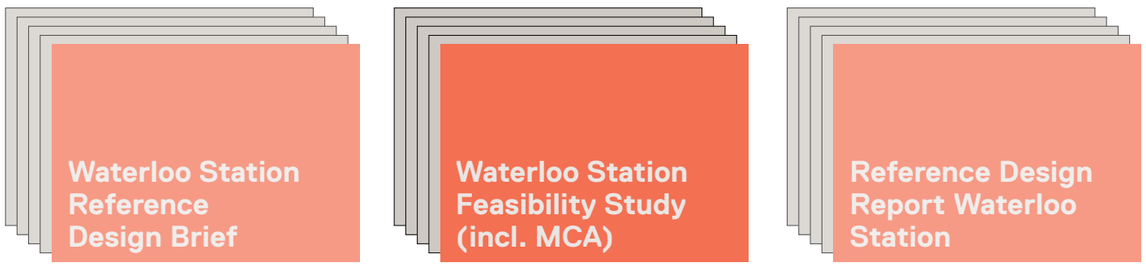
In May 2022, the Wellington Regional Leadership Committee (WRLC) confirmed Waterloo Station Transit Orientated Development (WTOD) as a Complex Development Opportunity (CDO). CDOs were later renamed Priority Development Areas (PDAs) by the WRLC. PDA status formalises partnership for the project between central and local government, enables collective planning, decision making, problem solving and issue resolution and risk mitigation, and enhances the ability to access central government resources.

Waterloo Station has been selected as the first Greater Wellington Regional Council TOD project due too:

- A need to address major and end-of-financial-life infrastructure issues in the Waterloo Station.
- The availability of prime commercially developable land in the wider Waterloo Station precinct, which is currently under-utilised from a land use perspective.
- A desire to achieve a better return on investment from land in the ownership of Greater Wellington Regional Council.
- Waterloo station and precinct's strategic location in the Hutt Valley, and large footprint (approximately 18,865m2 of developable land) largely used for free to use carparking.
- The opportunity to develop Waterloo Station as an integrated transport hub linking the Hutt Valley with RiverLink, Hutt CBD, Wellington Central, Upper Hutt and the Wairarapa.
- The potential of the Waterloo Station precinct to contribute to realising the Wellington Regional Growth Framework (WRGF) and Future Development Strategy (FDS) objectives and goals by enabling urban intensification and enhancement in Hutt City.
- The potential of the Waterloo Station precinct to facilitate urban intensification in the wider Lower Hutt City catchment, act as a site for employment (e.g. anchor tenant office space) and the provision of social services (e.g. health, education, social support).

1.2 Structure of this document

This feasibility study, using the multi-criteria assessment (MCA), forms a key part of the wider project development process. It builds on the previous Define and Discover Stage and directly informs the upcoming Reference Design stage. It serves as a critical bridge, consolidating analysis and stakeholder input into a clear, evidence-based recommendation for the future Waterloo Station.



1. Define and Discover
Output: Design Brief

Establishes the foundation for th project: key drivers, vision, project principles, station options, and assessment methodology.

2. Feasibility Study
Output: Feasibility Study – Multicriteria Assessment

Assesses the long list of options using defined criteria to identify a preferred shortlist.

3. Reference Design
Output: Final Reference Design

Provides a detailed, feasible design for the station based on the shortlisted option(s).

This Feasibility Study Report summarises outcomes of multi-criteria assessment of developed options, and it is structured as follows:

- Section 1 – Introduction
- Sections 2 to 4 – Background, Waterloo Station today and Opportunities and Constraints
- Section 5 – Forecast Passenger Demand, including rail station and bus interchange sizing
- Section 6 – The Station Design Brief, including objectives, design principles and assessment criteria
- Section 7 – Recommended Station Option
- Sections 7 to 10 – An outline of the MCA process, Drivers of option design, Course Screening of options to a long-list, Assessment of long-list to a create a short-list and final assessment of the shortlist to identify a preferred and recommended option.
- Section 11 - Conclusions and next steps
- Appendices – Supporting material, including all options considered at each stage of the assessment, and the detailed assessment workbooks

1.3 Waterloo Station Design Team

Greater Wellington Te Pane Matua Taiao
Dunning Thornton
WSP
GRIMSHAW
RCP
aurecon
RLB Rider Levett Bucknall
Boffa Miskell
Tonkin+Taylor

2.0 WATERLOO STATION TODAY

Waterloo Station is the second busiest station on the Metlink rail network and functions as a strategically significant multimodal interchange. Located in the heart of Lower Hutt, it provides a critical node on the Hutt Valley and Wairarapa rail lines, supporting both express and stopping services that connect the region to Wellington Central. The station serves as the primary rail-to-bus interchange for numerous feeder routes and is a vital access point for employment, education, and social services within the city.

The station's strategic significance is reinforced by several key drivers:

- **Hutt City CBD connectivity**: Waterloo Station is the primary rail gateway to Hutt City CBD. With the pending temporary closure of Melling Station (Melling Line only runs weekdays until approximately 7 pm and does not run weekends or public holidays), the importance of Waterloo as a prime gateway to the CBD will increase in the short-term.
- **Regional Connectivity**: Waterloo facilitates transfers between key urban and suburban centres across the Wellington region. It links Lower Hutt with Wellington CBD, Petone, Wainuiomata, Upper Hutt, and the Wairarapa.
- **Catchment Growth**: Residential intensification within the immediate catchment is forecast to grow by 25–40% over the next 30 years, driven by urban development and infill housing.
- **High Existing Public Transport Mode Share:** Current ridership levels are strong, particularly during weekday commuter peaks, reflecting a mature and well-utilised public transport system. While rail patronage in the Wellington region has dipped over the past 12 months, projections show a period of consolidation followed by steady growth decade on decade.
- **Future Demand Drivers**: Upcoming changes, including the implementation of a National Ticketing Solution (which will introduce integrated zonal fares across bus and rail) and the Lower North Island Rail Integrated Mobility (LNIRIM) programme, are expected to drive further increases in patronage by enhancing service frequency (particularly off-peak), reliability, and the quality of rolling stock.

These factors underscore the importance of ensuring that the station and interchange are sized and configured appropriately to meet current and future functional needs, while remaining adaptable to emerging travel patterns and operational requirements. Ensuring that the station and wider interchange is designed in line with the station access hierarchy above will also optimise and drive public transport patronage by prioritising access modes that generate the most ridership and revenue in a low cost, low impact and space efficient manner.

Bus Catchment – Importance of Wainuiomata

Wainuiomata is the largest source of bus-to-rail transfers at Waterloo Station. During the AM peak in March 2024, 12% of Waterloo boardings (about 240 people) arrived by bus, with 62% of these transfers originating from Wainuiomata—roughly 150 passengers between 6:00am and 9:30am. Most used routes 160 and 170, serving Wainuiomata North and South. Naenae and Kelson are also significant contributors.

Integration of these feeder services into the station layout is essential for supporting existing demand and enabling future patronage growth. It also presents a key opportunity for mode shift from private vehicles to public transport, particularly as service enhancements and TOD implementation proceed.

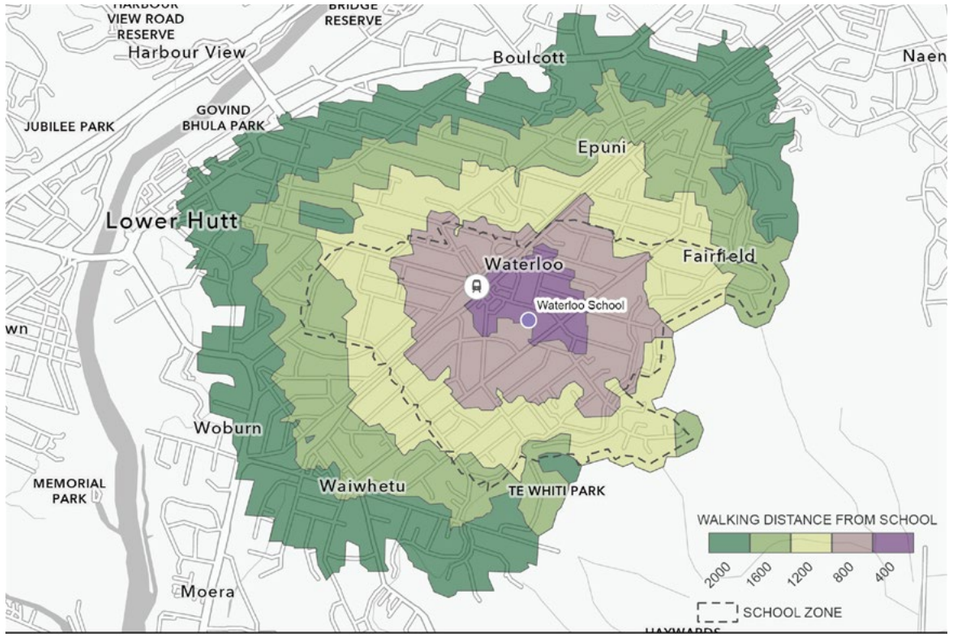


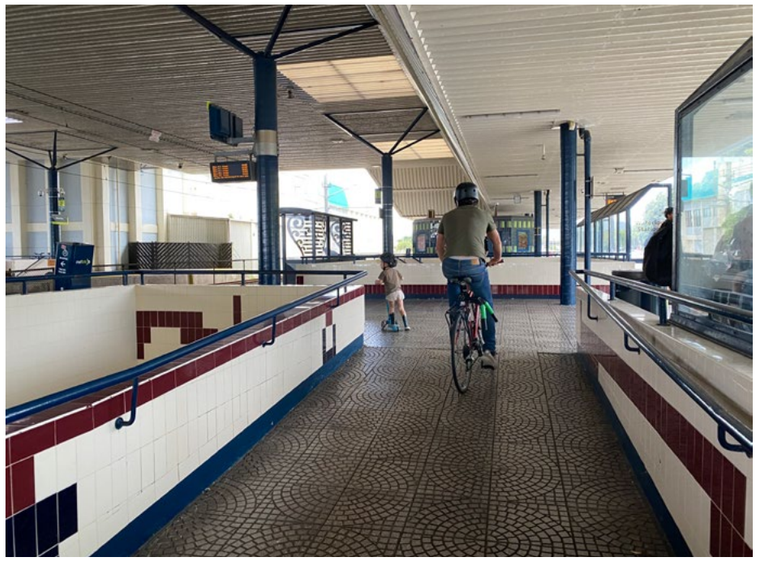
Figure 1: School catchment / access

Catchment Urban Design and Passenger Flows – Significance of East-West Cross Corridor Access

The train station, bus interchange and its associated underpass beneath the rail corridor serves multiple schools and connects to Hutt CBD. It is the closest station for train users not connected to the Melling Line. Studies demonstrate that the Waterloo Station underpass is a crucial east-west pedestrian link, especially for students crossing to attend local schools. The underpass also serves locals accessing nearby shops, services and community.

Waterloo Station sits at a major convergence of local streets and offers primary walking and cycling access, with alternative crossings 750m to the north and 600m to the south of the station. Significant urban intensification is underway around the station, with new residential buildings (2-3 storeys) and a district plan allowing for heights up to 22m.

To the east, a low-rise local centre surrounds Trafalgar Square with a green open space. The western side features a less structured commercial area, dominated by the Water Treatment Plant, with lower public amenity. Knights Road provides a key route to Hutt City centre and is an important bus corridor. Urban development around Waterloo Station shows a trend of multi-unit developments without car-parking, increasing density and reducing reliance on private vehicles. The diagram following illustrates the impact on pedestrian walking routes with and without the East – West underpass connection.



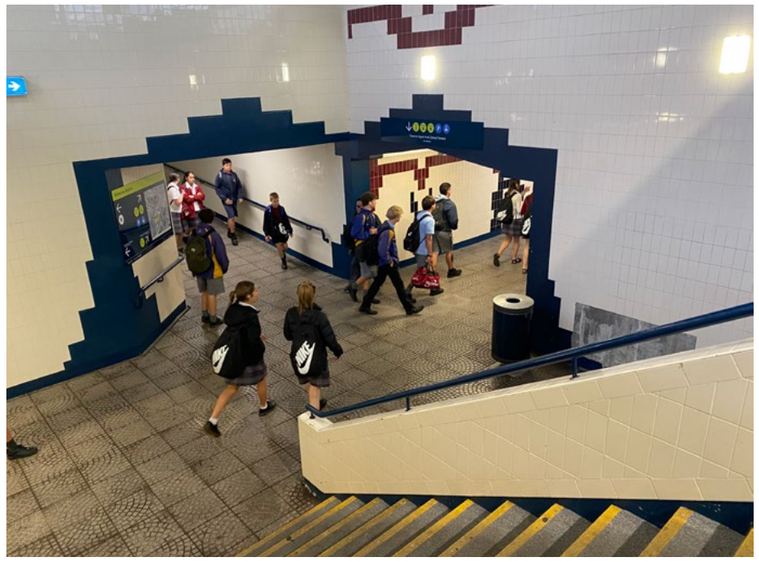


Figure 3: Underpass during morning peak

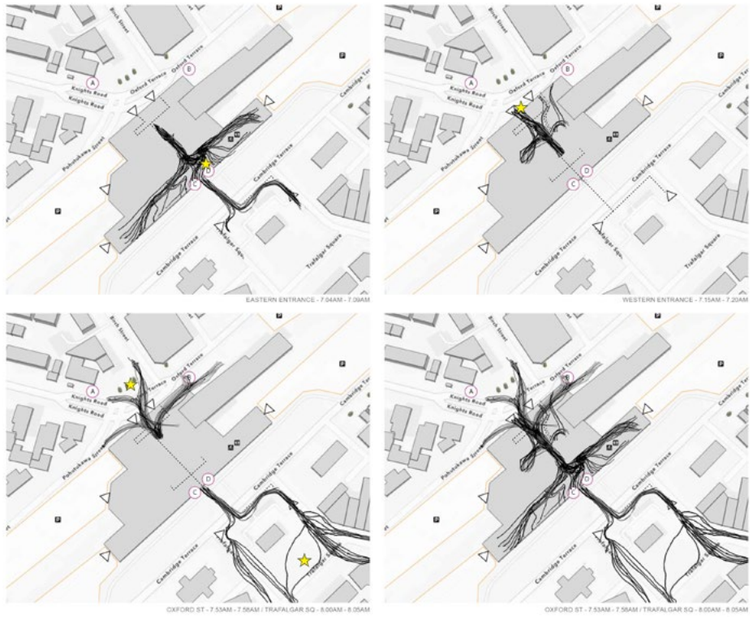


Figure 4: Evening

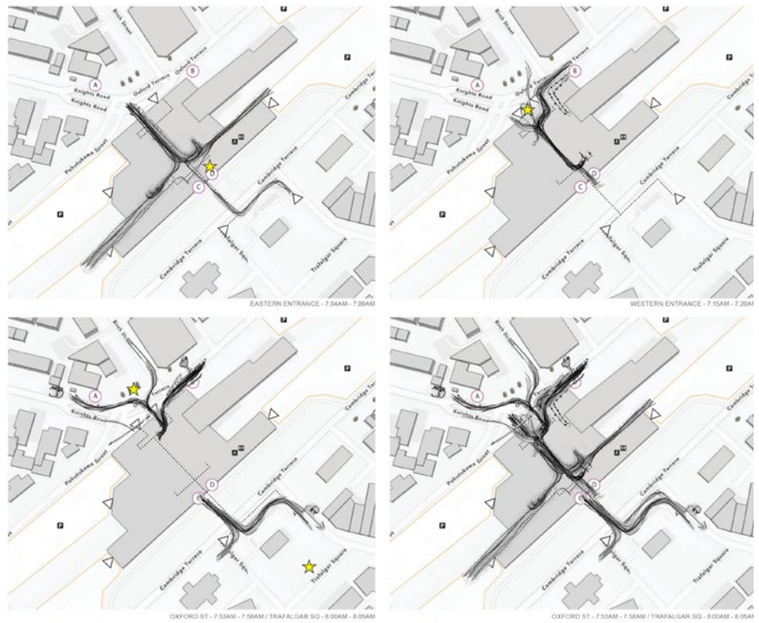


Figure 2: Commuter user patterns: Morning

3.0 OPPORTUNITIES AND CONSTRAINTS

Waterloo Station presents both opportunities and constraints for redevelopment.

The development of Waterloo Station offers the **opportunity** to optimise public and Crown land use around the station to establish an integrated public transport hub, harness the current high per-capita patronage of public transport within the region, and to create a station that better meets the needs of Hutt City's growing population. There is also an opportunity to create a Waterloo station that enhances local identity and supports Greater Wellington's objectives for further transit-oriented development within the station precinct.

Constraints include:

- fragmented land ownership hindering integrated development
- the station's dated infrastructure and poor integration with surrounding areas
- issues with accessibility and wayfinding
- limited connection to other transport options
- the proximity of Wellington Water's water treatment plant
- existing car parking inefficiencies.

The need to maintain station operations and pedestrian connections during construction also poses a challenge.

3.1 Waterloo Station Roof Canopy

The current Waterloo Railway Station was constructed in 1988. In recent years the roof structure (Spaceframe) has suffered from ongoing maintenance issues and is nearing its structural end-of-life. As an alternative to ongoing maintenance, the need to replace the station roof has provided an opportunity for the station infrastructure and surrounding urban catchment to be considered as a candidate for transit-oriented development.

A condition reassessment of the canopy and roof structure has been undertaken with a focus on corrosion, expected residual life span of the canopy in years without maintenance, and the maintenance recommended. It is not clear what the length of the additional life span will be achieved with the maintenance proposed. There is also no cost estimate on the maintenance or the total replacement of the space frame and roof.

3.2 Waiwhetu Aquifer Constraints on Station Foundation

The Waiwhetū Aquifer, a key drinking water source for the Wellington region, is highly sensitive to contamination and under growing pressure from urban growth and increasing water demand. The Waterloo Station and TOD is located near the Waterloo Bore Field, which extracts water from the aquifer, making any nearby construction activities a potential risk.

Urban development - especially piling and deep excavations - can create pathways for surface contaminants to enter the aquifer or compromise the aquitard leading to pressure loss. This is of particular concern in the Knights Road area. As such, any building near the aquifer must carefully manage foundation design, limit intrusive groundworks, and control stormwater runoff. Any foundation works that could potentially compromise the integrity of the aquitard should be discounted. This limits the depth of piles to above the aquitard. The ground conditions above the aquitard can at times be unsuitable for founding and ground improvement may be required to provide suitable founding conditions. Additional planning controls or construction restrictions may be necessary to mitigate risks to the aquifer's water quality and availability.

3.3 Water Treatment Plant, Railway Tracks and Other Critical Infrastructure

Construction adjacent to the water treatment plant, railway tracks and any other critical infrastructure requires careful consideration to ensure that this important infrastructure is not compromised. Foundation techniques that can cause significant vibrations and settlement should be discounted or their effects carefully assessed. Works close to railway tracks may require block of lines.

3.4 Civil Services and Below Ground Infrastructure

The proposed options for the railway station must carefully consider the presence of critical existing infrastructure. This includes large-diameter and aging water supply pipes from the nearby Waterloo Water Treatment Plant, an undersized and aging water and wastewater reticulation network, and end-of-life stormwater assets.

Of particular concern is a major 900mm-diameter wastewater trunk main southeast of the station, which lies shallow below ground and must be protected. Additionally, while most of the interchange site sits above the 100-year flood level, there is some flood risk at the northwest edge in a 440-year event.

As such, trainstation layout and construction methods were developed to avoid disrupting these key assets and to minimise impacts on infrastructure capacity and flood resilience.

Figure 5: Stormwater Assets

Figure 6: Flood Extents

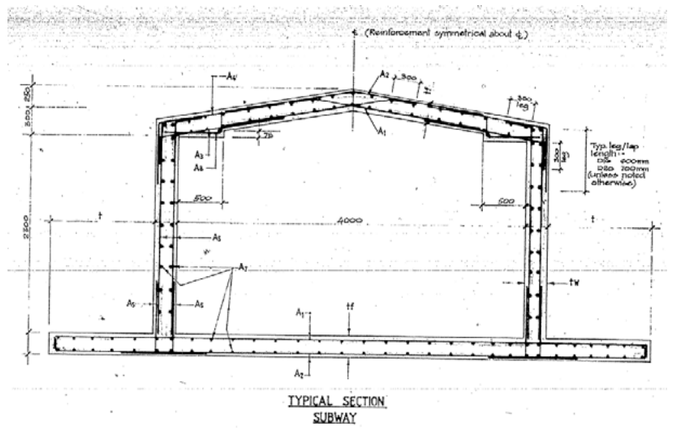


Figure 7: Existing Underpass drawings

3.5 Pedestrian Underpass Condition

A pedestrian underpass is situated beneath both the rail tracks and the Cambridge Terrace roadway. Originally constructed in 1988, it was designed with an assumed lifespan of 50 years. A review of the existing engineering drawings indicates that there is minimal cover to the underpasses reinforcing, which may present durability concerns as the structure ages.

Assessing the underpass's remaining lifespan is challenging. One visible symptom of deterioration is the delamination of wall tiles, which points to underlying material and moisture issues. Of particular concern is the existing water ingress occurring through a section of the tunnel wall near the electrical switchboard, a location that could present operational and safety risks if not addressed.

The seismic performance of the underpass requires evaluation which is currently underway. Strengthening the structure to improve its resilience may be complex and extremely costly, especially as the underpass needs to remain operational throughout any works. Furthermore, both existing and historical subway alignments will likely influence the placement of new foundations, requiring careful consideration during any future upgrades or redevelopment.

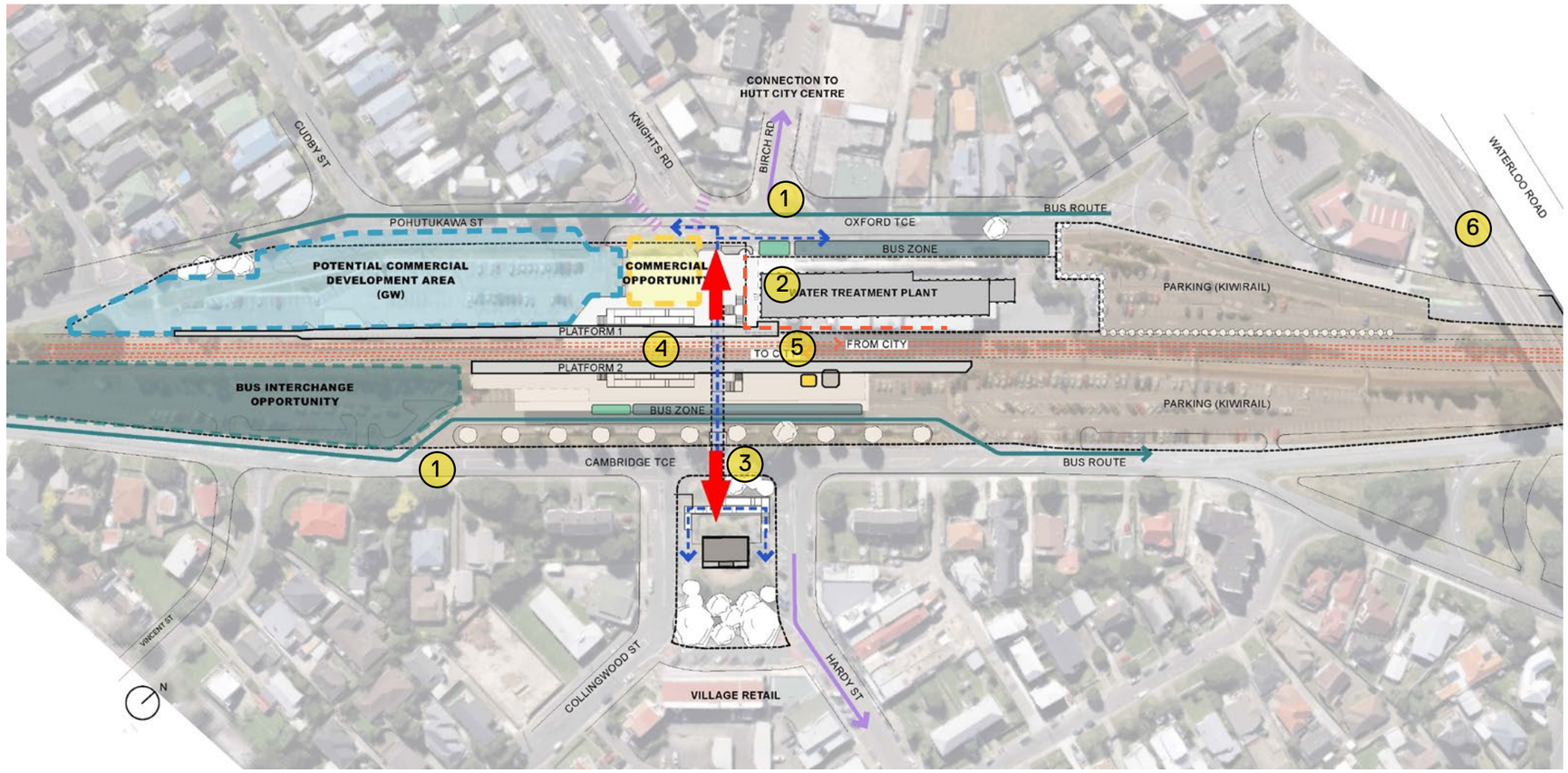


Figure 8: Constraints and Opportunities SUmmary diagram

KEY

1. Retain current road alignment
2. Aquifer and water treatment plant
3. Public cross corridor connection
4. Station operations, safety and track geometry
5. 5m separation from Water Treatment Plant
6. Waterloo Road Overbridge

4.0 FORECAST PASSENGER DEMAND

Future passenger demand has been estimated to determine the appropriate station sizing for future capacity, and to assist with identifying infrastructure needs to ensure the station is fit for future use. Developed with input from Wellington's Transport Analytics Unit (WTAU) and Metlink, the assessment used 2046 as the design year (15 years after assumed opening date), with futureproofing considered out to 2061.

4.1 Forecasting future passenger demand

Waterloo is a strategically important station within the regional network. Despite recent softness in passenger numbers across the rail network, there are several factors that will lead to substantial growth in patronage at Waterloo Station in the medium to long term. This includes:

- Significant uplift in housing numbers within the direct catchment of Waterloo Station, with new, denser housing already built or planned
- Wider growth (e.g. Wainuiomata) increasing patronage on feeder bus routes
- Integrated fares and ticketing that will be enabled through the introduction of the National Ticketing System which is likely to drive increased demand, including fare integration across modes, capping, and potential for a distance-based fare structure.
- LIMRIM and other planned investment will also increase frequency and reliability, as well as quality of rolling stock
- Understanding this growth is critical to ensure that a rebuilt Waterloo Station is fit for purpose to meet future demand – and to futureproof where required to avoid inefficient investment or oversizing of some station elements (e.g. lifts, stairs, platforms).

These factors will drive higher demand for rail services and reinforce the importance of ensuring Waterloo Station remains fit for purpose through its next generation of use.

CURRENT DEMAND AND SNAPPER DATA INSIGHTS

To establish a robust baseline, Snapper data for the week of 11–17 March 2024 was analysed, covering the morning peak (06:00–09:00) and evening peak (15:00–18:00). This period falls within the 95th percentile of annual usage and is considered representative of high network demand.

Data from Monday and Friday was excluded due to lower travel volumes typically associated with work-from-home patterns. Weekend data was also excluded. The analysis therefore focuses on the Tuesday to Thursday average, offering a clearer view of typical weekday commuter patterns.

Key findings:

- Passenger flows are strongly tidal, with high inbound demand in the morning (toward Wellington CBD) and outbound demand in the evening
- The Hutt Valley Line (HVL) carries the majority of passengers due to its higher service frequency relative to the Wairarapa Line (WRL)
- Snapper boarding and alighting profiles were used to inform arrival and departure patterns and peak load conditions

FORECASTING FUTURE DEMAND

Passenger forecasts were sourced from the Wellington Strategic Demand Model, as well as historical Snapper data to understand growth rates. These were used to estimate demand on both inbound and outbound platforms during the morning peak.

The per annum growth rates from were used to interpolate the growth for the 2046 Design Year and extrapolate the 2061 Ultimate Design Year. As growth rates for the modelled data were applied to the existing Snapper data, growth was re-based to the year 2024 rather than the 2018 model base year.

The resultant growth rates are shown in Figure 9, and show the highest growth rates for alighting in the morning peak and boarding in the evening peak which correlate with the aspiration of Waterloo becoming a growing destination.

Applying the growth rates from Figure 4 to the existing Snapper data for the average peak weekday, results in the Design Year and Ultimate Design Year passenger demands in Table 1 and Table 2

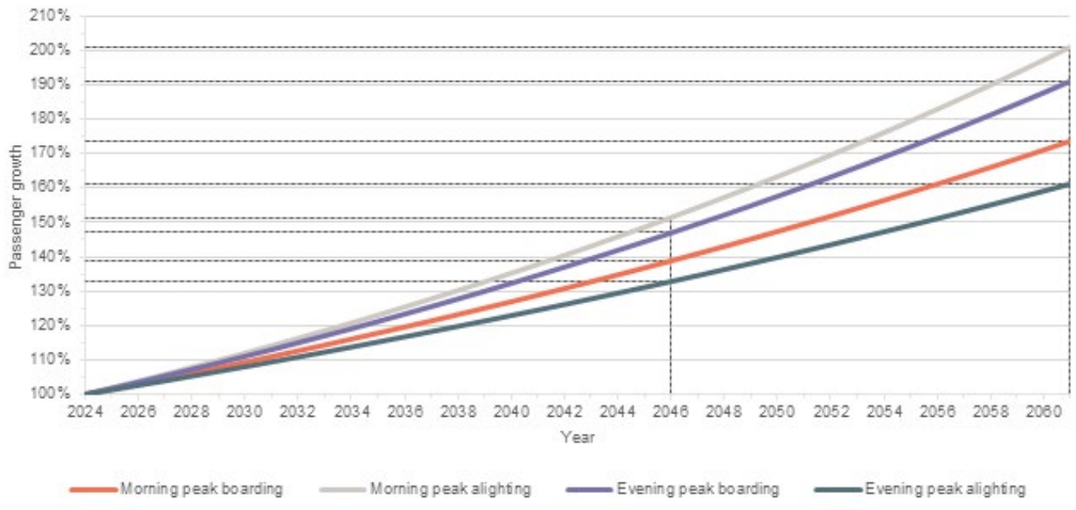


Figure 9: Waterloo Station passenger growth rates

	2024		2046		2061	
Line	**Boarding**	**Alighting**	**Boarding**	**Alighting**	**Boarding**	**Alighting**
HVL (Inbound)	1702	131	2364	198	2957	263
WRL (Inbound)	167	25	232	38	291	50
Inbound Total	1869	156	2596	236	3248	313
HVL (Outbound)	144	40	200	61	250	81
WRL (Outbound)	2	3	3	5	3	6
Outbound Total	146	43	203	66	253	87

Table 1: Design Year and Ultimate Design Year morning 3-hour peak passenger demands by line and direction

	2024		2046		2061	
Line	**Boarding**	**Alighting**	**Boarding**	**Alighting**	**Boarding**	**Alighting**
HVL (Inbound)	90	122	133	163	173	197
WRL (Inbound)	0	0	0	0	0	0
Inbound Total	90	122	133	163	179	197
HVL (Outbound)	145	1423	213	1892	277	2297
WRL (Outbound)	20	107	29	142	38	173
Outbound Total	165	1530	242	2034	315	2470

Table 2: Design Year and Ultimate Design Year evening 3-hour peak passenger demands by line and direction

4.2 Railway Station Sizing

The station has been sized using the upper-bound growth scenario (Sense Partners), which accounts for the influence of the Waterloo TOD on local employment and population, as well as land use uplift expected in the station pedestrian catchment. This aligns with local growth expectations and land use planning and supports a demand-led infrastructure approach.

Station infrastructure has been sized to:

→ Accommodate opening year (2031) and design year (2046) demand

→ Provide Level of Service C or better during the peak 15-minute period of the busiest week

→ Allow future expansion to 2061, where required, to manage targeted congestion or increased throughput

Design elements most likely to experience future constraints (e.g. stairs, underpasses, passenger gating) are explicitly sized for upgrade flexibility

Note For the busiest 15 minute of the day (17:30-17:45), with a delayed train service there may be a lower level of service for a short period of time from the 2040s onwards, with the remainder of the day performing at a LoS C or better.

Table 3 illustrates the proposed station sizing outcomes for Waterloo Station, with key infrastructure elements dimensioned to achieve Level of Service (LOS) C or better through to the 2046 design year under normal operating conditions.

The graph below illustrates how the level of service is expected to degrade over time as demand increases. As the LOS degrades, it signals a trigger point where interventions—such as widening stairs or underpasses—may be warranted to maintain an acceptable level of service.

Refer to the full Pedestrian modelling memo included in Appendix 12 for further information on all station elements.

STATION ELEMENT	MINIMUM PROVISION		DELTA (ULTIMATE DESIGN YEAR – DESIGN YEAR
	DESIGN YEAR (2046)	ULTIMATE DESIGN YEAR (2061)	
Inbound platform width	5.0 m	5.0 m	0.0 m
Outbound platform width	5.0 m	5.0 m	0.0 m
Inbound platform ticketing scanners	4 scanners	4 scanners	0 scanners
Outbound platform ticketing scanners	7 scanners	9 scanners	+2 scanners
Inbound platform staircase width	2.2 m	2.7 m	+0.5 m
Outbound platform staircase width	3.4 m	4.2 m	+0.8 m
Oxford Terrace station forecourt staircase width	6.1 m	7.5 m	+1.4 m
Station underpass width	3.0 m	3.6 m	+0.6 m
Cambridge Terrace underpass width	1.8 m	2.0 m	+0.2 m

Table 3: Side platform arrangement minimum station elements provision

4.3 Bus Interchange Sizing

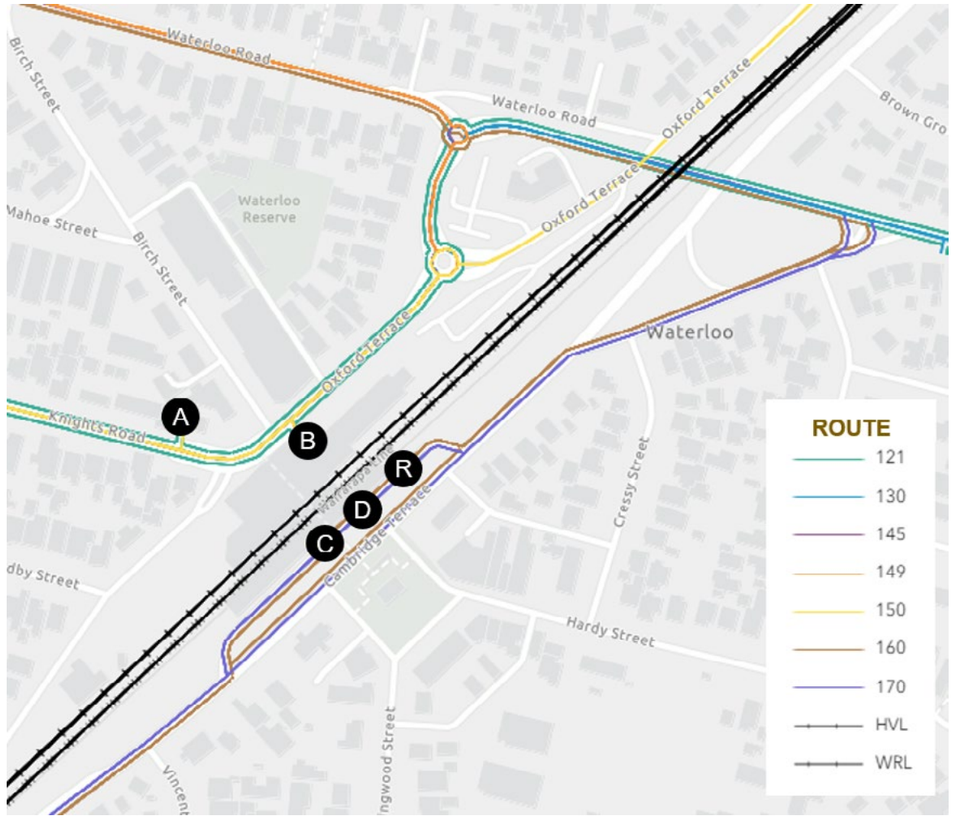
Bus Interchange design parameters

The design of the Waterloo Station interchange must accommodate current operational demands while enabling future growth and service enhancements. The station is currently served by four primary bus stops: Stops A and B located on the western side of the station, and Stops C and D located on the eastern side. In addition, a dedicated rail-replacement bus stop - configured as a double stop - is located northeast of Stop D to support planned and unplanned disruptions to rail service.

Looking ahead to 2041, the number of peak-hour bus services accessing Waterloo Station is forecast to increase significantly, rising from 19 to 36 buses per hour. This growth reflects both anticipated demand increases and planned enhancements to the public transport network as part of the region's wider mode shift and TOD objectives.

Of the forecast 36 peak-hour bus movements, approximately 75% will travel east - west across the Waterloo Road bridge, traversing the full station precinct and requiring efficient, legible circulation across both sides of the rail corridor. The remaining 25% of bus services will operate exclusively on the western side of the station, accessing Stops A and B.

These operational forecasts have direct implications for interchange layout and functional design. The increase in service frequency and directional flow requires a design that can accommodate simultaneous bus movements, minimise conflicts, and support reliable and accessible transfers across all modes. Importantly, the interchange must also provide for rail-replacement services and emerging transport modes, including on-demand services.



Bus Stop	Stop Type	North bound	South bound	Total
A	Single (~15m)	5	2	7
B	Double (~32m)	4	8	12
C	Single (~20m)	10	-	10
D	Single (~20m)	-	7	7
(R) Rail Replacement	Double (~40m)	-	-	-

Figure 10: Existing bus stop locations and future but frequencies by stop

5.0 STATION DESIGN BRIEF

Outcomes sought for Waterloo Station that guide the objectives of the feasibility study, design principles and assessment criteria are:

1. A revived and optimised rail station and interchange with bus services (assumes it is compliant and safe, meets technical requirements that are relevant)

2. Providing a transport interchange for a range of transport modes that delivers minimum walking distances and connection times between modes that is consistent with the station hierarchy (Greater Wellington's Smarter Connections Strategy)

3. Protect and provide for the development of the Greater Wellington land for commercial purposes and enables for wider growth.

5.1. Objectives

CORE OBJECTIVES

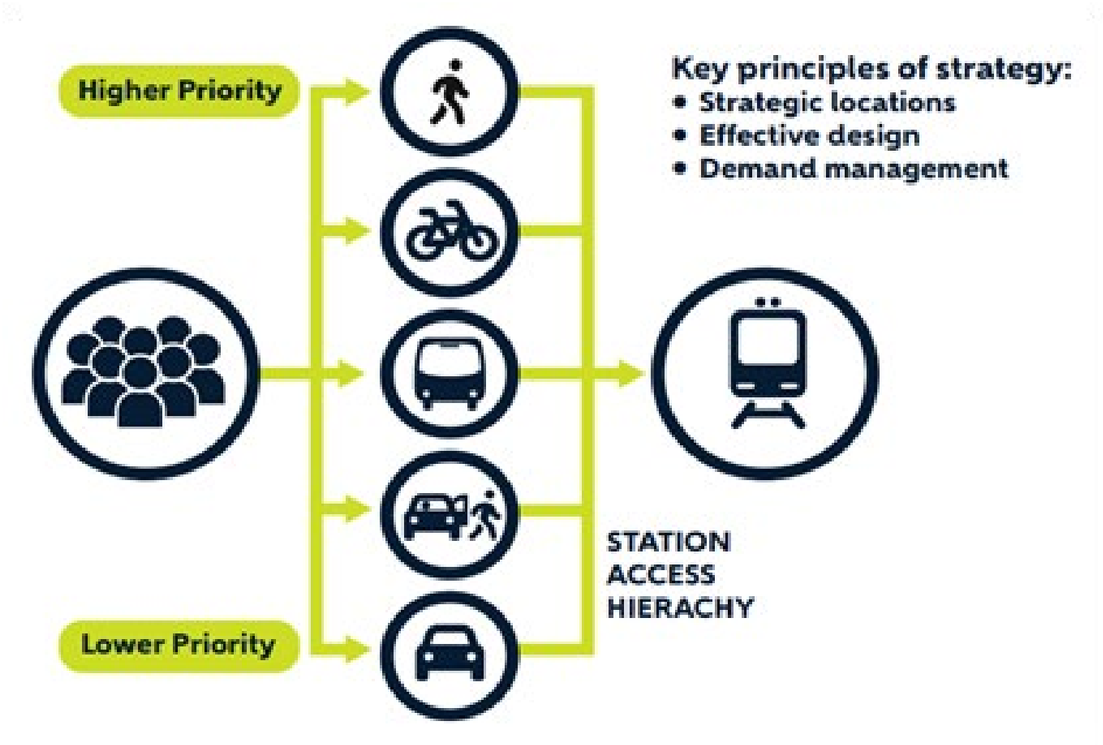
A rail station and interchange for bus services and other active transport modes that:

- Always maintains a safe walkable connection across the rail corridor at Waterloo Station and Cambridge Terrace, including during construction, for the community particularly school children walking to and from school.
- 50 year target durable lifespan for station
- Is demand led so that it provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.
- Is affordable, where affordability is balance between the whole of life costs, including CAPEX, OPEX and finance costs of the rail station and the ability to be funded and paid for by taxpayers, ratepayers, users or a mix over its 30-year maintenance planning horizon.
- Delivers value for money where this defined as the optimal balance between all of life costs and the technical requirements and level of service achieved in its opening year, 2065 and 2061.
- Is cost-effective, where this the lowest all of life cost over a period of 30 years from its opening year.
- Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servicing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.
- Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.
- Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions.
- The preferred option is sufficiently evidenced, robust and justified to effectively engage, influence and secure investment funding from local government (ratepayers) and central government (taxpayers), users and the private sector.

DESIRABLE OBJECTIVES

A rail station and interchange for bus services and other active transport modes that:

- Is a catalyst for transforming and intensifying the use of the urban area within an 800m walking catchment of the station. Thereby contributing to Wellington Regional Growth Framework (WRGF) and Future Development Strategy (FDS) objectives and goals in the Hutt Valley by supporting urban intensification and enhancement in Hutt City.
- Attracts users by having the attributes of a civic and people centred space. Where those attributes include a space that is accessible and usable for all people, is safe and secure, has flexibility to accommodate a variety of activities and events, incorporates aesthetic and cultural elements such as art, landscaping and historical features.
- Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.
- Contributes to creating a Metlink design, look and feel for rail stations.

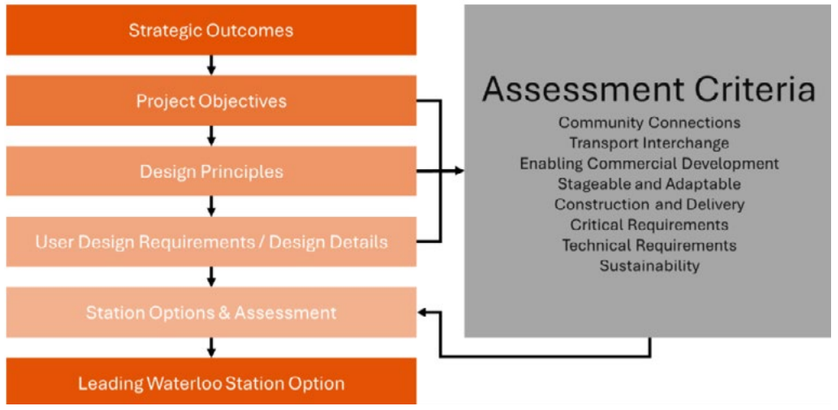


5.2 Design Principles

DESIGN PRINCIPLE	OUTCOME
Safety	Providing a safe environment through Crime Prevention Through Environment (CPTED) design for the station infrastructure assets. The design includes features like clear and uniform announcement systems and tamper-proof philosophies to ensure a safe environment for station users and their belongings.
Protect the Waiwhetū Aquifer	Limit foundation incursion through deep layers, limit foundation demands, limit weight (structural & other), materiality, height/number of stories, and limit bracing demands. Avoid disturbance of key infrastructure in and around the site.
Connections	The design emphasises seamless and safe links between different modes of transport, including bus, train, walking, cycling, micromobility, and the surrounding community. A safe, initiative and efficient rail corridor crossing point at Waterloo Station for pedestrians, particularly school aged children.
Places for People	Using universal design to ensure that the station and interchange is fit for purpose for all station users. A building services design that enhances passenger comfort and amenity. Horizontal weather protection vs. vertical weather protection. The provision of less roof area equals less total wind force resisted by foundations, therefore consider opportunities for offset wind barriers at person height scale. A design that aims to provide a modern, safe, and intuitive wayfinding system that enhances the overall user experience.
Ease of Maintenance	Infrastructure and systems should be simple, common and generic, so that they are easy to maintain. Materials and fit-out should be long-lasting, hard-wearing and functional to achieve a minimum 30-year lifespan. Ensuring we can provide a clean, comfortable, and accommodating station and interchange environment, and keeping our station infrastructure assets free of graffiti and vandalism.
Sustainability	Explore reuse of existing foundations, materiality choices (limit concrete/promote timber), upfront vs. life cycle carbon (structure vs. servicing), and ascertain building importance level Limit the amount of historic (likely) contaminated soil needing disposal and consider options that limit bulk change in levels Incorporating water-sensitive landscape architecture and civil infrastructure solutions that are consistent line with current standards and best practices. The use of energy efficient building services and the use of PV panels for power generation.
Flexibility	Consider placement of structure with respect to existing conditions, sequence of demolition vs. rebuild vs. temporary condition, and stay aware of any identified exclusion zones. Designing for future capacity and flexibility to accommodate increased patronage and transport network changes. Station design protects for future development. i.e. electric bus charging. Opportunities to stage the development of the rail station and bus interchange so that its construction can be demand led as the forecast demand eventuates or existing assets reach end of life.
Resilience	A station design that achieves an importance level of 2 (IL2) The provision of building services that protect for life safety for a suitable period of time during and after an event.

ASSESMENT CRITERIA

Assessment criteria measures are drawn from the objectives and design principles for Waterloo Station. The inter-relationship and influence on the option assessment is illustrated in the figure below. The assessment criteria are likely to be more qualitive than quantitative measures, where assessment will be based on professional judgement. This reflects the lack of quantitative data available, at the feasibility level of detail.



CRITERIA	ASSESSMENT CRITERIA MEASURE
Community Connections	Always maintains a safe, walkable community connection between the rail corridor at Waterloo station and Cambridge Terrace.
Transport Interchange	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between sched-uled services (e.g. bus to rail) that is consistent with the station hierarchy
Enabling Commercial Develop-ment	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decou-pled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.
Stageable and Adaptable	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.
Construction and Delivery	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construc-tion impacts and disruptions
Critical Requirements	Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servic-ing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.
Technical requirements	Meets the technical requirements necessary for the con-struction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services
Sustainability	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and opera-tion by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.

Figure 11: a summary of the assesment criteria is provided below with the detail including measures contained in Appendix 3.

6.0 THE FUTURE WATERLOO STATION (RECOMMENDED OPTION)

This section includes Illustrations and written descriptions of the recommended option (Option 17)

6.1 Description

The description of the future waterloo station components include:

- Platform configuration
- Rail corridor crossing
- Vertical circulation
- Station amenity
- Commercial opportunities
- Interchange elements

Platform configuration - The upgraded platforms are fully aligned, with Platform 2 repositioned to match the location of Platform 1 while maintaining the required 5-metre clearance from the adjacent Water Treatment Plant. This alignment simplifies passenger movement and supports a cohesive, legible station layout. It creates a more compact and unified interchange footprint, enhancing wayfinding, reducing transfer distances, and enabling greater flexibility for staged construction or future platform extensions. While modifications to the existing signal box are required, these are outweighed by the benefits of a more efficient station layout and the opportunity to release additional developable land.

Rail corridor crossing - The removal of the existing long underpass marks a significant shift in cross-corridor access which had previously created a sense of disconnection between the precinct and its surroundings. It is replaced by a shorter, more visible overpass that spans the rail corridor, linking Oxford Terrace to Cambridge Terrace. From there, a new pedestrian crossing provides direct access into Trafalgar Square and onward to Trafalgar Place, creating a seamless, human-scaled connection. This configuration improves urban integration, enhances the user experience, and offers clear sightlines and improved wayfinding to the station entries.

Vertical circulation - Vertical circulation is addressed through two new enclosed and sheltered entry structures, each with compliant stairs and lifts, ensuring full accessibility.

Station Amenity - While the primary differentiators lie in the spatial configuration and access strategy, Option 17 also includes other station elements common across options. These include platform and entry canopies providing 70% platform cover, weather-protected waiting areas with seating, and station amenities such as public toilets (one block per platform, each with an accessible and a unisex toilet), 100 bike parking spaces, and provisions for future station closure with secure fencing and entry points allowing for future gate line installation.

Commercial opportunity - All shortlisted options feature a compact station footprint, allowing space to be released for commercial use. Within the preferred option, a 550m² commercial area is integrated into the station footprint, providing future opportunities for retail, services, or other development.

Interchange elements- these are consistent with other options: the eastern interchange is upgraded and consolidated, while the western interchange retains its current configuration with improved bus stop facilities. Station entries and forecourts are optimally arranged to support smooth multimodal transfers.

6.2 Delivery Opportunities

A key outcome for the project is to enable TOD opportunities and Waterloo Station is intended to be a catalyst for this. The recommendation of Option 17 enables several delivery opportunities which could make the station a destination, these are summarised below.

PHASING:
The recommended option provides opportunity for phasing of the station meaning that elements could come 'online' as required to meet Greater Wellington and Metlink's delivery outcomes needs. i.e. the commercial area could be constructed later in the project phase, and the rail corridor overpass could also be built at later stage if it is determined that it pedestrian underpass is able to remain operational for a reliable period of time. These are options which would need to be explored further during the next phase of design.

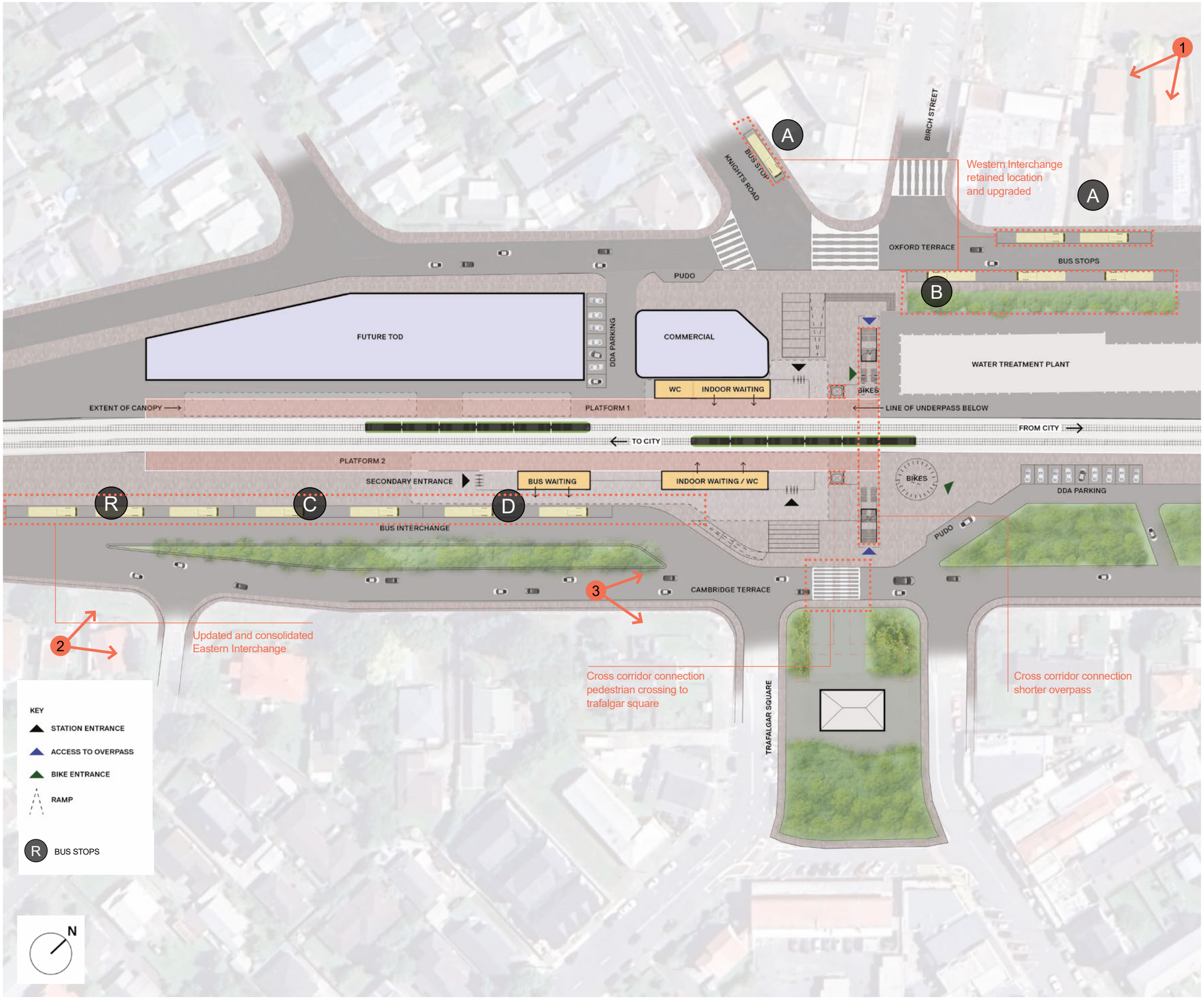
COMMERCIAL:
There is approximately 550m2 of commercial footprint provided in the layout of the option. There is potential for this to be increased by allowing for a multilevel building (likely 2-3 storeys) which can be leased providing a means of return on investment for Greater Wellington, or a delivery partner. The commercial area could be utilised for uses such as retail, office and or hospitality.

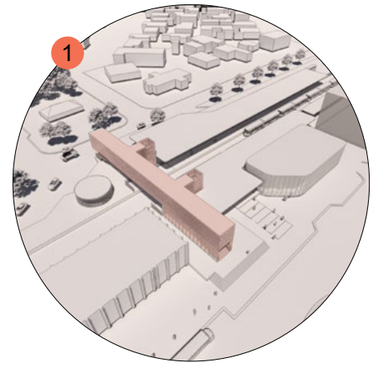
INVESTMENT:
National policy settings and drivers present an opportunity to package an offering for external investment to include commercial and other tenancy options. Waterloo TOD was not confirmed for National Land Transport Fund funding in the last NZTA funding round and further bids will occur in the next funding round. There may also be other funding opportunities available for initiatives such as sustainability outcomes which are subject to further exploration through the business case. There may also be opportunity to provide bus driver rest facilities which could be reviewed in the next stage of design.

ADVERTISING:
There will be a range of different opportunities for marketing and advertising across this station option including on the platform, at waiting areas and the short overpass could potentially provide internal and external surfaces for marketing (subject to relevant consenting approvals).

WATER TREATMENT PLANT:
A 5m buffer zone has been allowed for around the Water Treatment Plant at the station. The positioning of the proposed station allows future opportunities with Wellington Water to expand to the Northern end of the site should this be required as a potential future opportunity for the division of Greater Wellington property assets.

COMMUNITY:
The pedestrian underpass currently provides an important connection across the rail corridor between the East and Western suburbs of the Waterloo and Lower Hutt area for walking and cycling commuters. Particularly for school children, further exploration is required to ascertain if there are potential funding opportunities associated with the provision of this connection. The decommissioning of the underpass and introduction of the pedestrian crossing at Cambridge Terrace provides the opportunity for the provision of additional public space within Trafalgar Square, The additional space could be utilised as public amenity, or for other future development by Hutt City Council.


A
BUS STOP
KNIGHTS ROAD
BIRCH STREET
1
Western Interchange
retained location
and upgraded
A
OXFORD TERRACE
BUS STOPS
PUDO
B
FUTURE TOD
DDA PARKING
COMMERCIAL
WATER TREATMENT PLANT
WC
INDOOR WAITING
BIKES
EXTENT OF CANOPY
PLATFORM 1
LINE OF UNDERPASS BELOW
FROM CITY
TO CITY
PLATFORM 2
SECONDARY ENTRANCE
BUS WAITING
INDOOR WAITING / WC
BIKES
DDA PARKING
R
C
D
BUS INTERCHANGE
PUDO
3
CAMBRIDGE TERRACE
2
Updated and consolidated
Eastern Interchange
Cross corridor connection
pedestrian crossing to
trafalgar square
TRAFALGAR SQUARE
Cross corridor connection
shorter overpass
KEY
STATION ENTRANCE
ACCESS TO OVERPASS
BIKE ENTRANCE
RAMP
R
BUS STOPS
N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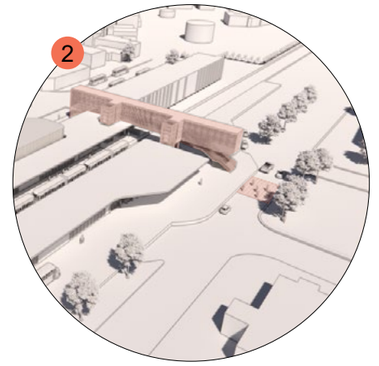
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3

7.0 MCA ASSESSMENT PROCESS

Three-Stage Assessment Process

The proposed three-stage assessment process was informed by and modelled on NZTA's multi-criteria Assessment (MCA) guidance but adapted to suit the specific needs and constraints of this project

SCORING SCALE

The scoring scale used was the application of a +3 to -3 rating for each assessment criteria measure, based on a comparison of performance against the base case, where the base case was the do minimum requirements. The base case differs from the status quo, where the status quo represents do nothing.

Notes accompanied each score provide context and justification.

STAGE 1 – COARSE SCREEN ASSESSMENT

A "fatal flaw" sieve was undertaken by the Transport and Architecture discipline using the developed MCA tool, removing options with critical issues (e.g. incompatibility with KiwiRail standards, outside project boundaries, etc.). This involved Assessingssed 2213+ high-level options plus the base case with a focus on:

- Platform positioning and key parameters
- Track alignment and geometric feasibility
- Location and high-level configuration of the interchange
- Preliminary access routes for different user groups
- Key constraints: land ownership, impacts on the road network, proximity to the water treatment plant.

This process resulted in a long list of 22 options, plus the status quo (do nothing) and base case (do minimum).

STAGE 2 – LONGLIST SHORTLISTING

Options that passed the coarse screen formed the long-list and were evaluated through A qualitative MCA, reflecting the level of detail available at this design stage. Elevation utilised targeted technical input from specialists to provide MCA scoring across key disciplines:

- Transport
- Urban Design
- Civil
- Structural
- Ground Engineering
- Building Services

This assessment resulted in a short-list of:

- Base case
- Option 1B
- Option 1Bi
- Option 2
- Option 5B
- Option 17

STAGE 3 – SHORTLIST MCA ASSESSMENT

Five shortlisted options were developed further and assessed through:

- A full MCA process tailored to project needs
- Detailed technical assessments
- SME input across the same disciplines to support option comparison and identify the preferred option

STAGE 1 – COARSE SCREEN ASSESSMENT

Assessed 13+ high-level options with a focus on:

- Platform positioning and key parameters
- Track alignment and geometric feasibility
- Location and high-level configuration of the interchange
- Preliminary access routes for different user groups
- Key constraints: land ownership, impacts on the road network, proximity to the water treatment plant.

A "fatal flaw" sieve was undertaken by the Transport and Architecture discipline using the developed MCA tool, removing options with critical issues (e.g. incompatibility with KiwiRail standards, outside project boundaries, etc.).

STAGE 2 – LONGLIST SHORTLISTING

Options that passed the coarse screen were evaluated through:

A qualitative MCA, reflecting the level of detail available at this design stage

Targeted technical input from specialists

SME input into MCA scoring across key disciplines:

- Transport
- Urban Design
- Civil
- Structural
- Ground Engineering
- Building Services

STAGE 3 – SHORTLIST MCA ASSESSMENT

Five shortlisted options were developed further and assessed through:

- A full MCA process tailored to project needs
- Detailed technical assessments
- SME input across the same disciplines to support option comparison and identify the preferred option

SCORING SCALE

- Testing each option against base case (neutral)
- Ranking will come after the scoring – relative understanding the performance of each of the option
- Adding detailed notes to justify the scoring

	Rating	Testing each option against base case (neutral) Ranking will come after the scoring – relative understanding the performance of each of the option Add detailed notes to justify the scoring Made in reference to a do-min / do-nothing
●	3	Large positive (+ve)
●	2	Moderate positive (+ve)
●	1	Slight positive (+ve)
●	0	Neutral
●	-1	Slight negative (-ve)
●	-2	Moderate negative (-ve)
●	-3	Large negative (-ve)
●	Fatal flaw	Discounted

Figure 12: Proposed scoring

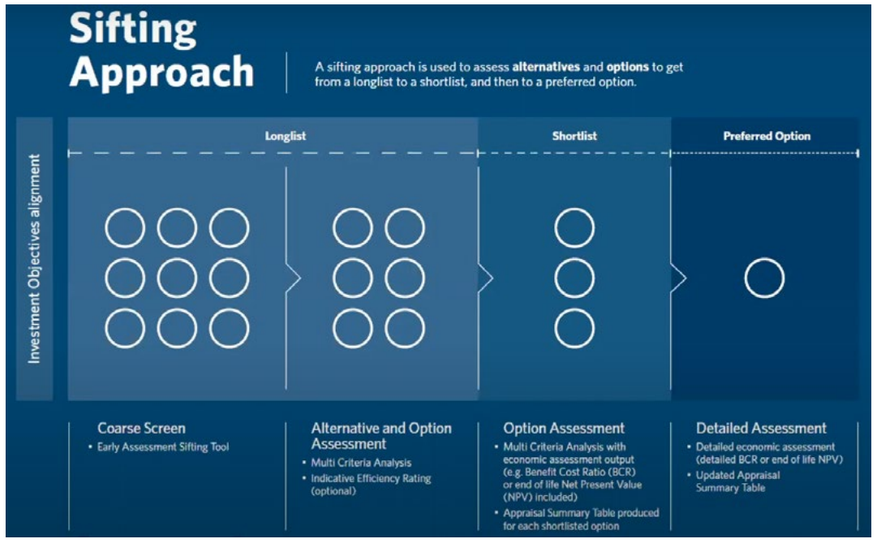


Figure 13: Diagram NZTA sifting MCA approach

8.0 LONG LIST OF OPTIONS AND ASSESSMENT

8.1 The Key Parameters / Moves

The initial focus was on assessing the condition and durability of the existing infrastructure particularly the underpass. The purpose of this assesment was to evaluate the potential for reusing elements in the new build and determine their future usability and lifespan.

With that in mind, we proceeded to the elemental design and positioning of the station's largest components. The development of station options began with a focus on major elements, primarily the location of the platform. This was followed by access configurations and a feasible bus interchange layout, all within the constraints of the existing site. As the study progressed, further detail was layered in to refine each option.

BIG MOVES

Platform Location and Configuration Options Considered:

- **Split Platform** – retained in existing alignment, shifted north, or shifted south.
- **Island Platform** – shifted north or south.
- **Rail Alignment** – rail under or over.
- **Cross-Corridor Access** – via existing underpass or overbridge.
- **Vertical Transport (VT) Options** – combinations of lifts, stairs, and ramps

Once the preferred platform configurations were identified, the **key differentiators** between the options became cross rail corridor access and vertical transport options.

While the platform and access arrangements drove the biggest differences between options, other station and interchange elements were developed to be comparable across all options, meaning they were not major differentiators.

Secondary elements of the stations that were comparable were:

- **Interchange Configuration:** Parallel studies were undertaken to test multiple bus operation layouts (six options) and identify configurations best suited to meet projected passenger demand. One option was selected that then was paired with all the shortlisted options.
- **Commercial Opportunity:** Potential for integrated commercial development was noted but varied in influence across options.
- **Station Amenities:** Assumed to be consistent across all options, and therefore not a key variable in option differentiation

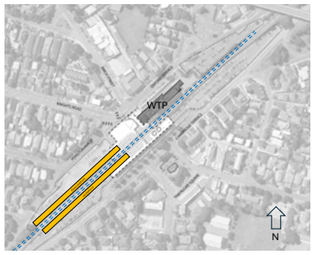
PLATFORM LOCATION AND CONFIGURATION

SPLIT PLATFORM

EXISTING

ALIGNED

MOVE SOUTH

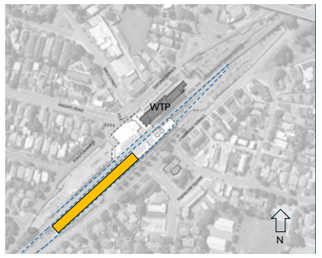


MOVE NORTH

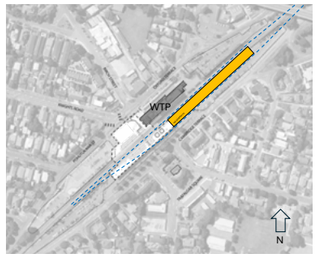
ISLAND PLATFORM

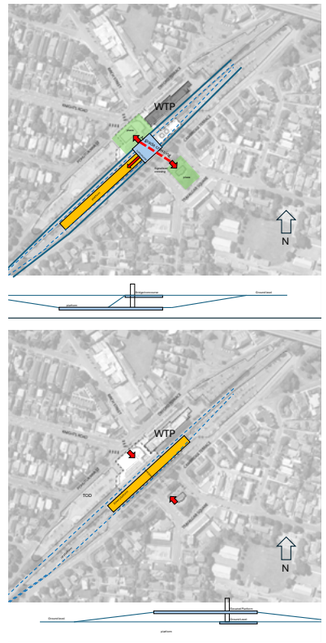
CENTRAL

MOVE SOUTH



MOVE NORTH

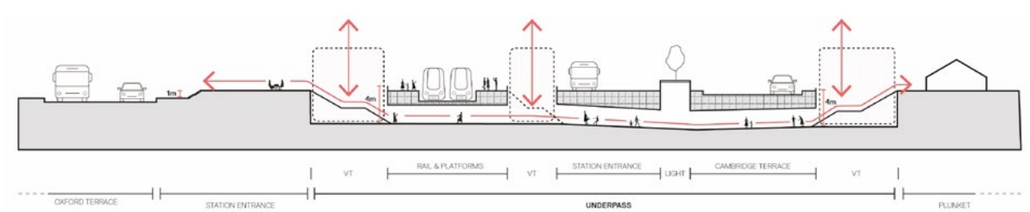




2. Cross Corridor Access

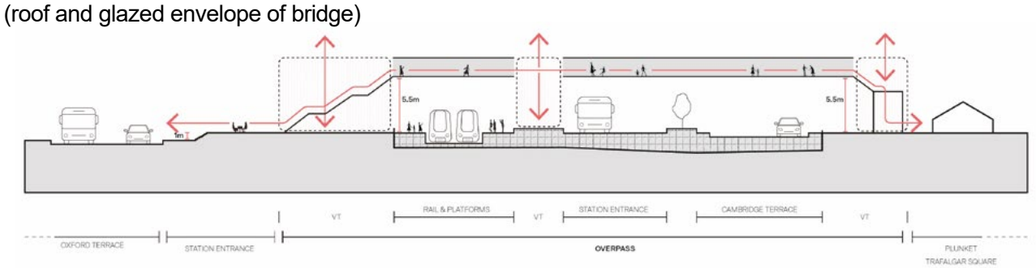
1: UPGRADE UNDERPASS

Upgraded - compliant through (extending the ramps and resurfacing) + provide updated cover



2: OVERPASS BRIDGE

Part covered (roof and perf screen) or fully sealed (roof and glazed envelope of bridge)



Rail Station

The Waterloo Station and bus interchange options have been developed guided by the objectives, design principles and key parameters / moves. At an early stage of design development the focus was on the major moves, namely location and configuration of the primary elements - the platform configuration, cross corridor access and vertical transport configuration.

This produced 22 Options plus the Base Case and Status Quo.These options are illustrated in Figure 14 (refer to Appendix for all the options and MCA assessment)

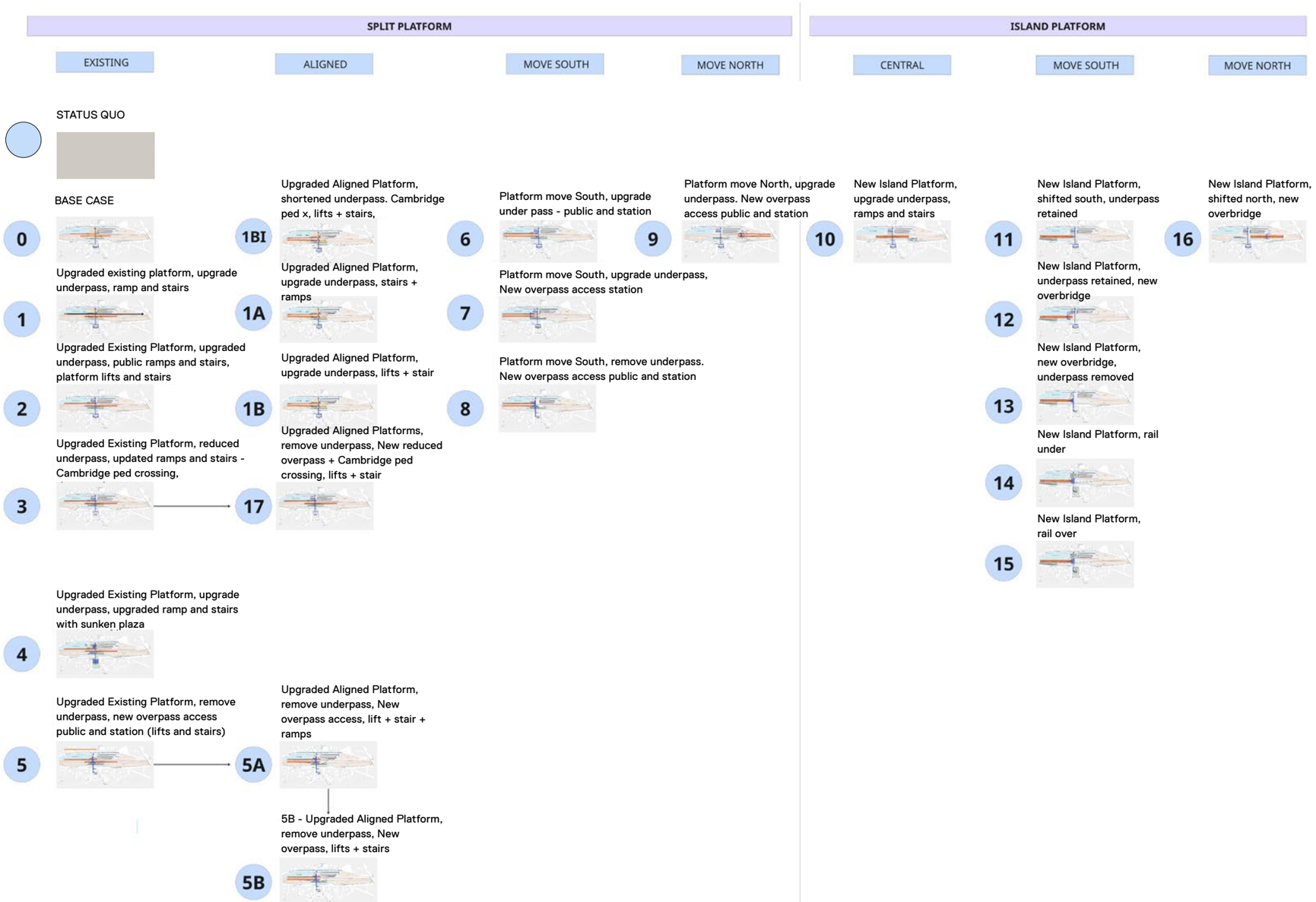


Figure 14: Long List of Options

Bus Interchange Configuration

A range of bus stop operating concepts have been tested to identify a preferred interchange configuration that balances operational efficiency, futureproofing and network coverage. These concepts, illustrated below were assessed with reference to current and future service needs, land use growth, and interchange design constraints. In summary the concepts are:

- Option 1 looked to retain a split interchange across both sides of the station;
- Options 2 and 3, retained the split interchange but introduced 2-way working on the eastern side within the station precinct;
- Option 4 moved Stop D onto Cambridge Terrace; and
- Options 5 and 6 tested consolidated interchanges on either side of the station.

The consolidated interchanges (Options 5 and 6) performed poorly due to the significant additional distances and resulting journey times for buses needing to cross over the road bridge, leading to operational inefficiencies and a poor customer experience. Due to space constraints on the eastern side of the station, two-way working was not operationally possible, therefore Options 2 and 3 were discounted. Option 4 was discounted due to the distance of Stop D from the main bus interchange.

The preferred bus operating concept below (Option 1) features an enhanced interchange on the eastern side of the station, whilst maintaining and improving on street provision on the western side. This configuration has been selected based on its ability to support multiple strategic and operational objectives, including flexibility and futureproofing as more and different types of services (e.g. Demand Responsive Buses) use the station. It also minimises interchange times as well as bus journey times.

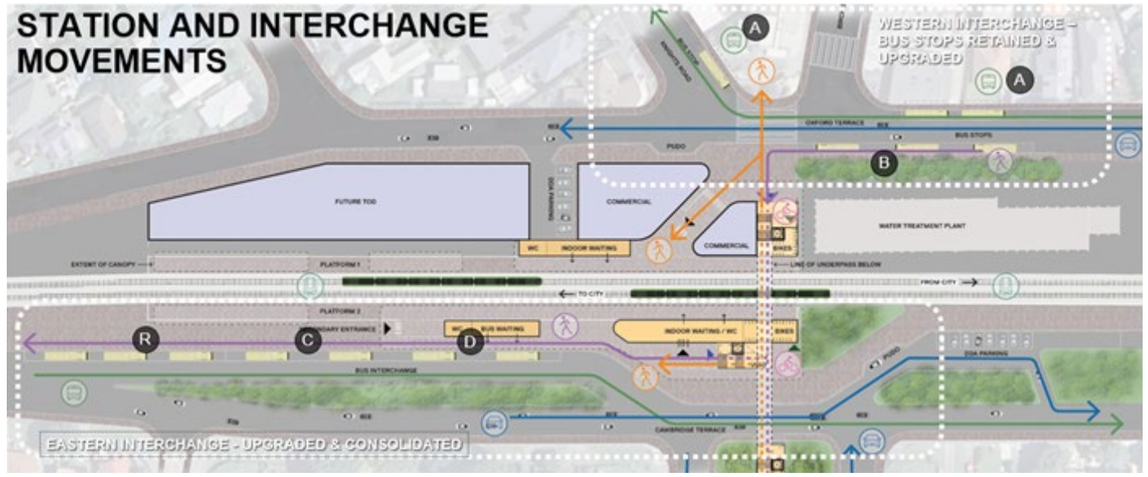
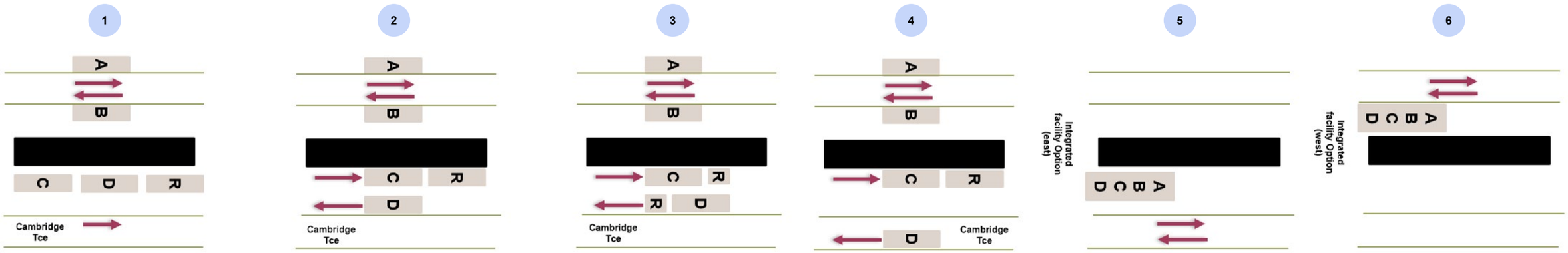


Figure 15: Waterloo Station bus interchange preferred operating concept



8.2 Course Screen of Options

The full list of 22 options was reduced a long list by assessing each option against a coarse screen comprising of specific assessment criteria with a pass / fail test. Those criteria were:

- Achieves technical requirements of platform & track alignment and geometry
- Avoids the buffer area surround the Water Treatment Plant
- Closure of the rail corridor for unacceptable lengths of time or peak periods of use
- Avoids impacts on the existing road infrastructure

The course screen reduced the full list of option to a long list of 12 options. The long list can be categorised into options that retained the Existing Staggered Platforms and those that have aligned platforms.

COURSE SCREEN OPTIONS

LONG-LIST OF OPTIONS AFTER COURSE SCREEN	OPTIONS NOT PROGRESSED AFTER COURSE SCREEN
Base Case	**Option 6** – Split Platform move South, upgrade under pass – access public and station
Option 1 - Upgraded Existing Platform, upgrade underpass - ramp and stairs	**Option 7** – Split Platform move South, upgrade underpass public access, new overpass access station
Option 2 – Upgraded Existing Staggered Platforms, upgraded underpass, public ramps and stairs, platform lifts and stairs (no ramp)	**Option 8** – Split Platform move South, remove underpass. New overpass access public and station
Option 3 - Upgraded Existing Staggered Platforms, reduced underpass, updated ramps and stairs - Cambridge ped x,	**Option 9** – Split Platform move North, upgrade underpass, New overpass access public and station (dual access to station)
Option 4 - Upgraded Existing Staggered Platforms, upgrade underpass, upgraded ramp and stairs with sunken plaza	**Option 10** - New Island Platform, central location, upgrade underpass, ramps and stairs access public and station,
Option 5 - Upgraded Existing Staggered Platforms, remove underpass, New overpass access public and station (lifts and stairs)	**Option 11** - New Island Platform, shifted south, underpass retained for public and station access
Option 1A – Upgraded Aligned Platform, upgrade underpass, stairs + ramps	**Option 12** - New Island Platform, shifted South, underpass retained, new overbridge
Option 1B – Upgraded Aligned Platform, upgrade underpass, lifts + stair	**Option 13** - New Island Platform, shifted South, new overbridge, underpass removed
Option 1Bi – Upgraded Aligned Platform, shortened underpass. Cambridge ped x, lifts + stairs,	**Option 14** - New Island Platform, rail under
Option 17 – Upgraded Aligned Platforms, remove underpass, New reduced overpass + Cambridge ped x, lifts + stair	**Option 15** - New Island Platform, rail over
Option 5A – Upgraded Aligned Platform, remove underpass, New overpass access, lift + stair + ramps	**Option 16** - New Island Platform, shifted north, new overbridge
Option 5B - Upgraded Aligned Platform, remove underpass, New overpass, lifts + stairs	

8.3 Long List of Options and Short-Listing.

The long list of options was reduced to a short list by assessing each option against a range of assessment criteria that where relevant to and could be measured considering the level of design detail available for each option early in the feasibility study.

The **assessment criteria** and measures used for shortortlisting the long list were, as per table below:

ASSESSMENT CRITERIA TABLE

CRITERIA	MEASURE
Community Connections	• Maintain the community connection from East to West (across rail corridor and Cambridge Terrace). • Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)
Transport Interchange	• How well does the station option protect the ability to integrate greatest number of bus interchange options. • Length of the walk on the East West connections for minimum walking distance. • Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.
Enabling Commercial Development	• The Station including bus interchange occupies the smallest possible area measured in sqm. • The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets • The station and bus interchange is decoupled from the use of property not under control of GW
Construction and Delivery	• least complex construction and staging method for delivery
Sustainability	• Greatest amount of existing infra-structure that can be reused • Minimum area of soil disturbance and amount of earth needing dis-posal

These assessment criteria reduced the longlist of options to a short list of five options plus the status quo and the base case. The shortlist is:

SHORTLIST OF OPTIONS

OPTIONS FORMING THE SHORT LIST	OPTIONS NOT INCLUDED IN THE SHORT-LIST
Base Case	**Option 1 -** Upgraded Existing Platform, upgrade underpass - ramp and stairs
Option 1B – Upgraded Aligned Platform, upgrade underpass, lifts + stair	**Option 3 -** Upgraded Existing Staggered Platforms, reduced underpass, updated ramps and stairs - Cambridge ped x,
Option 1Bi – Upgraded Aligned Platform, shortened underpass. Cambridge ped x, lifts + stairs,	**Option 4 -** Upgraded Existing Staggered Platforms, upgrade underpass, upgraded ramp and stairs with sunken plaza
Option 2 - Upgraded Existing Platform, upgraded underpass, public ramps and stairs, platform lifts and stairs (no ramp)	**Option 5 -** Upgraded Existing Staggered Platforms, remove underpass, New overpass access public and station (lifts and stairs)
Option 5B - Upgraded Aligned Platform, remove underpass, New overpass, lifts + stairs	**Option 5A** – Upgraded Aligned Platform, remove underpass, New overpass access, lift + stair + ramps
Option 17 – Upgraded Aligned Platforms, remove underpass, New reduced overpass + Cambridge ped x, lifts + stair	

The long list of options not shortlisted is contained in Appendix 11.3, along with the evaluation. A summary of the evaluation to identify the shortlist of masterplan options is illustrated in Table X

Each of the shortlisted options underwent further design to enable a finer grain assessment to identify a leading option. The description each shortlisted option and the assessment is outlined in Section 9.0.

9.0 SHORT LIST OF OPTIONS

There are 5 shortlisted options in addition to the status quo (do nothing) and base case (do minimum). These are described individually below.

9.1 Status Quo (do nothing)

STATUS QUO DESCRIPTION

This option assumes continued use of the station without any upgrades, but with the ongoing maintenance and operation of the existing infrastructure and its associated cost. The Status Quo includes updates of certain station elements or upgrade costs which will be incurred as elements come to their end of life and continued maintenance is not an option.

- Platforms – At this stage there are no urgent upgrades required to the platforms.
- Station Roof – The study, detailed in the Design Brief, outlines the required work to repair the roof, and ongoing maintenance for this. Maintenance and repair of the roof requires approvals and permits from Kiwirail as the roof structure crosses the rail corridor.
- Underpass maintenance – ongoing repair costs of the underpass to manage water ingress, with understanding of potential end of life cost associated with required replacement estimated to be within the next 15 years i.e. by 2037.
- Stairs and Ramps – The ramps and stairs would remain as is, there may be costs to upgrade the ramps as these are not compliant with current accessibility standards and at some point, in the future, may require upgrading to meet code.
- Existing building upgrades, and or decommissioning over time if these buildings are not generating revenue to cover their costs.

Figure 16: Existing Station: 1. North East End os Station Platform and Roof; 2. Station Underpass and ramp Entry; 3. Station Stair Access and Roof Structure; 4. Platform; 5. View from Platform Looking at side of the roof; 6. Ramps from Trafalgar Square; and 7. View of the Underpass

9.2 Base Case

BASE CASE DESCRIPTION

This option has been used as a baseline reference in the assessment of options and assessed as neutral for all assessment criteria. The base case identifies and contains the minimal upgrades required for the station to safely operate for at least another 50 years, and/or needed to meet the building code because the replacement of a station element e.g. the roof, triggers the need:

Roof replacement (not like-for-like):

- Assumed to be reinstated on both sides of the tracks without crossing over the rail corridor but maintaining a similar coverage area and re-use of the existing structural frame.
- Removal and disposal of existing roof soffit and cladding
- Make good and recoating of the existing structural frame
- Removal and reinstatement of new building services in the roof space (rainwater disposal systems and lighting)
- Roof access and fall restraint systems for maintenance.
- Demolition of the existing amenities building, or re-roofing and upgrades to the existing amenity building.
- Further development and design would be required for the above.

Levelling of rail platforms

- Temporary closures
- Temporary removal and reinstatement of platform furniture
- Re-level and reinstate asphalt finishes

Strengthening and waterproofing the pedestrian underpass

- Upgraded flooring, wall finishes, lighting and waterproofing as required.
- Ongoing and future maintenance and upgrades to the underpass should also allow for seismic upgrades and upgraded water pump to mitigate risks of flooding. Subject to further assessment.

Improved Ramp and Stair Access from Oxford and Cambridge Terrace

- Upgrades to make the current ramps and stairs compliant
- Excavations and waterproofing required
- Allowance for new security gate lines

Improved bus stop amenity i.e. new bus shelters and lighting

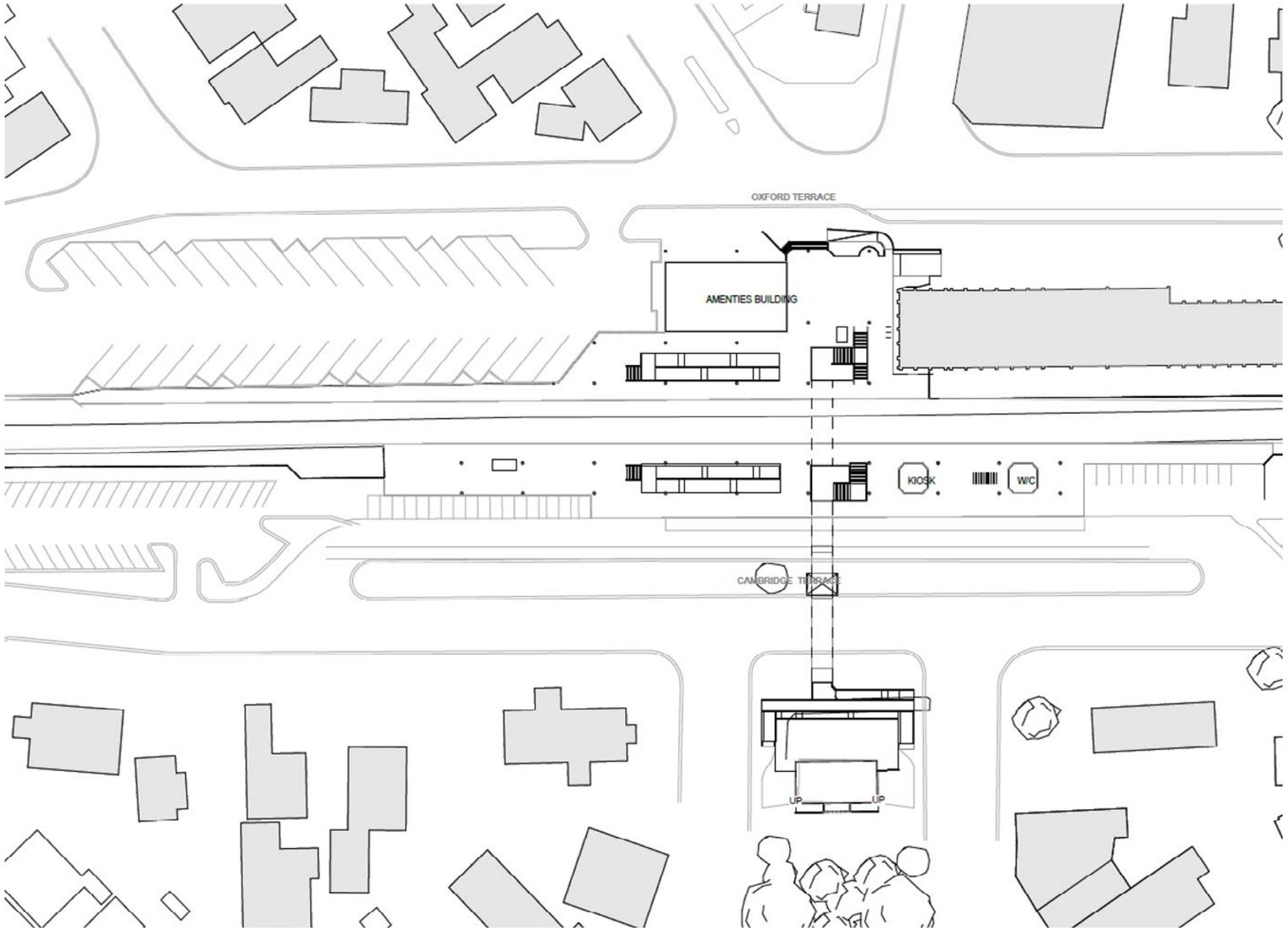


Figure 17: Existing Station drawing

9.3 Option 1B

OPTION 1B DESCRIPTION

Option 1B is defined by the following key configuration elements that differentiate it from other options:

- **Platform:** Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant.
- **Cross-corridor Access:** upgraded underpass providing access from Oxford Terrace through to Trafalgar Square and beneath Cambridge Terrace, for both rail and bus commuters and the wider community.
- **Vertical Circulation:** 3 sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with lifts for accessibility.

Secondary Station Elements (not key differentiators due to comparable treatment across options):

- **Canopy:** Entry and platform canopies with associated seating on platform to meet requirements of the brief (70% of platform cover).
- **Station Amenities:**
  - Including weather protected (tempered or conditioned) waiting areas with seating,
  - public toilets – 1 toilet block on each platform with: 1 accessible and one unisex toilet,
  - bike parking - 100,
  - provision for station closure – fencing around the perimeter of the platform and clearly identified entry points futureproofing gateline.
- **Commercial Opportunities:** 480m² within the station footprint, with an additional 225m² adjacent to the Western / Oxford Terrace entry.

Common Elements Across All Options:

- **Bus Interchange:** Integrated with the station with optimally configured station entries and forecourts, the Eastern Interchange Upgraded and consolidated; and Western Interchange retains and upgrades existing bus stops.

Figure 18: View taken from Cambridge Terrace looking North

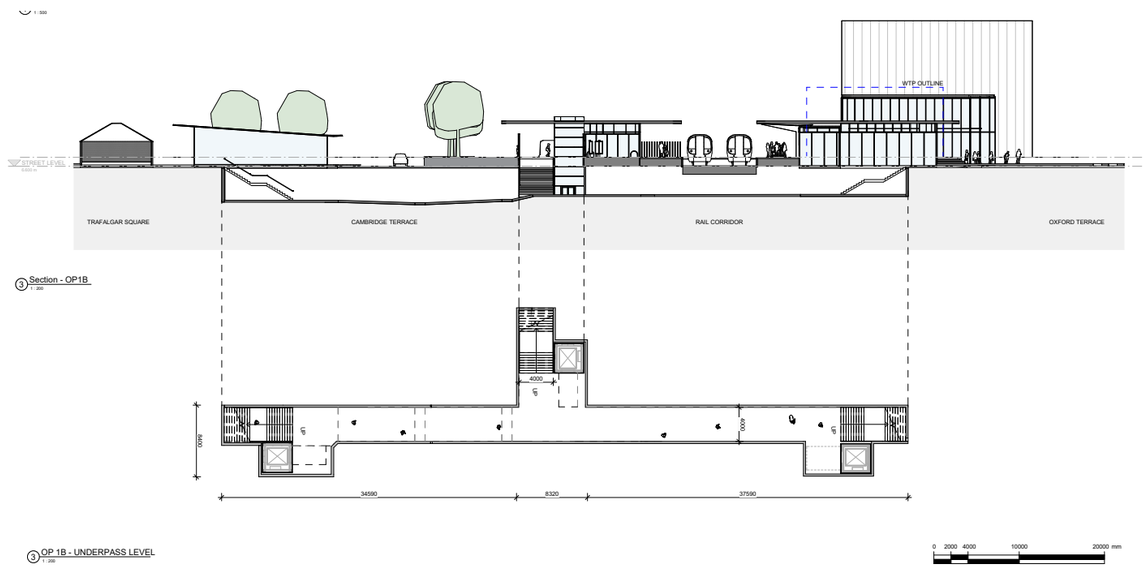


Figure 19: Section through cross coridor connection

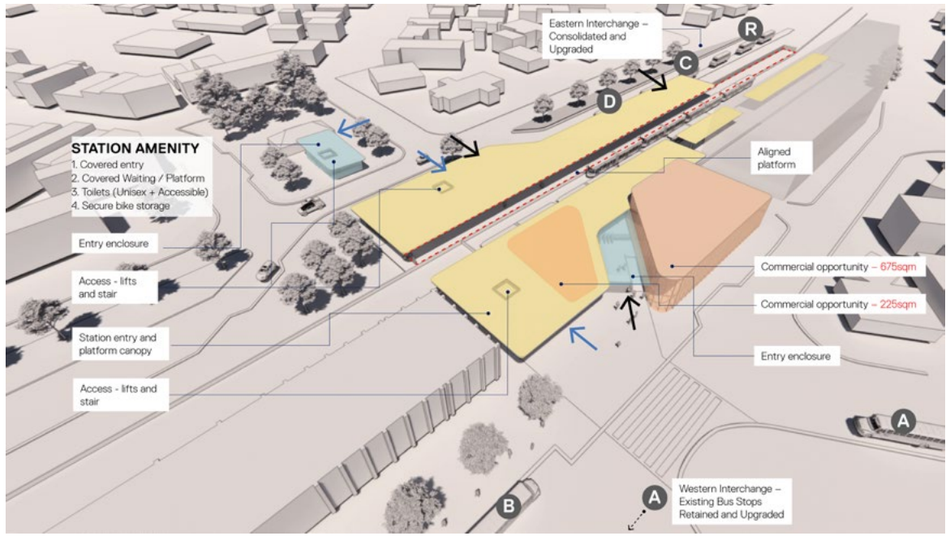


Figure 20: Aerial view from Oxford Terrace

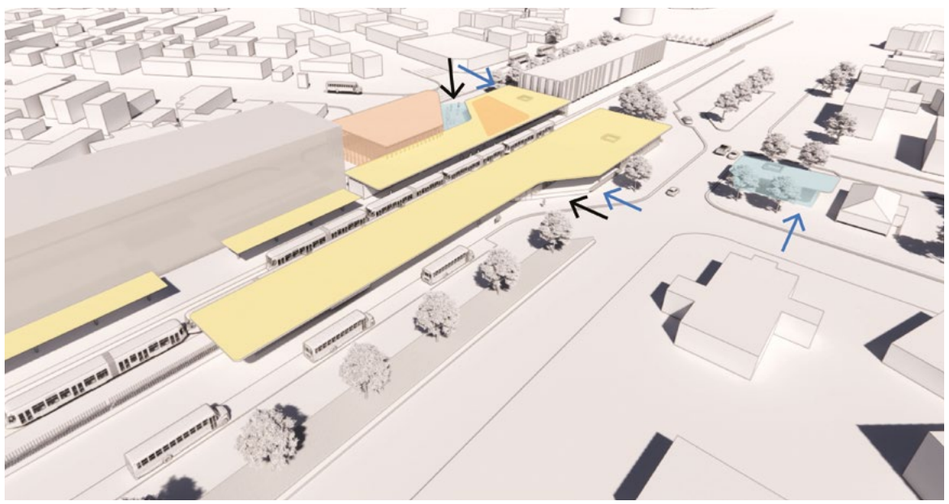


Figure 21: Aerial view from Cambridge Terrace

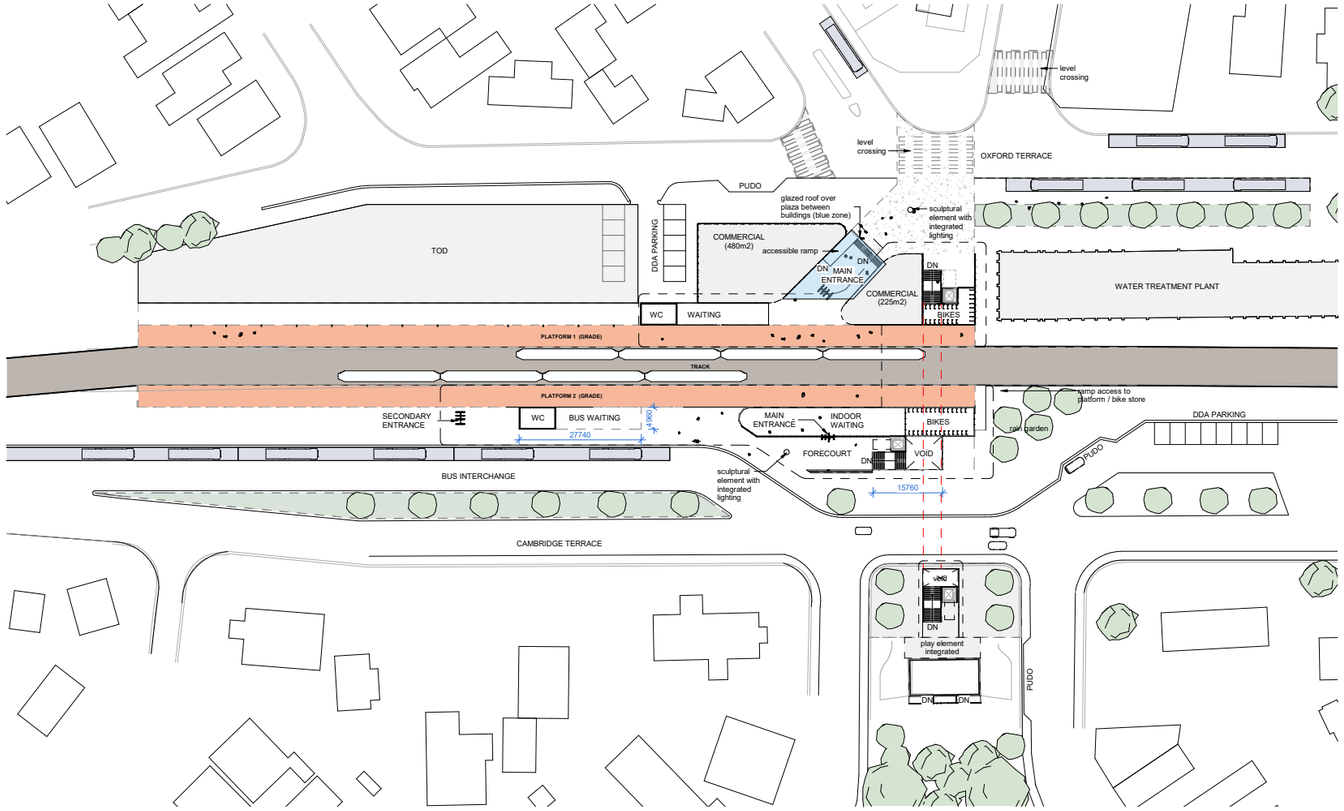


Figure 22: Station and interchange plan

9.4 Option 1Bi

OPTION 1BI DESCRIPTION

Option 1BI is defined by the following key configuration elements that differentiate it from other options:

- **Platform:** Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant.
- **Cross-corridor Access:** upgraded underpass providing access Oxford Terrace to Cambridge Terrace, at-grade pedestrian crossing between Cambridge Terrace and Trafalgar Square, serving both commuters and the wider community.
- **Vertical Circulation:** 2 sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with lifts for accessibility.

Secondary Station Elements (not key differentiators due to comparable treatment across options):

- **Canopy:** Entry and platform canopies with associated seating on platform to meet requirements of the brief (70% of platform cover).
- **Station Amenities:**
  - Including weather protected (tempered or conditioned) waiting areas with seating,
  - public toilets – 1 toilet block on each platform with: 1 accessible and one unisex toilet,
  - bike parking - 100,
  - provision for station closure – fencing around the perimeter of the platform and clearly identified entry points futureproofing gateline.
- **Commercial Opportunities:** 480m² within the station footprint,

Common Elements Across All Options:

- **Bus Interchange:** Integrated with the station with optimally configured station entries and forecourts, the Eastern Bus Interchange Upgraded and consolidated; and Western Bus Interchange retains and upgrades existing bus stops.

Figure 23: View taken from Cambridge Terrace looking North

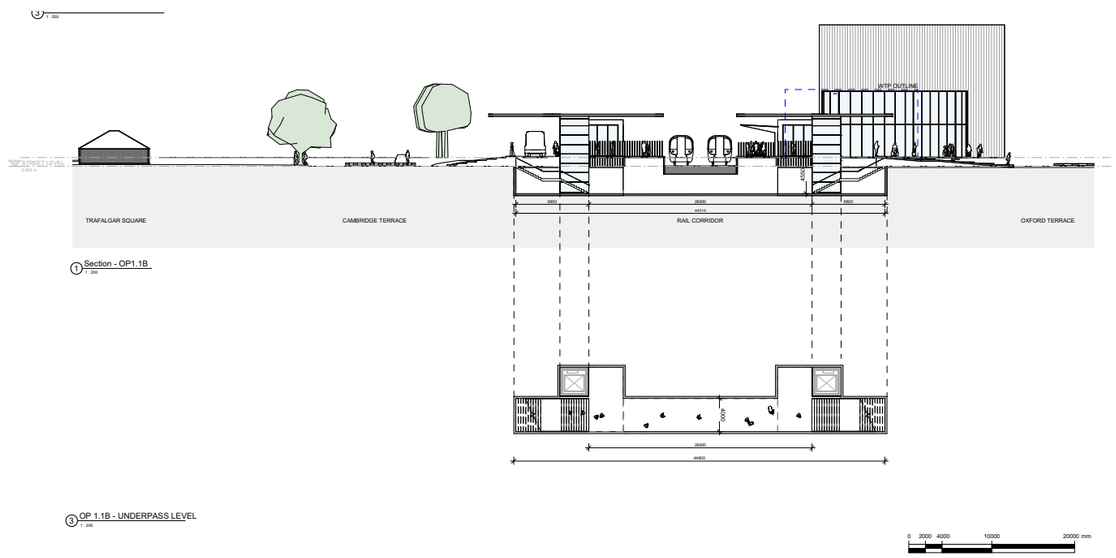


Figure 24: Section through cross coridor connection

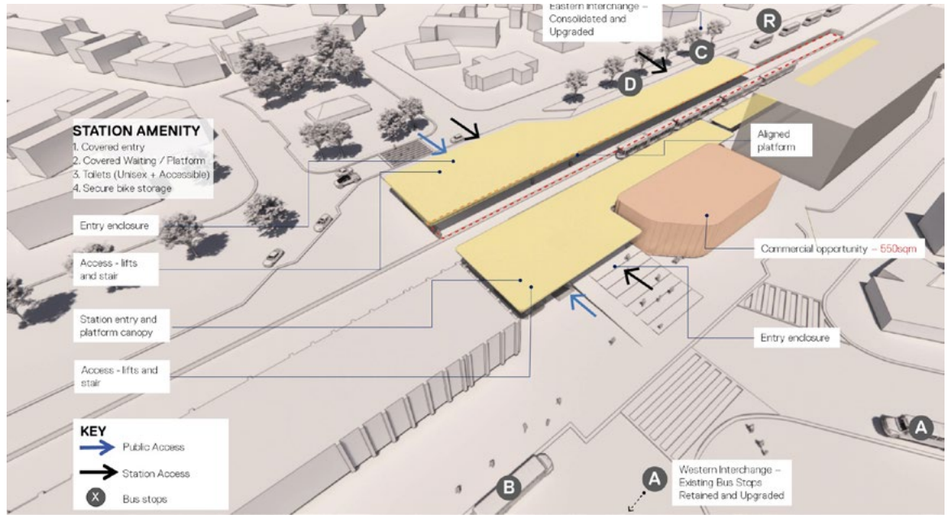


Figure 25: Aerial view from Oxford Terrace

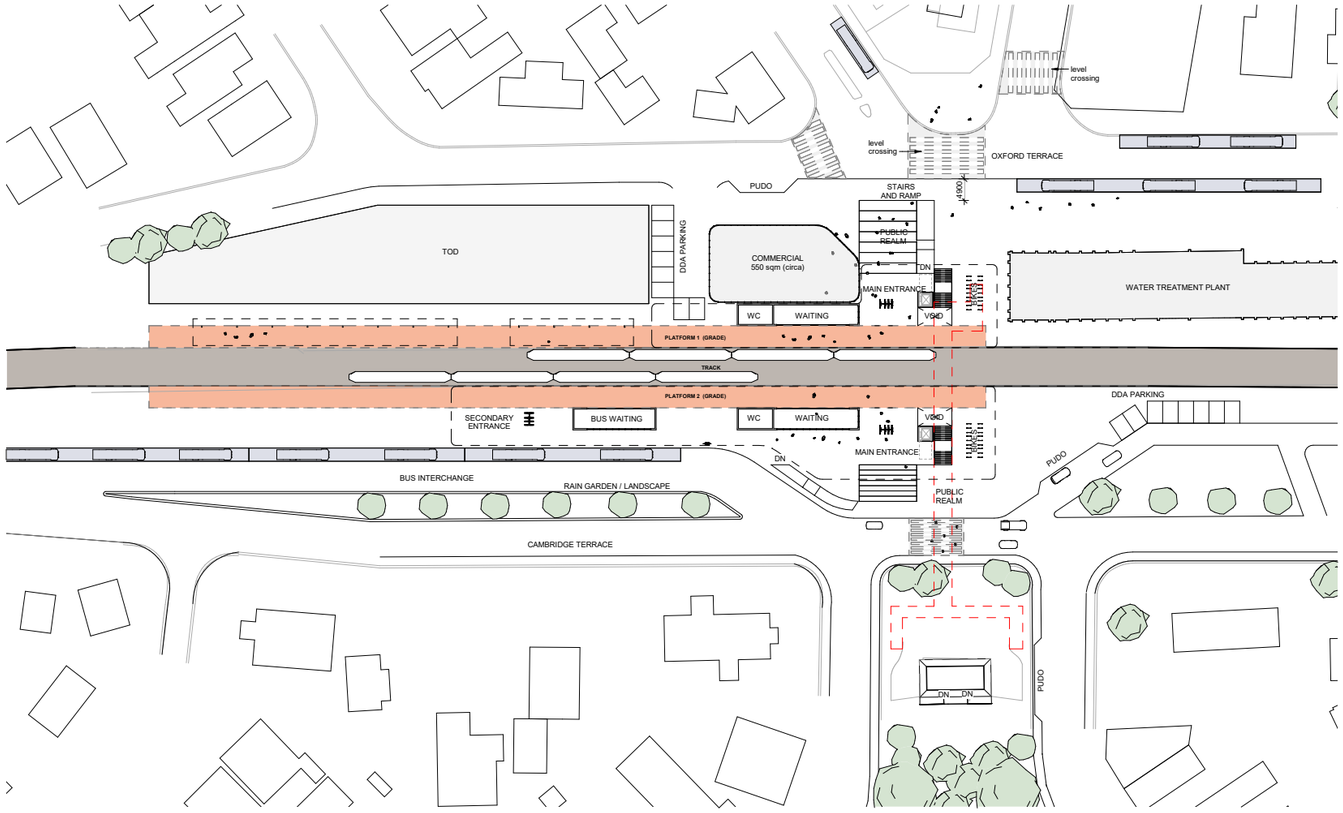


Figure 26: Station and interchange plan

9.5 Option 2

OPTION 2 DESCRIPTION

Option 2 is defined by the following key configuration elements that differentiate it from other options:

- **Platform:** Existing configuration of the platforms, upgraded, Platform 1 maintain to maintain the required 5m clearance from the Water Treatment Plant.
- **Cross-corridor Access:** upgraded underpass providing access Oxford Terrace through to Trafalgar Square, beneath Cambridge Terrace for both rail and bus commuters and the wider community.
- **Vertical Circulation:** 3 sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with new compliant ramps for accessibility.

Secondary Station Elements (not key differentiators due to comparable treatment across options):

- **Canopy:** Entry and platform canopies with associated seating on platform to meet requirements of the brief (70% of platform cover).
- **Station Amenities:**
  - Including weather protected (tempered or conditioned) waiting areas with seating,
  - public toilets – 1 toilet block on each platform with: 1 accessible and one unisex toilet,
  - bike parking - 100,
  - provision for station closure – fencing around the perimeter of the platform and clearly identified entry points futureproofing gateline.
- **Commercial Opportunities:** 480m² within the station footprint.

Common Elements Across All Options:

- **Bus Interchange:** Integrated with the station with optimally configured station entries and forecourts, the Eastern Bus Interchange Upgraded and consolidated; and Western Bus Interchange retains and upgrades existing bus stops.

Figure 28: View taken from Cambridge Terrace looking North

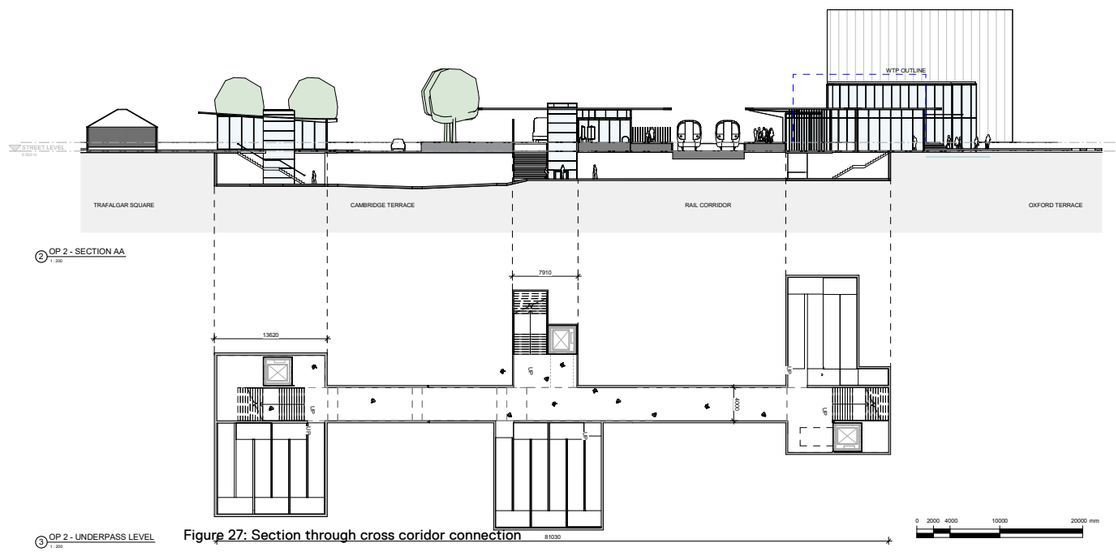


Figure 27: Section through cross coridor connection

Figure 29: Section through cross coridor connection

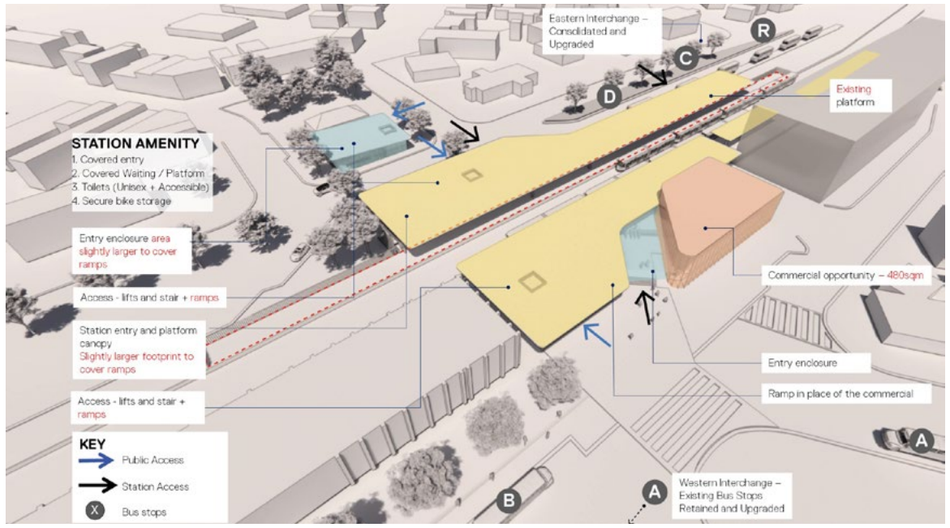


Figure 30: Aerial view from Oxford Terrace

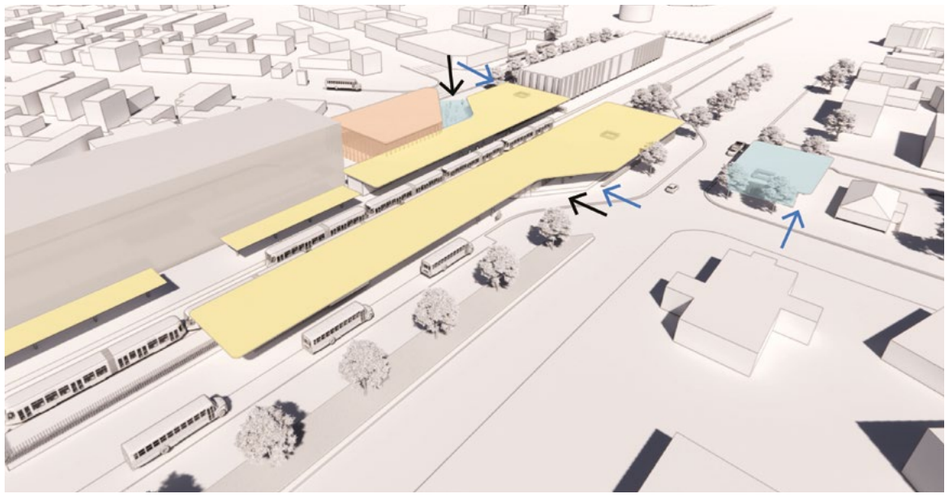


Figure 31: Aerial view from Cambridge Terrace

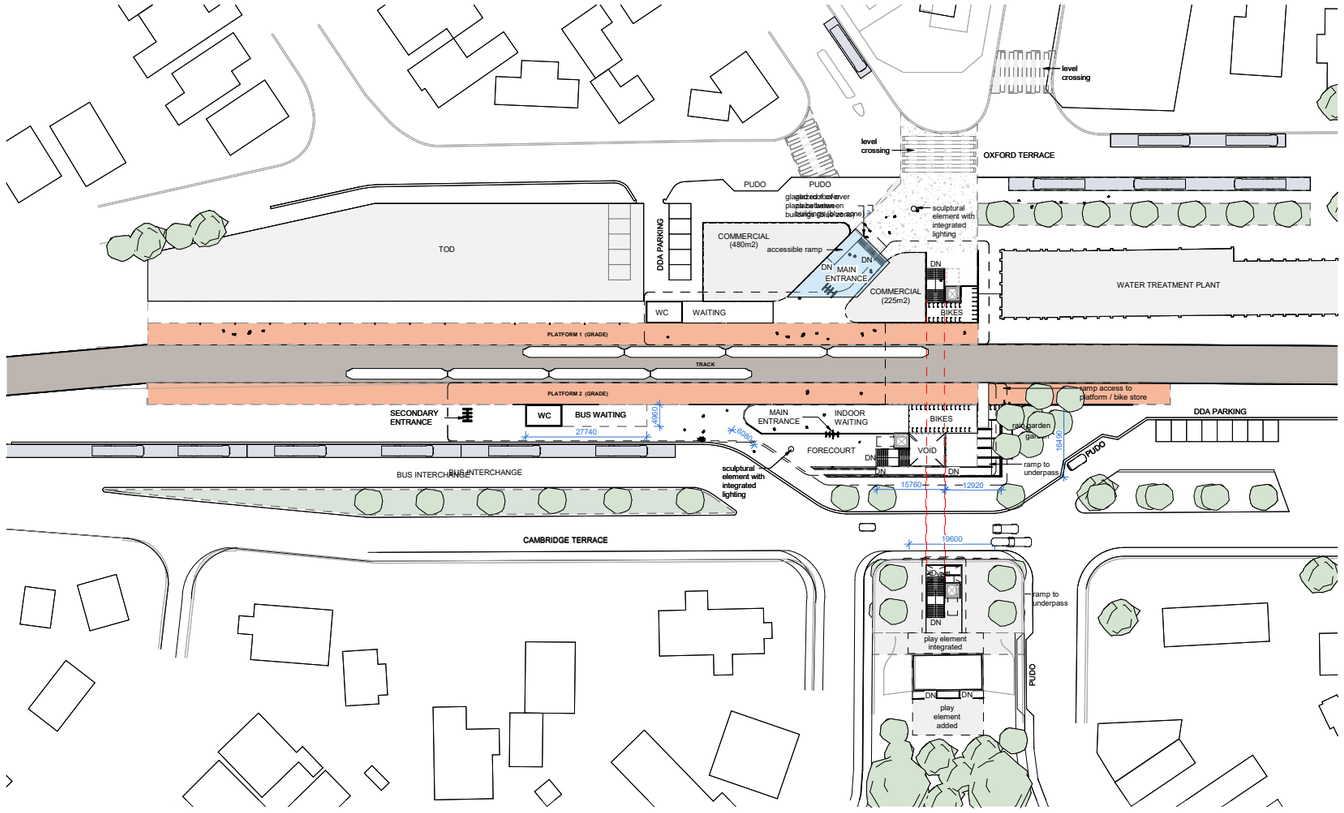


Figure 32: Station and interchange plan

9.6 Option 5B

OPTION 5B DESCRIPTION

Option 5B is defined by the following key configuration elements that differentiate it from other options:

- **Platform:** Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant.
- **Cross-corridor Access:** underpass remove, new overpass providing access Oxford Terrace through to Trafalgar Square, above Cambridge Terrace, for both rail and bus commuters and the wider community
- **Vertical Circulation:** 3 sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.

Secondary Station Elements (not key differentiators due to comparable treatment across options):

- **Canopy:** Entry and platform canopies with associated seating on platform to meet requirements of the brief (70% of platform cover).
- **Station Amenities:**
  - Including weather protected (tempered or conditioned) waiting areas with seating,
  - public toilets – 1 toilet block on each platform with: 1 accessible and one unisex toilet,
  - bike parking - 100,
  - provision for station closure – fencing around the perimeter of the platform and clearly identified entry points futureproofing gateline.
- **Commercial Opportunities:** 550m² within the station footprint.

Common Elements Across All Options:
Bus Interchange: Integrated with the station with optimally configured station entries and forecourts, the Eastern Bus Interchange Upgraded and consolidated; and Western Bus Interchange retains and upgrades existing bus stops.

Figure 33: View taken from Cambridge Terrace looking North

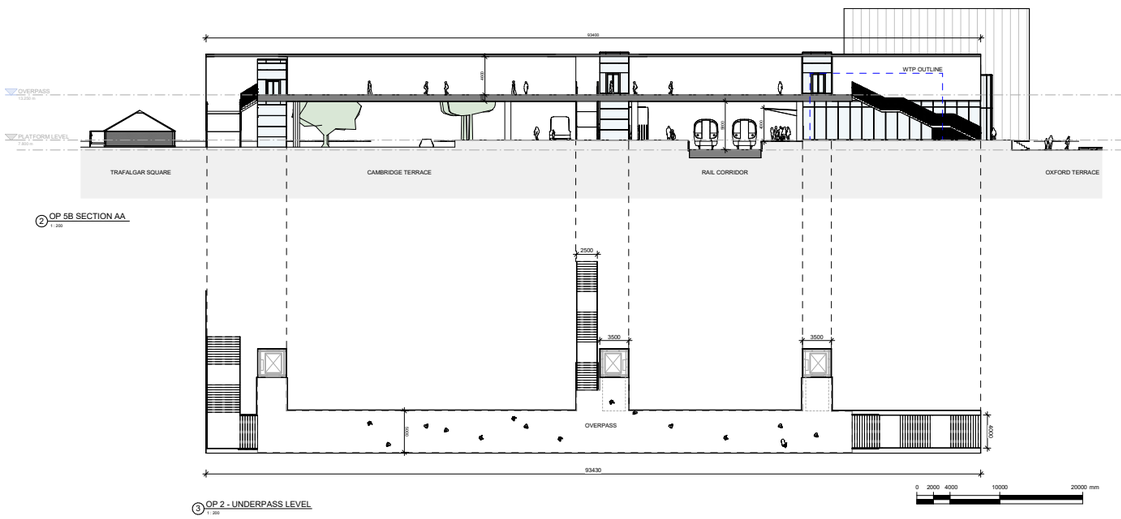


Figure 34: Section through cross coridor connection

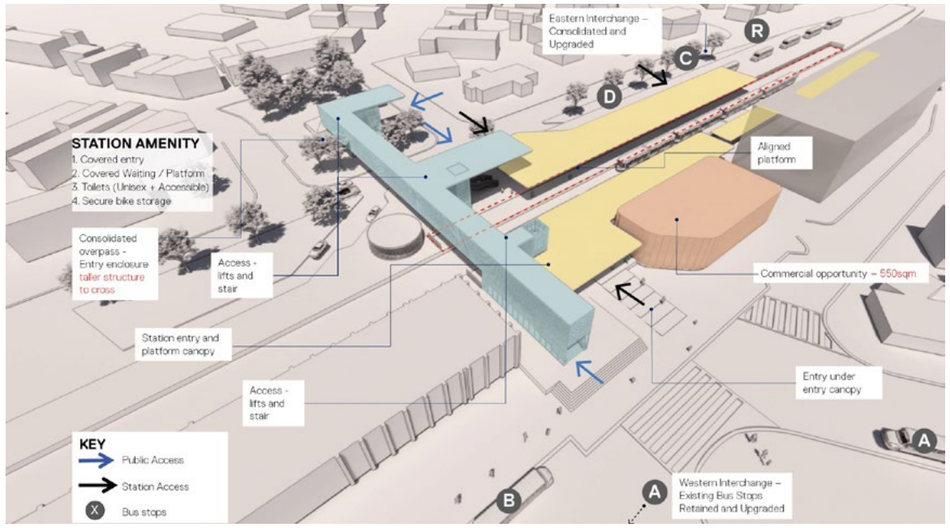


Figure 35: Aerial view from Oxford Terrace

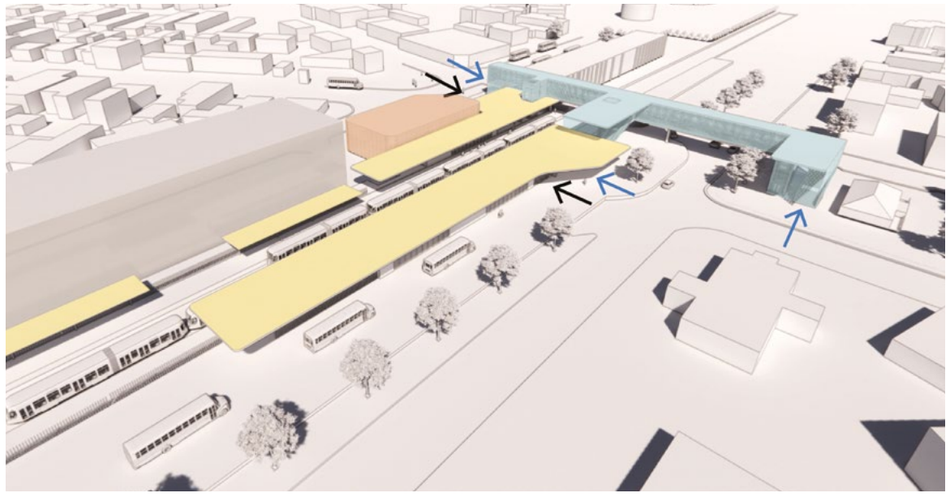


Figure 36: Aerial view from Cambridge Terrace

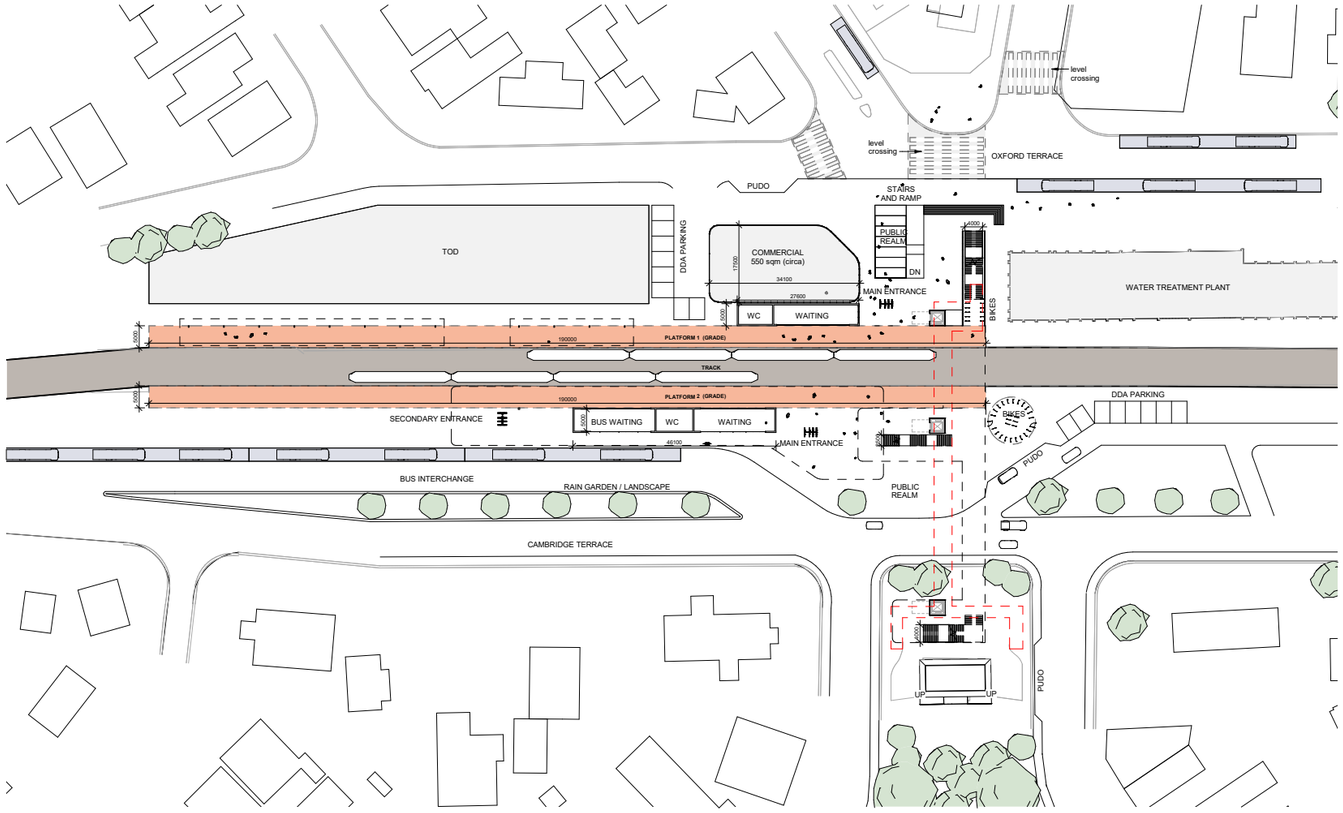


Figure 37: Station and interchange plan

9.7 Option 17 (Recommended Option)

OPTION 17 DESCRIPTION

Option 17 is defined by the following key configuration elements that differentiate it from other options:

- **Platform:** Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant.
- **Cross-corridor Access:** underpass remove, new overpass providing access Oxford Terrace to Cambridge Terrace, at-grade pedestrian crossing from Cambridge Terrace to Trafalgar Square, for both rail and bus commuters and the wider community
- **Vertical Circulation:** 2 sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.

Secondary Station Elements (not key differentiators due to comparable treatment across options):

- **Canopy:** Entry and platform canopies with associated seating on platform to meet requirements of the brief (70% of platform cover).
- **Station Amenities:**
  - Including weather protected (tempered or conditioned) waiting areas with seating,
  - public toilets – 1 toilet block on each platform with: 1 accessible and one unisex toilet,
  - bike parking - 100,
  - provision for station closure – fencing around the perimeter of the platform and clearly identified entry points futureproofing gateline.
- **Commercial Opportunities:** 550m² within the station footprint.

Common Elements Across All Options:
Bus Interchange: Integrated with the station with optimally configured station entries and forecourts, the Eastern Bus Interchange Upgraded and consolidated; and Western Bus Interchange retains and upgrades existing bus stops.

Figure 38: View taken from Cambridge Terrace looking North

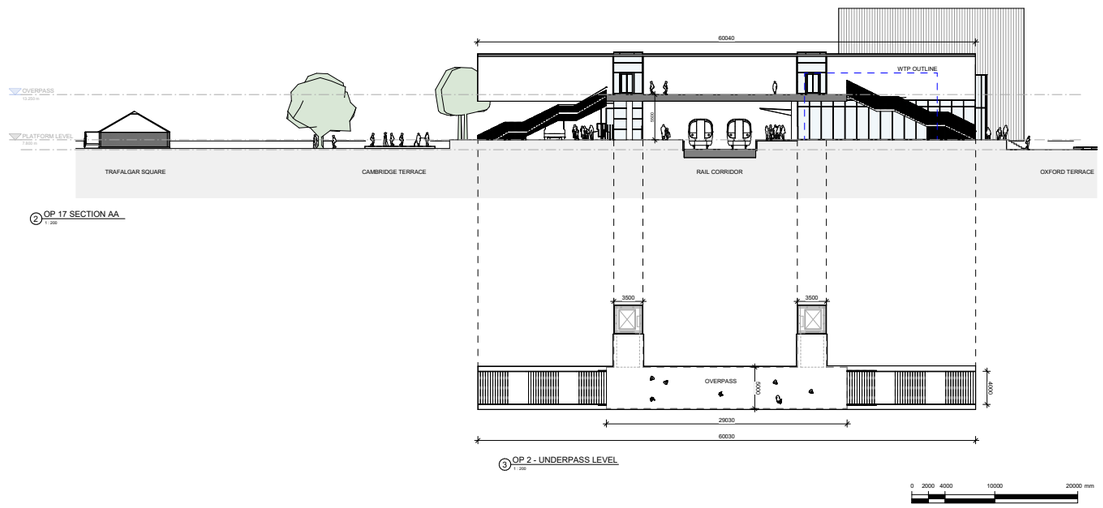


Figure 39: Section through cross coridor connection

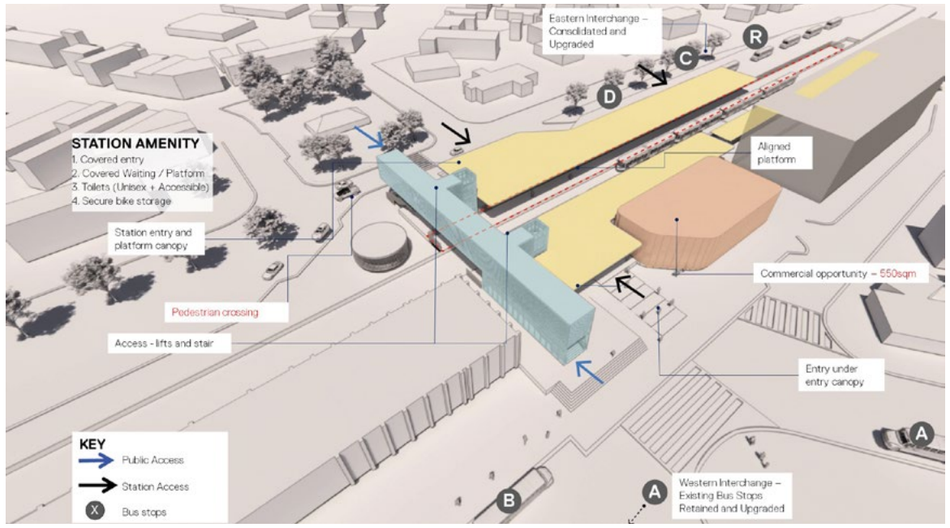


Figure 40: Aerial view from Oxford Terrace

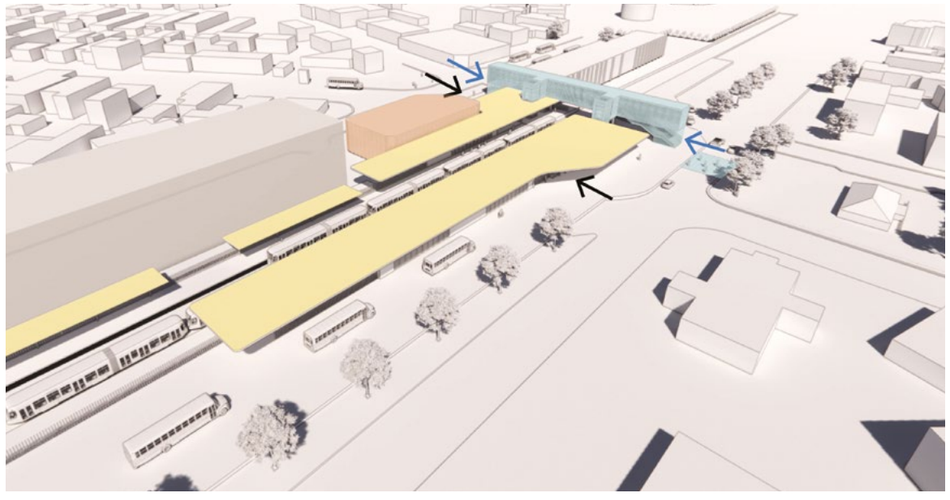


Figure 41: Aerial view from Cambridge Terrace

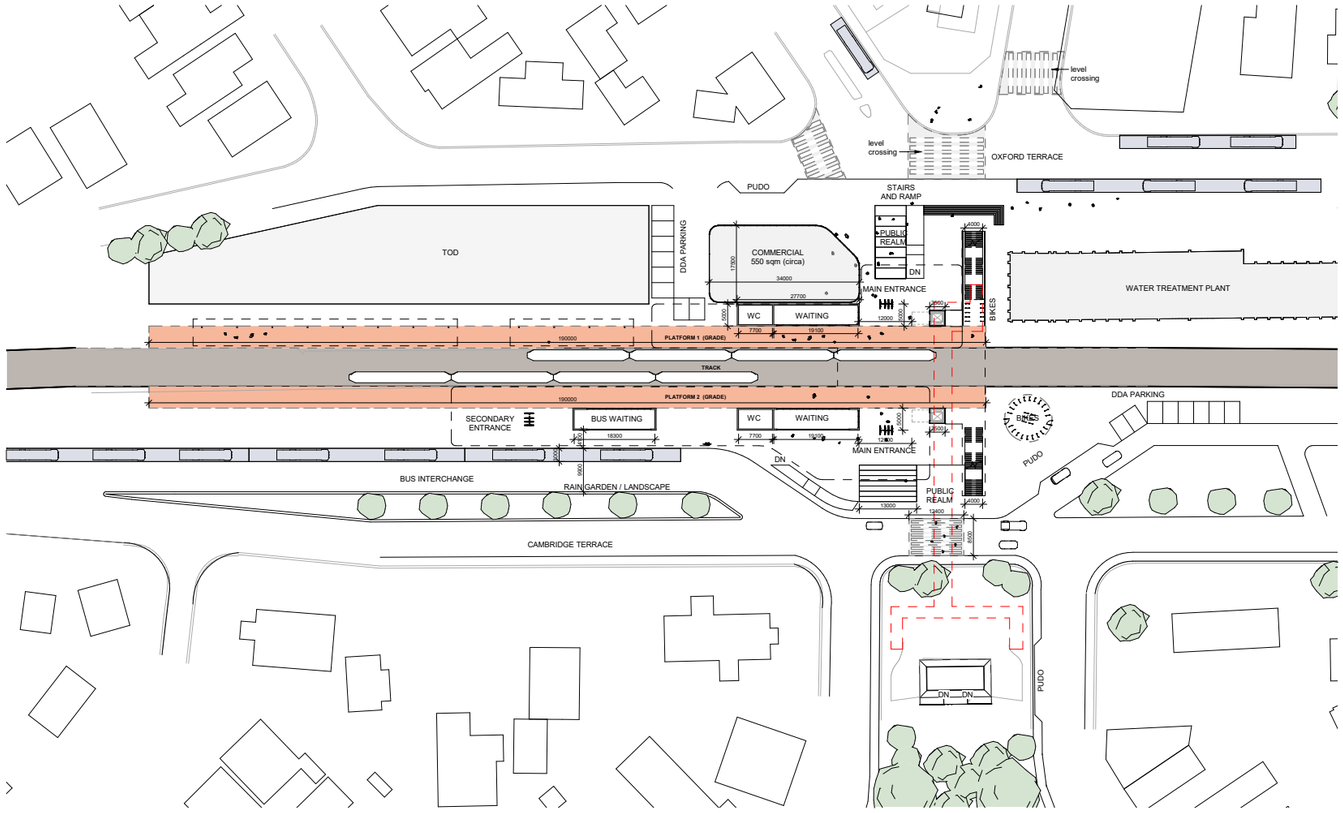


Figure 42: Station and interchange plan

10.0 ASSESSMENT OF SHORT LISTED OPTIONS

10.1 Shortlisted Option Evaluation Summary

CROSS-CORRIDOR ACCESS
Both options—Option 1Bi (underpass) and Option 17 (overpass)—feature a pedestrian crossing from Trafalgar Square to Cambridge Terrace and a shorter crossing between platforms. Option 17 stands out for offering a more legible and accessible station approach through an at-grade (eye-level) overpass, while underpass option 1Bi pose a flooding risk (no worse than current conditions) and the remaining life of the underpass is not confirmed. Additionally, the shorter overpass in Option 17 supports improved investment and construction staging, and offers opportunity for less interrupted rail operations during delivery.

VERTICAL TRANSPORT (VT) CONFIGURATION
Most shortlisted options include a combination of lifts and stairs. Although ramps provide greater long-term resilience, they were excluded due to the significant space they require. The overpass configuration in Option 17 also reduces the need for deep excavation, as lifts do not need to descend all the way to the underpass level.

LIFTS - PROS AND CONS
As part of the assessment, the pros and cons of incorporating lifts as an alternative to ramps were carefully considered. Overall, the benefits of lifts were found to outweigh the drawbacks and are summarised as:

PROS:
- Provide essential step-free access for wheelchair users, prams, elderly, and cyclists
- Compact footprint compared to ramps
- Faster and easier than stairs or long ramps
- Weather-protected and user-friendly

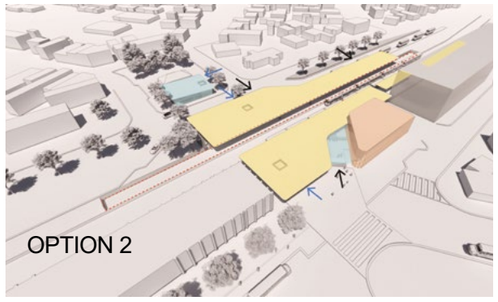
CONS:
- Maintenance and operational costs
- Risk of outages, impacting accessibility (able to be mediated with alternative access strategy)
- Limited capacity during peak times

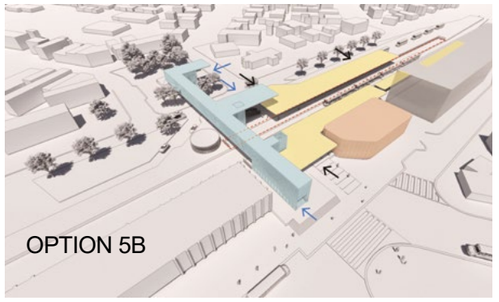
COMMUNITY CONNECTION, TRANSPORT INTERCHANGE, AND COMMERCIAL DEVELOPMENT
Both Option 1Bi and Option 17 score equally in terms of enhancing community connection, supporting a transport interchange, and enabling future commercial development. Each delivers comparable, positive outcomes in these areas.

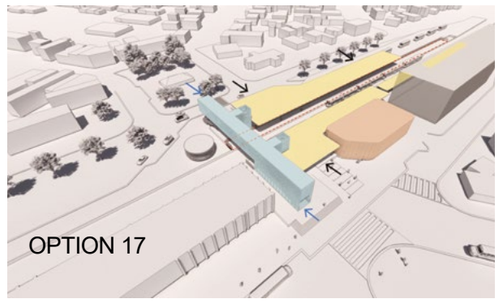
.

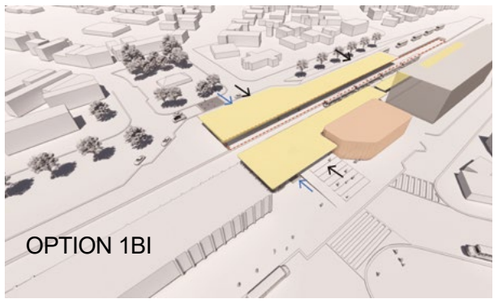
STAGING AND ADAPTABILITY
All shortlisted options represent a significant improvement over existing conditions. The inclusion of an at-grade crossing in Option 17 reduces pressure on both the underpass and overpass, enhancing the long-term durability and flexibility of the station layout. However, the seismic performance of the underpass in option 1Bi remains a concern, particularly if resolving seismic results in a narrower structure and reduced capacity.

The full multi-criteria assessment (MCA) summary is provided in the appendix.









DO MIN (BASE CASE)	OPTION 1B	OPTION 2	OPTION 5B	OPTION 17	OPTION 1BI
0	6	4	1	16	11
0.0	0.3	0.3	0.3	0.7	0.5
Discount	Discount	Discount	Discount	Progress	Discount

10.2 Assessment Criteria: Community Connections

COMMENTARY

All the options maintain step free and safe east–west connection for local community movements.

Options 17 and 1Bi introduce on at-grade pedestrian crossing over the Cambridge Terrace, which improves the visual and physical connection between the station and the village to the stations east (Trafalgar Square), particularly for morning commuters travelling into Wellington CBD. The visual and physical connection from the eastern village centre to the station is further enhanced by the removal of the above-ground structures associated with the current underpass.

Safety concerns associated with at the at-grade crossings—Cambridge and Oxford Terraces—have been addressed through the inclusion of raised crossings, traffic signals on Cambridge Terrace, and designated pedestrian crossings on the Oxford side (at Knights Road/Birch Street and Pohutukawa Street).These at-grade crossings also serve as a visual cue to drivers that they are entering a residential area, which is increasingly densifying. Currently, Cambridge Terrace acts as a traffic corridor, reinforced by the rail line and dense tree planting along its edge. Creating a clear east–west pedestrian crossing between Trafalgar Square and the station frontage helps shift driver perception and encourages safer behaviour.

In the preferred option 17 - the proposed overbridge also offers a visible reference point, reinforcing the east–west link—something less apparent with an underpass. However, the overbridge does introduce a need for lifts to ensure access for cyclists and people with limited mobility. Unlike ramps or a new underpass with gradual slopes, the reliance on lifts introduces a potential vulnerability, as lift breakdowns could disrupt step-free access. It is therefore essential that the lifts are sized to accommodate bicycles and other users simultaneously, particularly during peak travel times.

10.3 Assessment Criteria: Transport Interchange

COMMENTARY

The proposed at-grade pedestrian crossing at Cambridge Terrace (Options 17 and 1Bi) offers a significant improvement in accessibility by minimising vertical level changes and reducing walking distances between the surrounding community, the station platforms, and the eastern bus interchange. This direct connection enhances permeability across the rail corridor and supports legible, low-effort transfers for all users, particularly those with mobility needs or travelling with luggage or bicycles.

The inclusion of lifts adjacent to each platform provides an efficient and inclusive vertical circulation option. By situating the lifts appropriately, the design minimises travel distances for passengers requiring step-free access, eliminating the need to rely on longer, circuitous ramp paths. This configuration supports a customer-centred station layout that aligns with modern expectations for universal accessibility.

However, careful attention is required in the detailed design of the overbridge stairs - particularly their landing points at ground level. It will be important to ensure that pedestrians crossing the rail corridor via the stairs are deposited near the platform entrances, so as not to be disadvantaged relative to those using the lifts. A misalignment in these connections could create inequitable travel paths and undermine wayfinding clarity and customer experience. This will need to be addressed through the next phase of design to ensure intuitive and equitable movement patterns are maintained across all access modes.

Assessment Criteria Measure	Description of metric	Option Score					
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi
Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times for the community, particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)
	Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)
Community Connections Average Score		0	1	1.5	1	1.5	1.5

Assessment Criteria Measure	Description of metric	Option Score					
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi
Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)
	Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)
Transport Interchange Average Score		0	1	1	1	2	2

10.4 Assessment Criteria: Enabling Commercial Development

COMMENTARY

One of the core design principles for the station and interchange was to optimise and minimise the station footprint, thereby freeing up land for potential commercial development. The proposed station layouts were intentionally compact, with a consistent planning approach applied across all options. This consistency allowed for clearer comparisons of footprint efficiency.

Options featuring aligned platforms, minimal level changes, and no ramps generally performed best. Underpass-based layouts tended to be the most space-efficient; however, the inclusion of ramps—particularly in Option 2—significantly increased the footprint and reduced overall efficiency.

Compact station layouts not only reduce reliance on land outside GWRC's control but also enhance opportunities for transit-oriented development (TOD) around the station. A smaller station footprint also helps limit disruption to surrounding landholdings. Options with compact geometries and pedestrian crossings—such as Options 17 and 1Bi—performed particularly well. However, the inclusion of a pedestrian crossing at Cambridge Terrace, while contributing to a smaller footprint, will require further engagement with Hutt City Council.

At this stage, commercial development shown in the shortlisted options is indicative only and represents potential building footprints and configurations that support station operations. While the proposed footprints are broadly comparable across options, the scale and type of commercial development will be explored in more detail during future design phases.

Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
			Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Enabling Commerical Development	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	Neutral	Slight positive (+ve)	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Commercial area is based on footprint only at this stage - not no. of floors. Options with aligned platforms, without ramps and less level changes enable a more efficient station footprint.
		The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	Neutral	Slight positive (+ve)	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	All options with aligned platforms, without ramps and less level changes enable a more efficient station footprint.
		The station and bus interchange is decoupled from the use of property not under control of GW	Neutral	Neutral	Neutral	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	The overpass and pedestrian crossing at Cambridge Terrace will require engagement with Hutt City Council. A pedestrian crossing at Trafalgar Square will give public space back to HCC as the ramps and underpass would be removed.
Enabling Commerical Development Average Score			0	0.7	0	0.0	0.7	0.7	

10.5 Assessment Criteria: Stageable and Adaptable

COMMENTARY

All options improve on the current condition and are designed to meet a Level of Service (LOS) C through to 2030, 2046, and 2061 under normal operating conditions. The inclusion of at-grade crossings helps alleviate pressure on underpass and overpass infrastructure, supporting the long-term resilience of station assets.

All options are designed to meet future demand from the outset, as that was a design criterion, and were not specifically designed for demand-led staging. However, the addition of an overpass creates an opportunity to stage the station development—initially relying on the existing underpass, with the overpass delivered later as demand grows or as the underpass reaches the end of its service life. The pedestrian underpass can accommodate LOS C until 2061 under normal conditions, but only until 2046 under degraded conditions, with some uncertainty around its seismic performance if narrowed.

Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
			Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Stageable and Adaptable	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large positive (+ve)	Slight positive (+ve)	All options improve on the existing condition. Addition of At Grade crossing alleviates pressure on underpass / overpass and gives greater longevity to other station features. Unknown seismic performance of the underpass is a risk if the width of the underpass is reduced for future capacity demand. Existing underpass performs to a LOS C under normal conditions to 2060, but only 2045 under degraded conditions.
		Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No ability for demand led development because of insufficient up lift in demand and the capacity needed for basic requirements on opening day. Possible staging of overpass until that time that the underpass needs replacing.
Stageable and Adaptable Average Score			0	0.5	1	1	1.5	0.5	

10.6 Assessment Criteria: Construction and Delivery

COMMENTARY

The shortlisted design options have been developed to a level that supports only high-level assessments of constructability. Throughout the design process, there has been a conscious effort to incorporate the reuse of existing structures and reduce disruption wherever possible. However, it is acknowledged that any upgrade to the station, regardless of the option selected, will inevitably involve some level of disruption, including the base case

All options present construction complexities, particularly with respect to maintaining east–west connectivity, ongoing station operations, and working within constrained site conditions—especially if the station remains open throughout the works. Upgrades to the underpass are particularly challenging due to waterproofing requirements, the formation of new connections, and the need to maintain pedestrian access during construction.

In terms of programme, all options are expected to require a longer construction duration than the base case. Options involving significant excavation—such as Option 2 and Option 5B—are likely to take more time to complete based on preliminary programme assessments. However, there may be opportunities to refine and optimise construction timeframes during the developed design phase.

Most construction works are proposed to be carried out outside of the active rail corridor. While some temporary closures may be required, it is expected these can be accommodated within planned Block of Line closures. Traffic management will be necessary across all options, with Options 17 and 1Bi likely to have greater impact on the active road corridor than the others.

Temporary east–west pedestrian connections will be required for certain options, such as Options 1B and 2. The specific location and design of these crossings will require further development. At this stage, the potential duration of full station closures is too uncertain to assess with confidence.

10.7 Assessment Criteria: Critical requirements

COMMENTARY

The critical requirements were to avoid any negative impacts on the Water treatment plant and related pipe network, as well as no negative impacts on the Waiwhetū Aquifer and groundwater.

All the station options have a 5m buffer allowance around treatment plant and avoids all below ground services. Further design will need to continue to avoid and provide opportunity for pipe maintenance or replacement in the future

All options can be taken forward without impacting the Aquifer based on the information known at this stage for the depth of the aquifer (approximately 15m).

Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
			Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Construction and Delivery	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	Complexity of construction and staging for delivery	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	All options have construction complexities with maintaining east/west connectivity, station operations, maintaining station operations, and constrained areas of works (especially if station remains open).The underpass upgrades have inherent complexities on waterproofing, construction new connections, and maintaining pedestrian connectivity.
		Duration to complete the overall construction	Neutral	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	All options will require a longer duration than the base case. Additional excavation for Option 2 and Option 5B do require more time based on high level programme. Opportunities to refine this could be developed through developed design.
		Duration of rail corridor closures for construction	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Works to be constructed outside rail corridors. Closures may be required but these should be able to be accommodated within programmed Block of Line Closures
		Road corridor impacts and Traffic management for construction	Neutral	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	All options will require traffic management. Option 17 and 1Bi will require more work within active roadway than other three options.
		Duration of closure of east west connection across the rail corridor	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Temporary crossing for Option 1 / 2b - location of this bridge would require further development.
		Duration of station closure	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Too difficult to assess at this stage.
Construction and Delivery Average Score			0.0	-0.7	-0.8	-0.7	-0.7	-0.8	

Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
			Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Critical Requirements	Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servicing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.	Impact on the Water treatment plant and related pipe network	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Station has a 5m buffer allowance around treatment plant and avoids all below ground services. Further design will need to continue to avoid and provide opportunity for pipe maintenance or replacement in the future
		Impact on the Waiwhetū Aquifer and groundwater	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	All options can be taken forward without impacting the Aquifer based on the information known at this stage for the depth of the aquifer (approx 15m).
Critical Requirements Average Score			0	0	0	0	0	0	

10.8 Assessment Criteria: Technical Requirements

COMMENTARY

The shortlisted station and interchange options have been assessed against a range of technical criteria, including constructability, environmental impact, operational performance, and future adaptability. Across all options, key design principles such as minimising the station footprint, reducing disruption, and enabling future commercial development have been consistently applied. Technically, all options are considered feasible, though they vary in complexity.

Platforms Options involving platform changes will impact underground services, but these impacts are considered manageable. Further design refinement will support the identification of mitigation measures to reduce or eliminate these impacts. All options ensure platforms are located above current and future flood levels.

Key Differentiator – Rail Crossing The most significant point of difference between options is how pedestrians and cyclists cross the rail corridor, and between the Oxford Terrace and Trafalgar Square. Overhead bridge options, particularly Options 5B and 17, tend to have fewer impacts on underground services and present lower flood risk due to their elevated design. Compact station layouts—those avoiding long ramps or major level changes—perform better in terms of footprint efficiency and support for future transit-oriented development. All options offer improved weather protection for station users. However, Option 17 provides less coverage across Cambridge Terrace, which may affect the overall user experience.

Visual Impact: The overpass helps create a more legible connection across the rail corridor but may appear out of character, especially where it crosses road corridors. Option 17 has a reduced visual impact, as its overpass does not cross the road.

Traffic Impacts and Bus Interchange Circulation: The options 17 and 1Bi introduce at-grade pedestrian crossings, which brings some disruption to the road and bus network, especially where they intersect with controlled intersections. However, with appropriate traffic management and lighting strategies, these could support future network improvements. Ongoing consideration will be needed for how the interchange can support future land use and development.

Legibility and Wayfinding: Option 17 performs well in terms of legibility and accessibility, offering a more intuitive and direct route to the station via an at-grade entrance that aligns with users' line of sight.

Safety and Crime Prevention: Crime prevention through design has been considered across all options. However, the large overbridge in Option 5B, particularly where it crosses Cambridge Terrace, may create spaces with poor visibility and the potential for loitering outside the station footprint. Other options generally enhance current conditions and allow for effective monitoring.

Impact on Park-and-Ride Capacity: All options result in a reduction in park-and-ride car parking spaces compared to the existing baseline. However, this is not a key differentiator, as parking space requirements are consistent across all options and defined in the technical specifications.

Provision for Future Fare Line: Each option allows for a fare line to be introduced in the future. However, adaptations to the current infrastructure would be necessary to enable this.

Maintenance Requirements: New mechanical systems and lifts introduced in some options will require additional maintenance. Ease of access and serviceability should be considered in the next design stages.

Climate Change Adaptation: Options that retain the underpass are considered to carry a higher flooding risk during severe storm events, although none perform worse than the current condition. All options must continue to address resilience to flooding, storm events, and temperature extremes.

Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
			Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Technical requirements	Meets the technical requirements necessary for the construction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Impact on underground services	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (ve)	Slight negative (- ve)	Slight negative (- ve)	Options with platform changes have an impact but all workable. Overhead options have a lesser impact on services below ground, and at Trafalgar Sq. Refinement to what can be mitigated to be further developed.
		Risk of station assets and access flooding from current day rainfall events, groundwater intrusion, watermain bursting	Neutral	Neutral	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Neutral	Platforms above flood levels (inc. future). Option 5b & 17 have lesser risk due to being above ground level.
		Visual impact of the proposed station and associated built components, when assessed against the future urban environment	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate negative (-ve)	Slight positive (+ve)	Moderate positive (+ve)	Overpass provides legibility for connection over the rail corridor. Lesser impact for 17 as the bridge does not cross the road. Bridge over road is more out of character.
		Visual impacts of station builit elements on Trafalgar Square	Neutral	Slight negative (-ve)	Moderate negative (-ve)	Large negative (ve)	Large positive (+ve)	Large positive (+ve)	Options which require adaption to Trafalger Square for increase ramp area and the overpass at Cambridge terrace are considered to have greater visual impact.
		Traffic impacts and turning circles to and from the Bus interchange	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Slight negative (- ve)	Slight negative (- ve)	Pedestrians crossing at grade will have impact on bus / road network as this is the only option which has a controlled intersection. There are ways this might be a positive for future networks. Working on the assumption that there would be a lighting interchange. Consideration is required for the future use & development.
		Station Horizontal and vertical weather protection for users	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight negative (- ve)	Slight negative (- ve)	All stations provide better weather protections in the station. The differentiator for Option 17 is the reduced protection across Cambridge Terrace.
		Legibility and wayfinding for users, e.g. easily identified entrances.	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large positive (+ve)	Large positive (+ve)	Option 17 provides a more legible and accessible route to the station, as it is at grade (eye level).
		Safety and Crime prevention thorough design of station. Also applies to area around station	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight negative (ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large overbridge on option 5B across Cambridge Terrace may encourage loitering and poor lines of sight for security outside of the station. All other options can be monitored and improve existing condition.
		Impact on number of park and ride car parks against baseline	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	These will all be less than base case - not a key differentiator between the options and no. of car parking spaces is prescribed in technical req, the same across all options.Parl an
		Ability to construct fare line in the future	Neutral	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	All options enable a fare line to be constructed in the future. Current condition will require adaption for this.
		frequency and ability for infrastructure and systems to be maintained with ease	Neutral	Slight negative (-ve)	Slight negative (-ve)	Large negative (ve)	Moderate negative (-ve)	Slight negative (- ve)	New Mechanical and lifts will require additional maintenance
		Adaptation to the effects of climate change e.g.: flooding, storm events, drought/heat waves	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Neutral	All options where the underpass is retained are considered a risk for flooding events, but are no worse than the existing condition.
Technical Requirements Average Score			0	0.4	0.3	-0.1	0.7	0.6	

10.9 Assessment Criteria: Sustainability

COMMENTARY

The sustainability assessment considered key environmental performance factors across each station option, focusing on emissions, energy use, stormwater management, and land disturbance.

Reuse of Existing Infrastructure (Carbon Emissions Proxy): All options involve some level of structural change. Those that do not retain the underpass perform worse, as they require its decommissioning and introduce more new construction.

Access to Sun / Passive Solar Gain: At both the platform and concourse levels, all options (including the base case) improve daylight access, as the new canopy design does not fully cover the tracks. The type of rail crossing is the key differentiator, with overpass options performing better by allowing more natural light to reach the platforms.

Energy Efficiency, Solar Generation & Stormwater Neutrality: These factors were not differentiators, as all options performed equally well. Each supports the integration of energy-efficient systems and photovoltaic (PV) panels, offering a clear improvement over existing conditions.

Similarly, all options can achieve stormwater neutrality, which represents an improvement over the existing conditions.

Soil Disturbance & Earthworks: This was the most significant factor in the assessment. Options involving platform re-alignment and lifts, particularly when combined with an underpass, require substantial excavation. The inclusion of ramps results in the greatest level of earthworks, leading to the lowest performance scores in this category.

While all options have potential for sustainable improvements (stormwater, solar, energy), those minimising structural change and excavation perform better overall. On balance the overpass options performed best in the sustainability assessment.

Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
			Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Sustainability	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused (Proxy for carbon emissions)	Neutral	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	All options require some changes to the existing structure, options which do not retain the underpass will require decommissioning of the underpass, and the greates amount of new structure.
		Achieving stormwater neutrality and quality	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	This can be achieved with all options, and improves existing condition.
		Access to sun, for light and provision of passive solar warmth	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Neutral	More natural light provided with the new canopy not covering the train tracks. Overpass able to access natural light and passive solar
		Use of energy efficient building services & PV panels for power generation	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	All options enable opportunities for solar generation, and are better than the existing condition.
		Minium area of soil disturbance and amount of earth needing disposal	Neutral	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Platform alignments, Introduction of lifts and options with ramps require large excavations / soil disturbance.
Sustainability Average Score			0	-0.2	-0.4	0	0	-0.2	

9.11 Cost Analysis

The shortlist of options have not been assessed on cost, but a comparative exercise of costs was undertaken to establish a value for money vs benefit analysis. All of the options had a comparatively similar rough cost estimate except for Option 5 which had a greater cost associated with the large overpass structure over Cambridge Terrace.

11.0 CONCLUSION & NEXT STEPS

SUMMARY

The comprehensive assessment of Waterloo station options demonstrates a careful balance between sustainability, technical performance, and cost considerations. While all options offer improvements over current conditions, the analysis finds that pedestrian overpass solutions generally yield the most favourable outcomes. However overall Option 17 is recommended as it offers the best overall balance across key evaluation criteria. While it closely competed with Option 1Bi, technical requirements and buildability were the deciding factors in its favour.

Moreover, although cost analysis did not serve as the primary differentiator—with the notable exception of the more expensive Option 5—all shortlisted options fall within a similar budgetary range, supporting a value-for-money approach when weighed against their respective benefits.

11.1 Recommendation

Option 17 is recommended as it offers the best overall balance across the key evaluation criteria. While closely comparable to Option 1Bi, technical requirements and buildability considerations give Option 17 the advantage. It provides a more legible and accessible station approach through an at-grade overpass, supports more efficient construction staging, and avoids flood risks associated with underpasses. Both options perform equally well in terms of community connection, transport interchange potential, and commercial development. However, the underpass in Option 1Bi presents long-term seismic risks. Overall, Option 17 delivers greater adaptability and resilience for the future station layout.

Option 17 is currently being developed to reference design level by the design team and will undergo a more detailed cost assessment based on greater detail and definition.

11.2 Next Steps

- Advance reference design for the preferred option 17.
- Engage with community stakeholders and relevant agencies to refine design elements and facilitate support and future approval.
- Develop a robust phasing and implementation plan that minimises disruption to rail and road operations during construction.
- Update the cost analysis for option 17, refining value-for-money considerations and enabling informed decisions for project funding and delivery.

View from Trafalgar Sq to Station

12.0 APPENDICES

12.1 STATION PROGRAM

WATERLOO STATION, INTERCHANGE PROGRAM AND PARAMETERS

The Station and Interchange requirements, along with the sizing of its elements, was developed during the Define and Discover stage. This was based on the client brief and technical requirements guided by relevant standards, as well as Design Team best practice inputs, which outlined elements and their sizing required for a modern, functional station.

Area requirements were developed based on these inputs, helping define the key components and their spatial needs. The technical requirements incorporated detailed specifications necessary for station operation, as informed by client expectations, relevant standards, and best practice guidelines. Some findings from the site investigations also informed the station program.

During the Feasibility Stage, the focus was on locating primary and secondary elements, establishing their bulk, sizing, spatial arrangement, and identifying any interdependencies.

Primary Elements:
- Platform / Concourse
- Interchange – (parameters further detailed in the next section)
- Cross-corridor access (for both commuters and community)
- Vertical circulation (lifts, stairs, and ramps)

Secondary Elements:
- Canopy - Entry and Platform canopy
- Commercial opportunity within station footprint
- Station amenity - including waiting areas, toilets, bike parking, station closure provision

STATION DESIGN ELEMENTS
- **Platform Length:** 190 meters
- **Side Platform Width (Minimum Operational):** 3m–5m
- **Island Platform Width (Minimum Operational):** 9.6m
- **Sheltered Waiting Area**: 247m²
- **Seating Capacity**: Minimum 60 seats
- **Public Toilets**: 1 fully accessible bathroom with at least 4 toilets, changing table in at least one accessible toilet
- **Platform Fixtures & Furnishings**: Bins and Seating

BUS INFRASTRUCTURE
- **Bus Layover Bays**: 2
- **Bus Stops**: 10 (subject to adjustment based on final design options)
- **Bus Shelters**: Use standard shelter kit of parts (size to be confirmed)
- **Weather Shelter** (Bus ↔ Rail Boarding): Required for protection during transfers

PARKING & ACCESS
- **Accessible Parking Bays**: Minimum 16
- **Emergency Vehicle Bay**: 1
- **Maintenance/Refuse Truck Bay**: Shared, 1 total
- **Public Connections** Across Rail Corridor: Direct and accessible—suitable for wheel users

BIKE FACILITIES
- **Bike Parking Formats**: Protected/secure types integrated to reduce concealment risk
- **Bike Parking Spaces**: Minimum 100 (client baseline: 32)

VERTICAL MOVEMENT & ACCESS
- **Stairs** – Outbound Platform: See Station Sizing Section
- **Stairs** – Oxford Terrace Access: See Station Sizing Section
- **Underpass**: See Station Sizing Section
- **Ramps**: See Station Sizing Section, Gradient Options: 1:20 (no handrails) or 1:12

ENVIRONMENTAL FEATURES
- Shelter Orientation: East/west aspect to ensure passive solar warmth and comfort during AM/PM peak periods

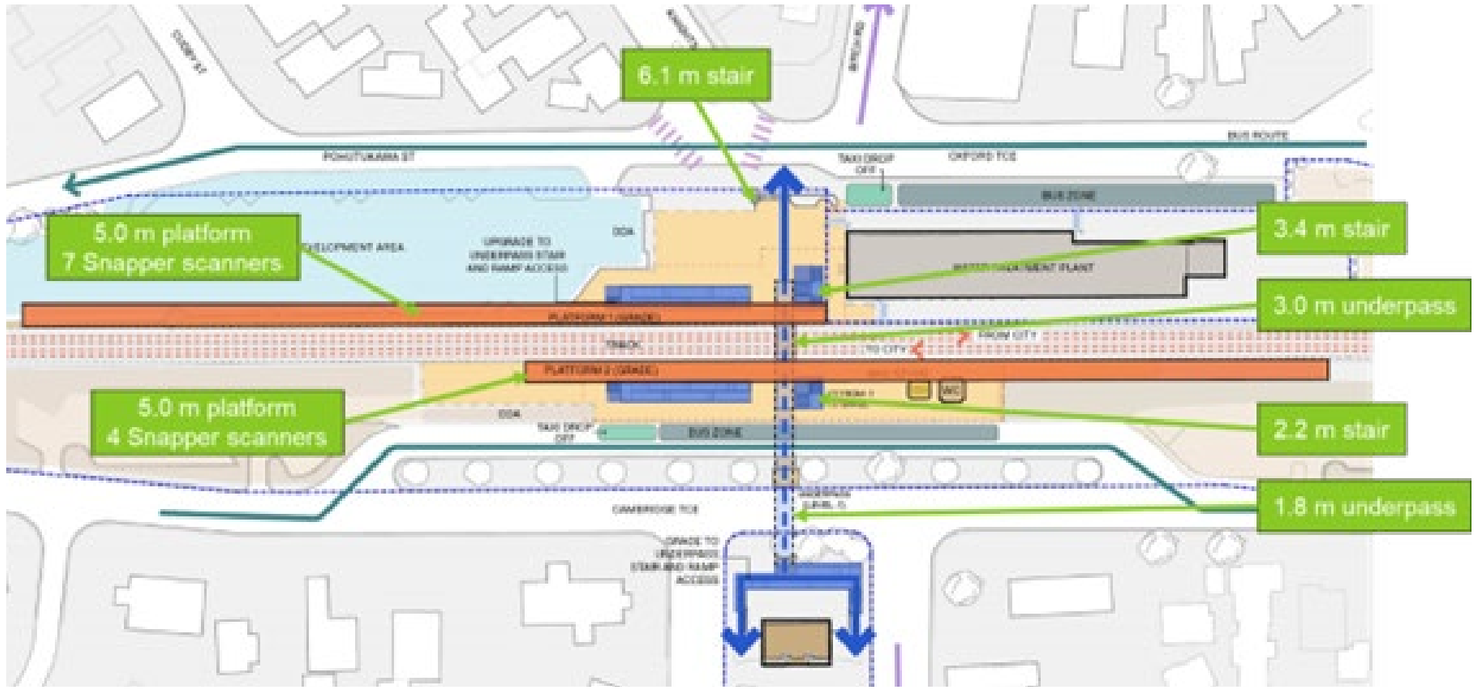


Figure 43: Station sizing diagramto achieve a LOS C or better (2046 design year)

12.2 ASSESSMENT CRITERIA

CRITERIA	ASSESSMENT CRITERIA MEASURE	DESCRIPTION OF METRIC
Community Connections	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times for the community, particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)
		Ability to achieve step free access for the community connec-tion from East to West (across rail corridor and Cambridge Terrace)
Transport Interchange	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between sched-uled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes be-tween transport modes.
		Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.
Enabling Commercial Develop-ment	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decou-pled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.
		The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets
		The station and bus interchange is decoupled from the use of property not under control of GW
Stageable and Adaptable	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060
		Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060
Construction and Delivery	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construc-tion impacts and disruptions	Complexity of construction and staging for delivery
		Duration to complete the overall construction
		Duration of rail corridor closures for construction
		Road corridor impacts and Traffic management for construc-tion
		Duration of closure of east west connection across the rail corridor
		Duration of station closure
Critical Requirements	Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servic-ing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.	Impact on the Water treatment plant and related pipe network
		Impact on the Waiwhetū Aquifer and groundwater
Technical requirements	Meets the technical requirements necessary for the con-struction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Impact on underground services
		Risk of station assets and access flooding from current day rainfall events, groundwater intrusion, watermain bursting
		Visual impact of the proposed station and associated built components, when assessed against the future urban enivronment
		Visual impacts of station buillt elements on Trafalgar Square
		Traffic impacts and turning circles to and from the Bus inter-change
		Station Horizontal and vertical weather protection for users
		Legibility and wayfinding for users, e.g. easily identified entrances.
		Satety and Crime prevention thorough design of station. Also applies to area around station
		Impact on number of park and ride car parks against baseline
		Ability to construct fare line in the future
		frequency and ability for infrastructure and systems to be maintained with ease
		Adaptation to the effects of climate change e.g.: flooding, storm events, drought/heat waves
Sustainability	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and opera-tion by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused (Proxy for carbon emissions)
		Achieving stormwater neutrality and quality
		Access to sun, for light and provision of passive solar warmth
		Use of energy efficient building services & PV panels for pow-er generation
		Minium area of soil disturbance and amount of earth needing disposal

12.3 STAGE 1: LONGLIST & MCA WORKBOOK

Note: for complete Stage 1 supporting material refer to the Appendix folder

OPTION LONGLIST

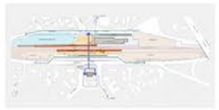
PLATFORM LOCATION & CONFIGURATION

CORSS CORRIDOR ACCESS

SPLIT PLATFORM

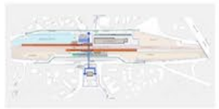
EXISTING

0 **Base Case**



1 **Upgraded platforms and underpass ramps & stairs**

2 **Upgrade platforms – upgrade underpass – new lifts and stairs**



3 Upgrade platforms – reduced underpass access – new pedestrian crossing

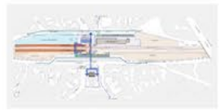
4 upgrade platforms - upgraded underpass ramps and stairs plus, upgrade underpass entry

5 upgrade platforms – underpass removed – new overpass

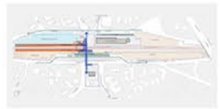
MOVE SOUTH

6 Platforms shifted South

7 New overbridge – Underpass retained

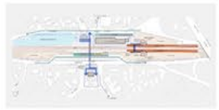


8 New over bridge – underpass removed



MOVE NORTH

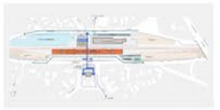
9 Platforms shifted North – new overbridge



ISLAND PLATFORM

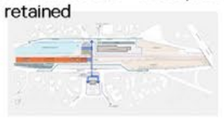
CENTRAL

10 New island platform – underpass retained



MOVE SOUTH

11 New Island Platform – shifted South – underpass retained



12 New island platform – new overbridge

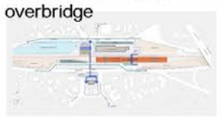
13 New over bridge – underpass removed

14 Rail under - island platform

15 Rail over - island platform

MOVE NORTH

16 New island platform shifted north – new overbridge



BASE CASE

REPAIR / REPLACE ROOF - MAINTAIN EXISTING

FEATURES:

1. Repair/replace station canopy and remove existing station building
2. Ongoing maintenance of aging amenity and assets

BENEFITS:

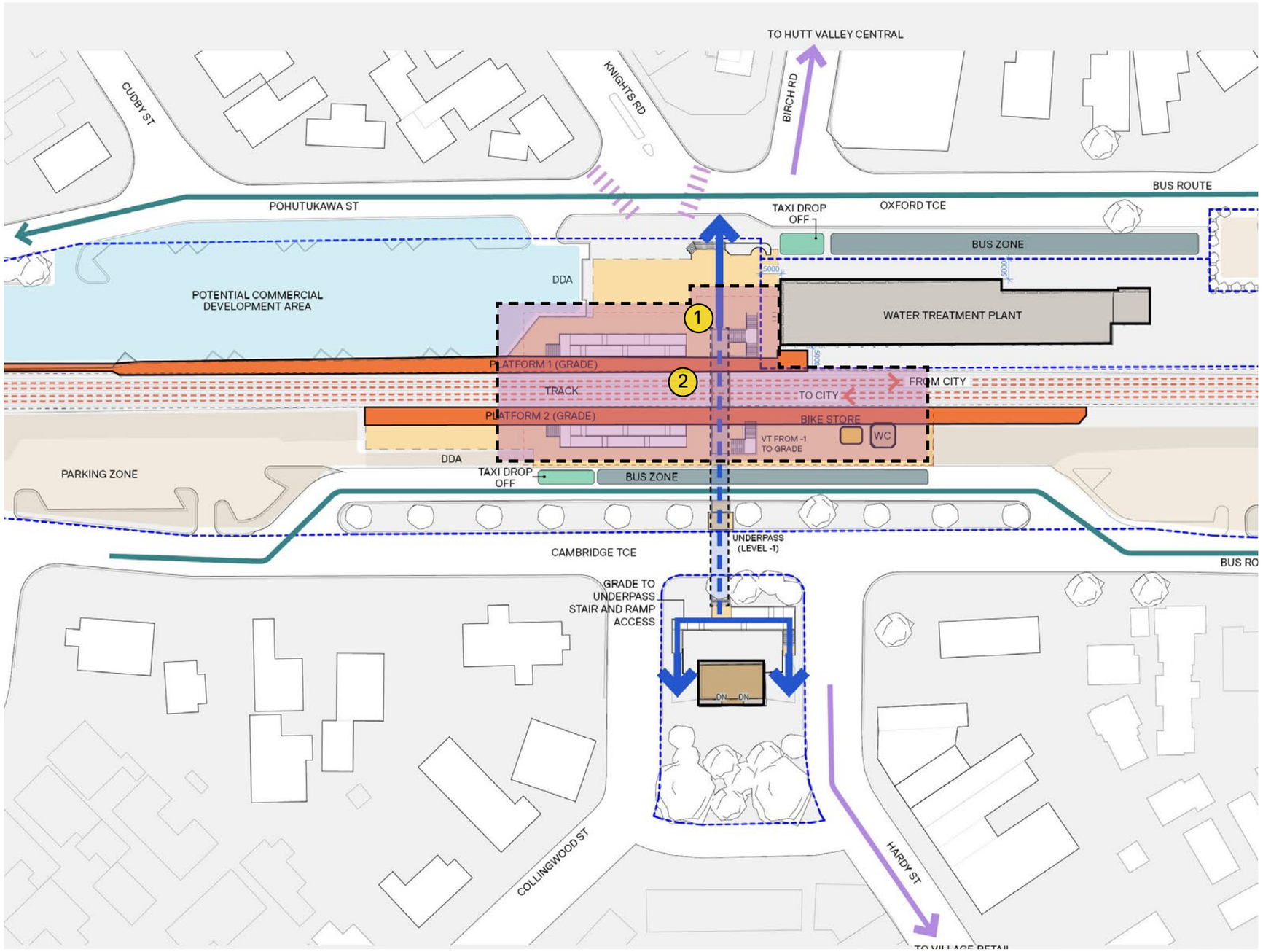
- Likely least expensive option (depending on results from soil testing / liquefaction trigger and analysis of tunnel performance)

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle

*Surface level changes to consolidate bus interchange, platform modifications / shelter (canopies) to be developed.

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



OPTION 01

UPGRADE PLATFORMS AND UNDERPASS RAMPS & STAIRS

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Shift northern platform away from water treatment plant (5 m buffer zone)
3. Upgrade underpass access:
   a. Platform: increased ramp length and stair changes for BC compliance
   b. Trafalgar Square and Oxford Terrace: increased ramp length and stair changes for BC compliance
4. Interchange upgrades
   a. Upgrade bus interchange configuration on Cambridge Terrace and Oxford Terrace
   b. Upgrade car parking arrangement

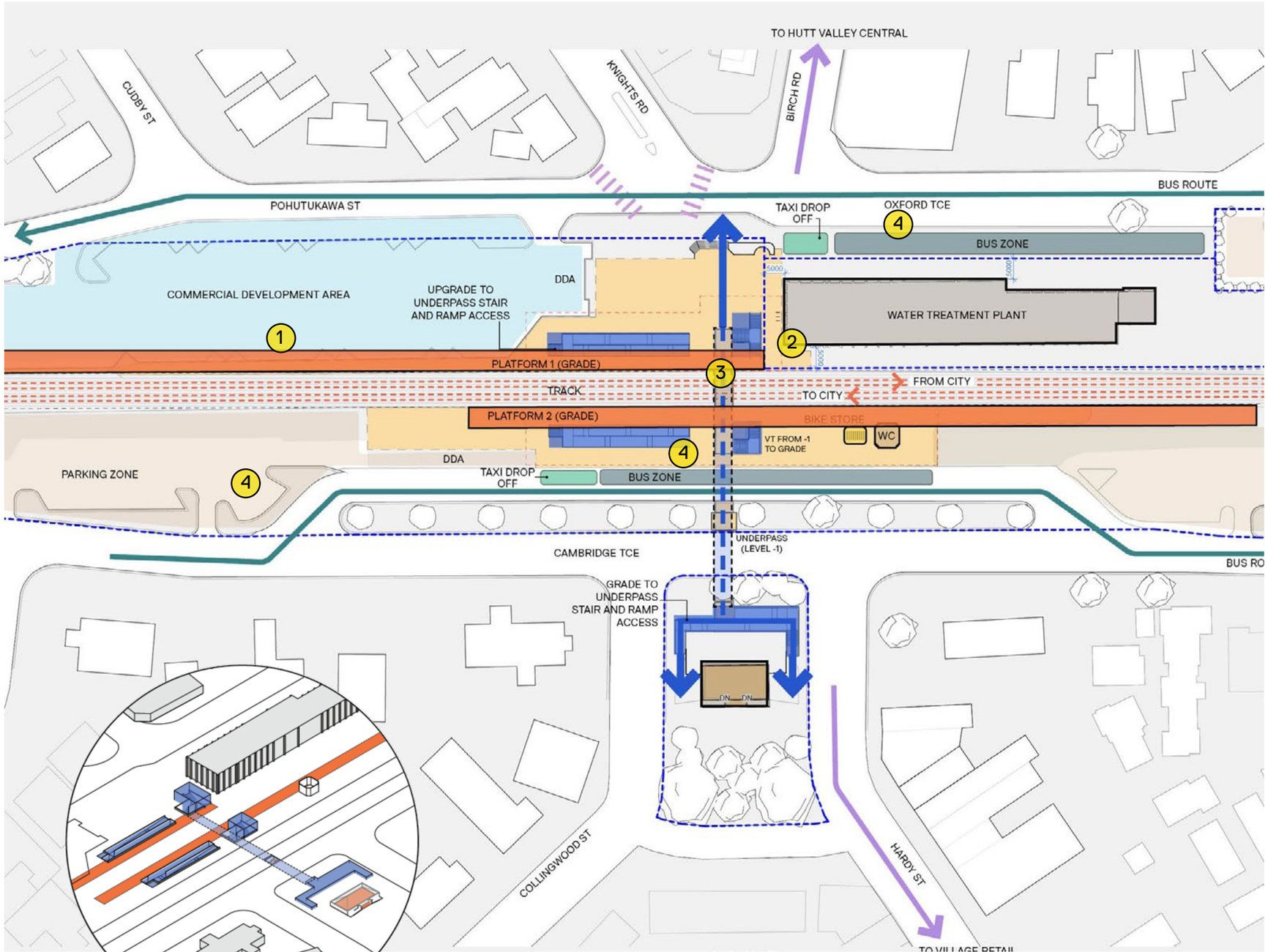
BENEFITS:

- Provides compliant platforms
- Provides DDA Compliant access through underpass and to platforms
- Retain existing underpass

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 02

UPGRADED PLATFORMS - UPGRADE UNDERPASS - NEW LIFTS & STAIRS TO PLATFORM

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Upgrade underpass access:
   a. New stairs and lifts
   b. Increased ramp length and stair changes for BC compliance from Cambridge Terrace and Oxford Terrace
3. Shift northern platform away from water treatment plant (5 m buffer zone)
4. Interchange upgrades
   a. Upgrade bus interchange configuration on Cambridge Terrace and Oxford Terrace
   b. Upgrade car parking arrangement

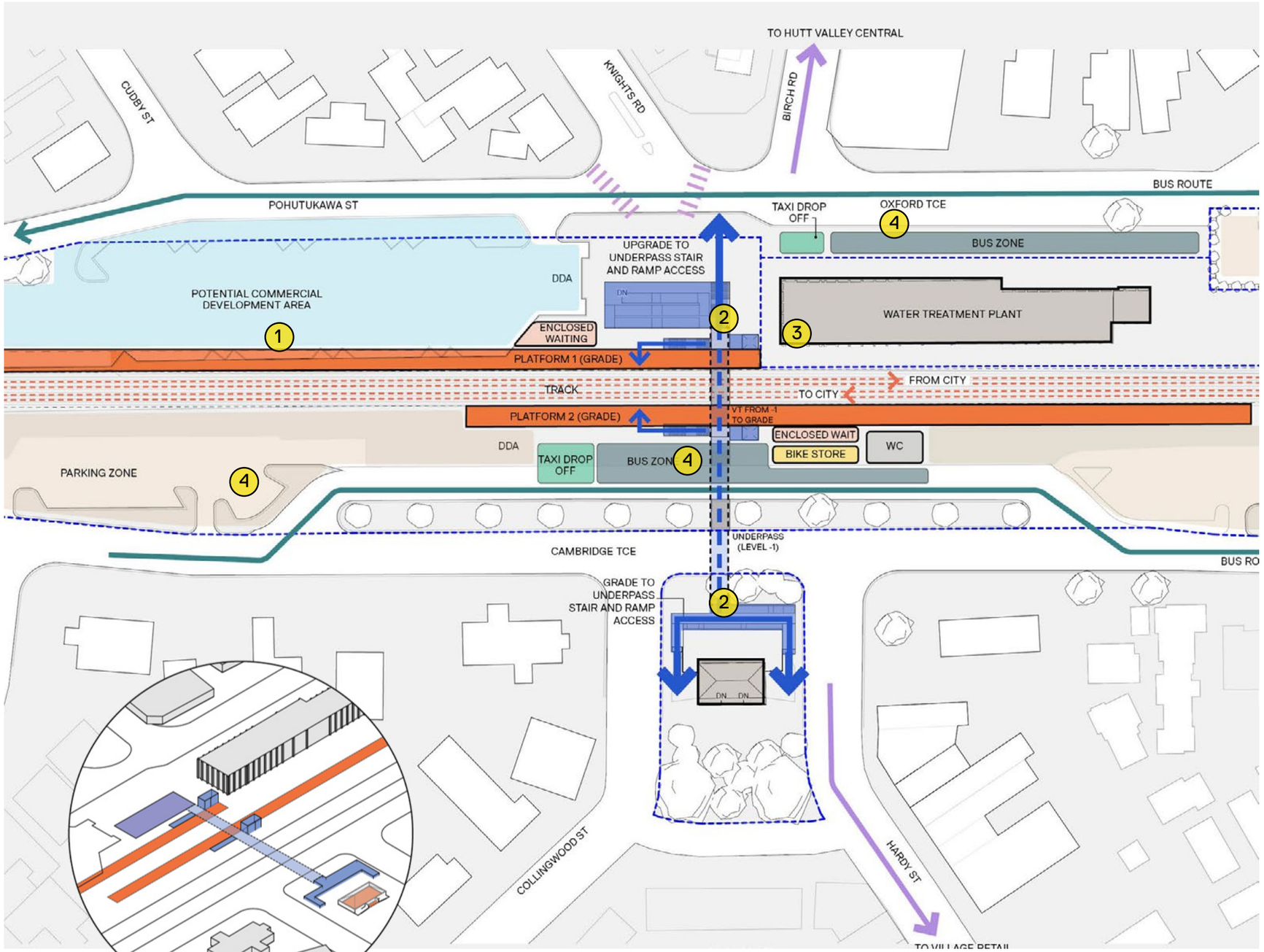
BENEFITS:

- Provides compliant platforms
- Provides DDA Compliant access through underpass and to platforms
- Improved vertical transport to platforms (lifts & updated stair access)
- Maintain existing underpass

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 03

UPGRADED PLATFORMS - REDUCED UNDERPASS - NEW PEDESTRIAN CROSSING

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Introduction of a level crossing on Cambridge terrace for at grade station access
3. Upgrade underpass access
4. New stairs and lifts for accessible platform access (includes vertical transport)
5. Reduce length of underpass
6. Improved station entry experience

BENEFITS:

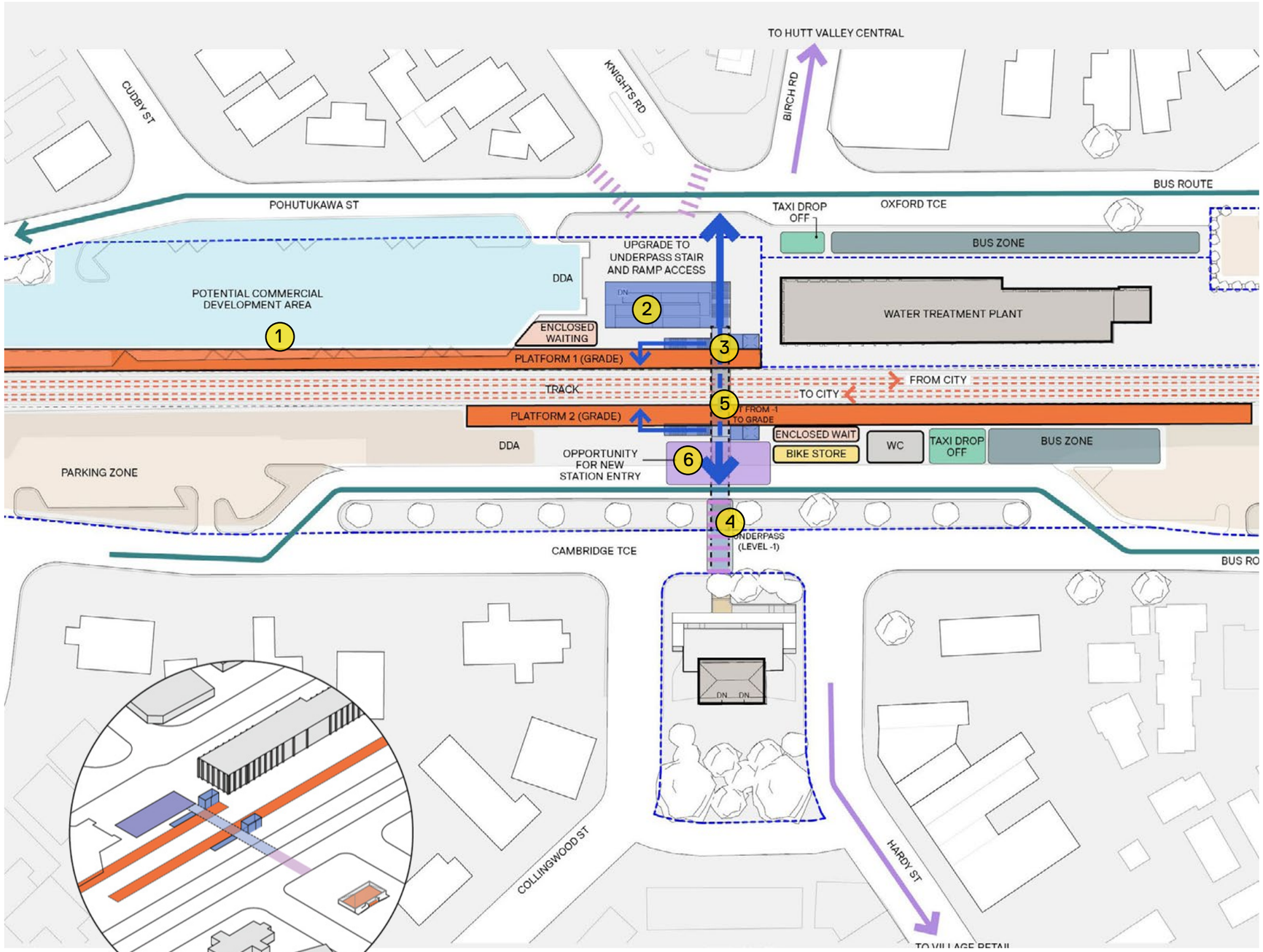
- Shorter underpass – improved sightlines
- DDA Compliant access through underpass and to platforms
- At grade crossing creates public entry

DISADVANTAGES:

- Introduces a pedestrian crossing on Cambridge terrace
- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 04

UPGRADED PLATFORMS - UPGRADE UNDERPASS, RAMPS, STAIRS & ENTRY

FEATURES:

1. As per option 1 with improved public access into underpass at the Trafalgar square (terraced sunken garden)
2. Improved access from Oxford Terrace into underpass

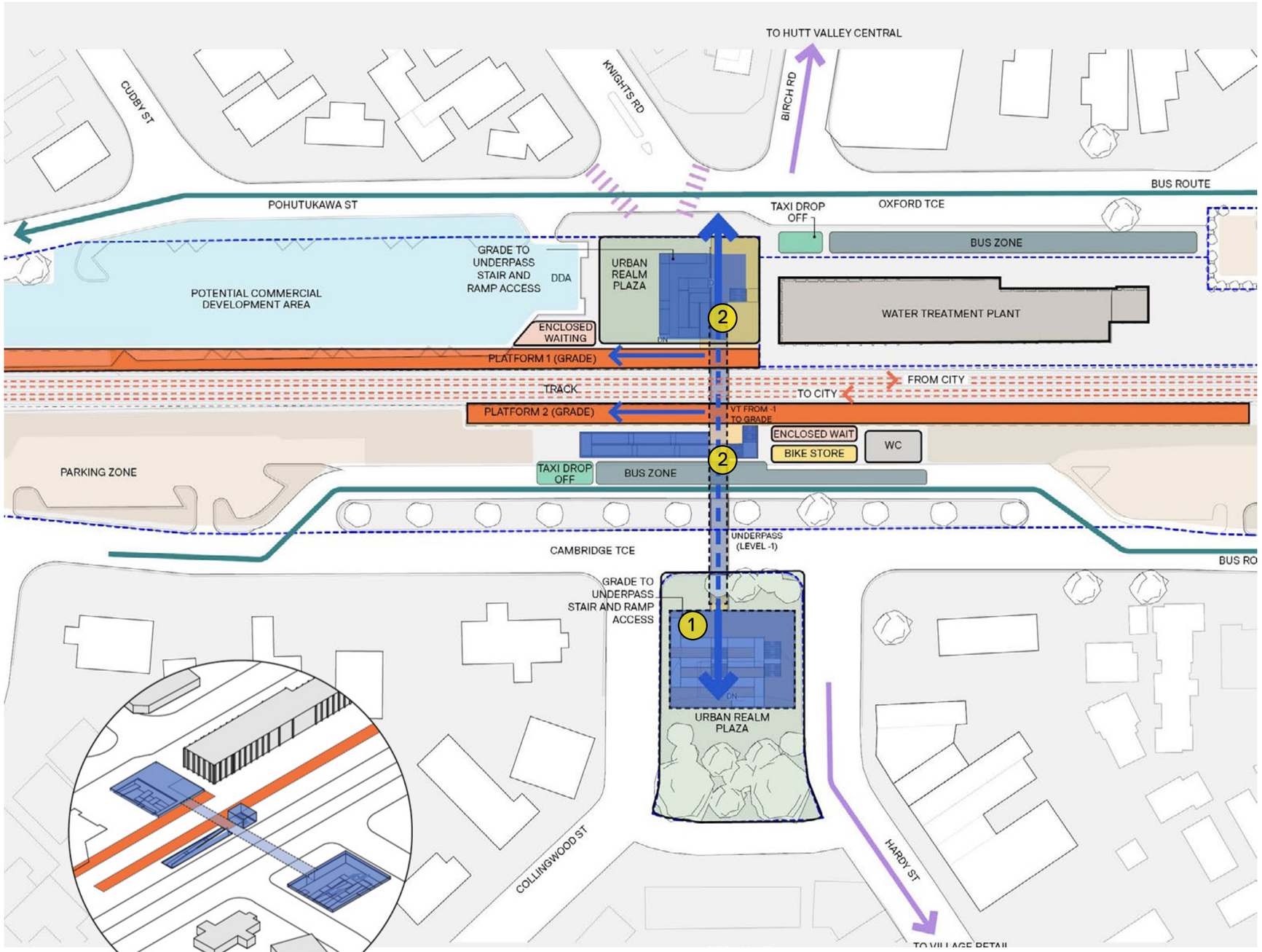
BENEFITS:

- Provides DDA Compliant access through underpass and to platforms
- Opportunity to expand underpass width in the future
- Improved public realm and station amenity
- Improved cross corridor pedestrian connectivity
- Improved safety & CPTED through underpass (line of sight, amenity)
- Retains grade separated cross corridor link
- Maintains majority of existing underpass

DISADVANTAGES:

- Drainage of open cut areas needs to be considered
- Potential removal of contaminated soil
- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 05

UPGRADED PLATFORMS - UNDERPASS REMOVED - NEW OVERPASS

FEATURES:

1. Upgrade platforms for compliance
2. New overbridge as public and commuter cross corridor and cross-road connection
3. Underpass removed
4. New vertical transport

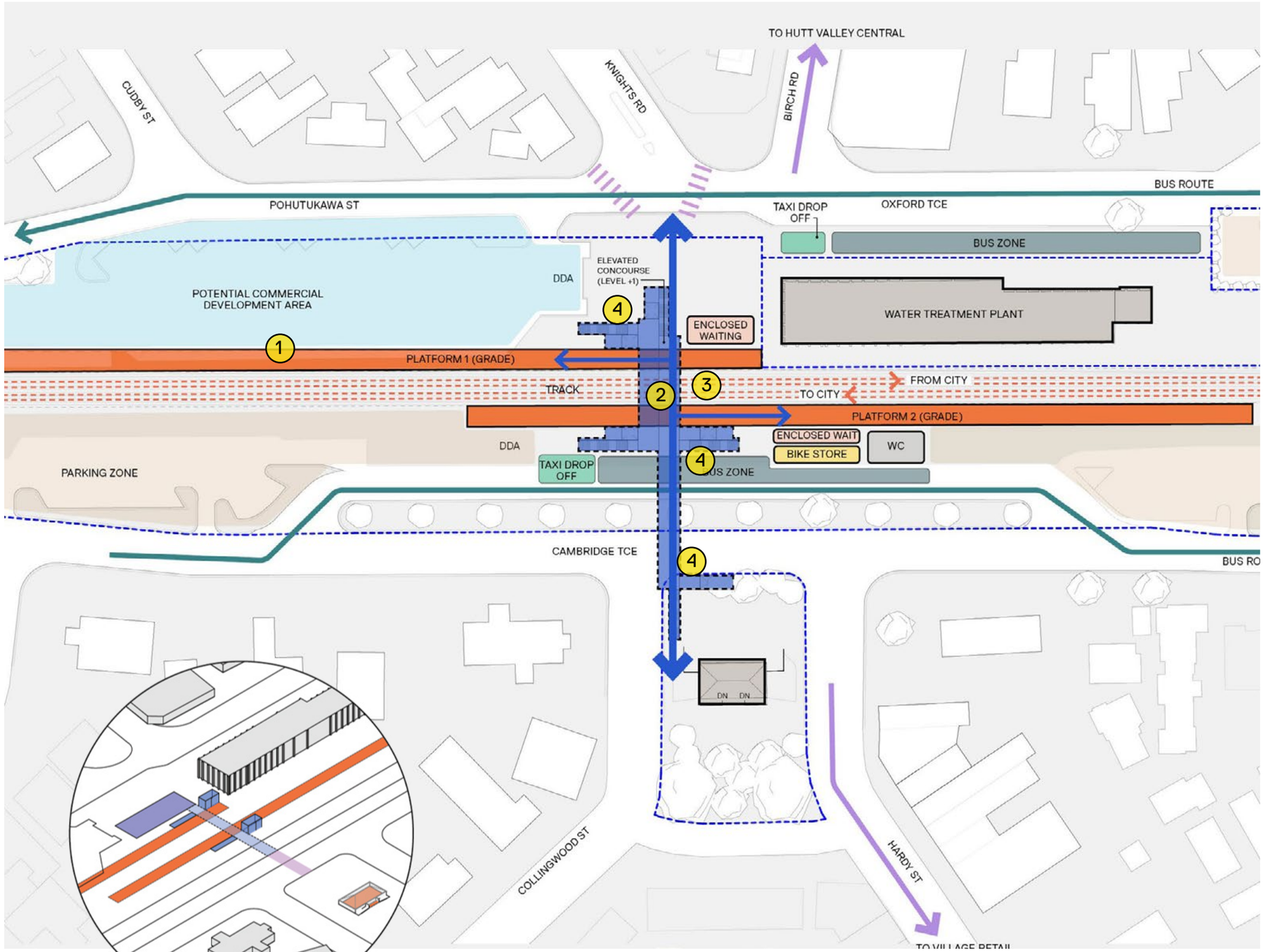
BENEFITS:

- Reduces CPTED and accessibility issues by removing the underpass
- Combines public and commuter cross corridor link – passive surveillance benefits
- Provides compliant cross corridor and cross road access

DISADVANTAGES:

- Increased visual bulk – requires a considered architectural & Urban Design response
- Increased pedestrian journey – vertical movement increases

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 05: INDICATIVE VIEW

OPTION 06

PLATFORMS SHIFTED SOUTH - UPGRADE UNDERPASS, NEW LIFTS & STAIRS

FEATURES:

1. Shift platforms to the South
2. Opportunity to include secondary entry/egress from platforms
3. Upgrade underpass as per option 1
4. Provide compliant platform access (new stairs and lifts)

BENEFITS:

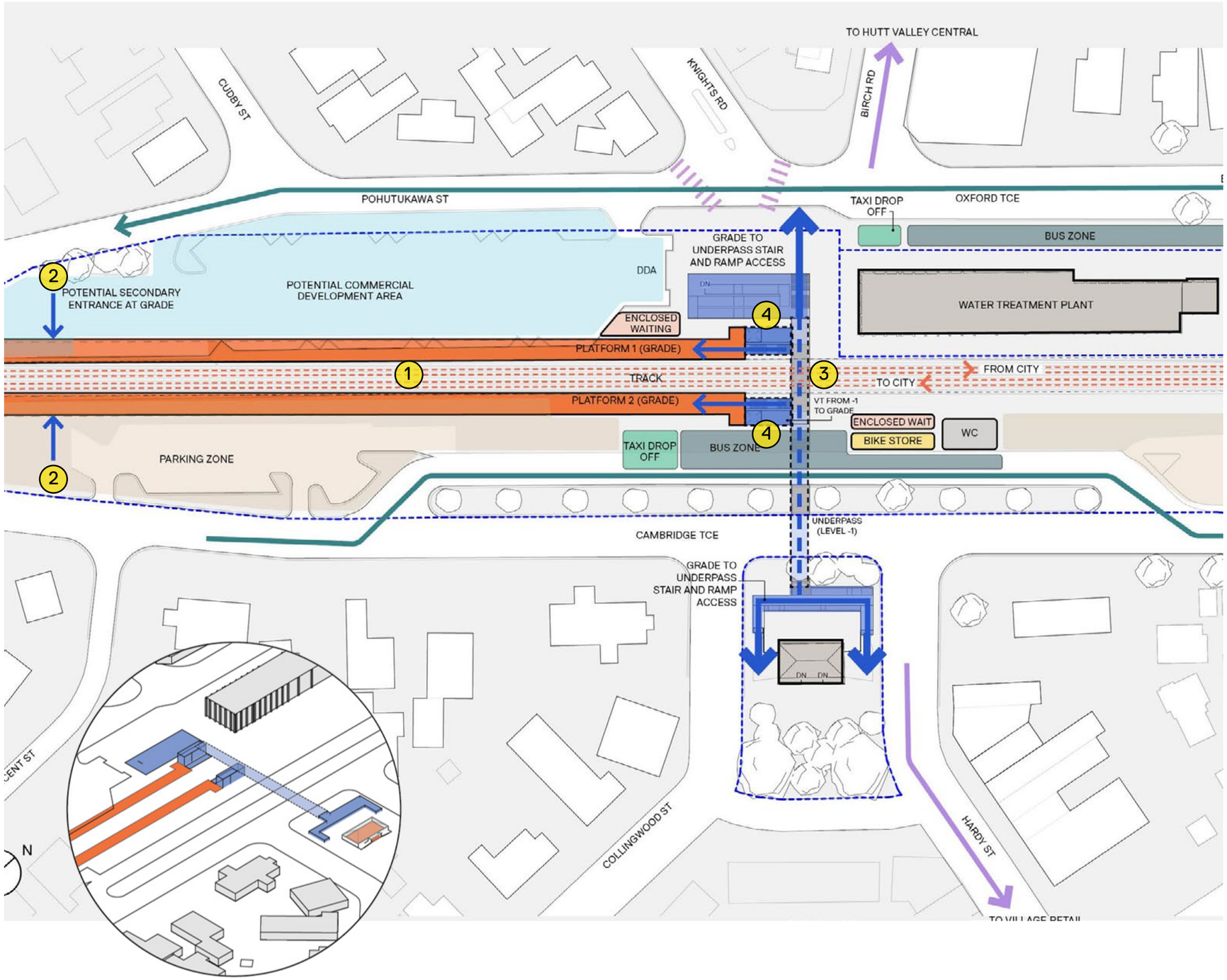
- Possible staging of platform works (mainly platform 2)

DISADVANTAGES:

- Requires rail engineering review to check if platforms can be straight given existing curvature of track
- End loaded platforms

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 07

ALIGNED (UPGRADED) PLATFORMS - NEW OVERPASS TO PLATFORMS - UNDERPASS UPGRADED

FEATURES:

1. Shift platforms to the South
2. Separate overbridge for cross platform connection
3. Upgrade underpass as per option 1

BENEFITS:

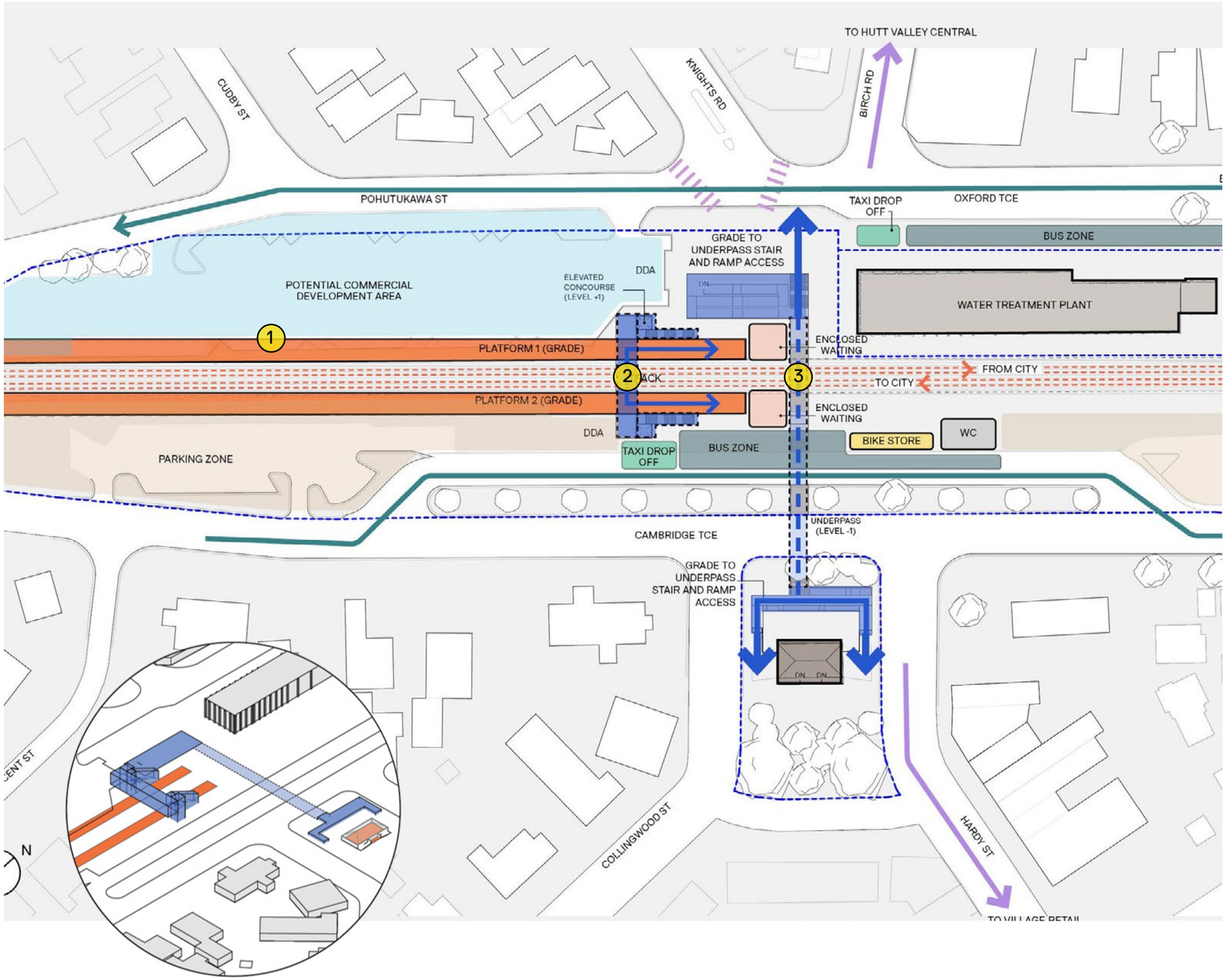
- Separate cross corridor public and commuter link
- Requires rail engineering review to check if platforms can be straight given existing curvature of track

DISADVANTAGES:

- Requires rail engineering review to check if platforms can be straight given existing curvature of track
- Duplicates cross corridor access $$

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 07: INDICATIVE VIEW

OPTION 08

PLATFORMS SHIFTED SOUTH - NEW OVERPASS - UNDERPASS REMOVED

FEATURES:

1. Upgrade platforms for compliance
2. New overbridge as public and commuter cross corridor and cross road connection
3. Underpass removed

BENEFITS:

- Removes issues of safety and non-compliant issues by removing the underpass
- Combines public and commuter cross corridor link – passive surveillance benefits
- Provides compliant cross corridor and cross road access

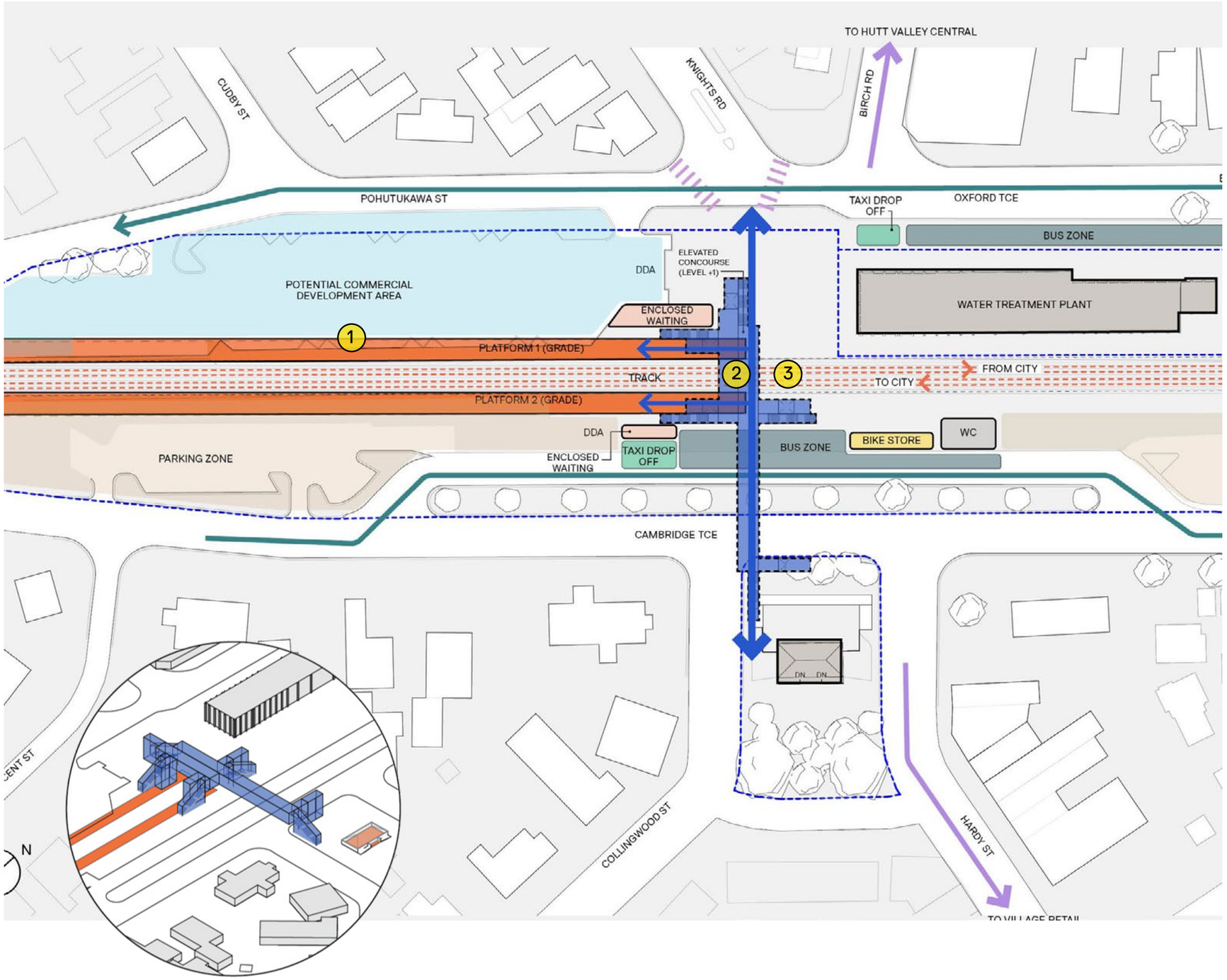
DISADVANTAGES:

- Increased visual bulk – Requires a considered architectural & Urban Design response
- Increased pedestrian journey – vertical movement increases
- Requires rail engineering review to check if platforms can be straight given existing curvature of track

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 08: INDICATIVE VIEW

OPTION 09

PLATFORMS SHIFTED NORTH - NEW OVERPASS - UNDERPASS RETAINED

FEATURES:

1. Shift platforms to the North
2. Shift station entry to the North
3. Upgrade underpass as per option 1 or 2

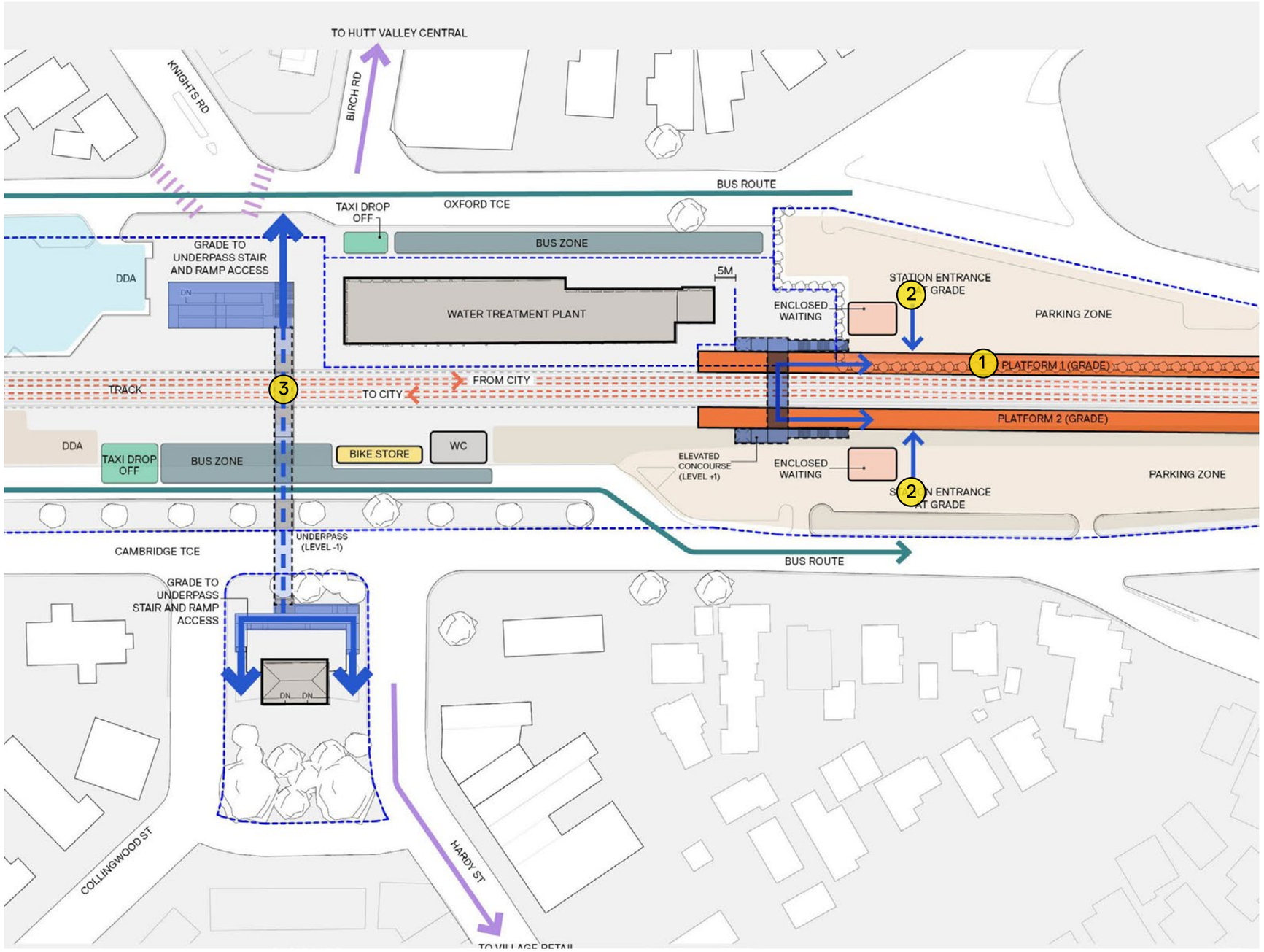
BENEFITS:

•

DISADVANTAGES:

•

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW



KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership

OPTION 10

NEW ISLAND PLATFORM - UPGRADE RETAINED

FEATURES:

1. New island platform
2. Underpass upgraded

BENEFITS:

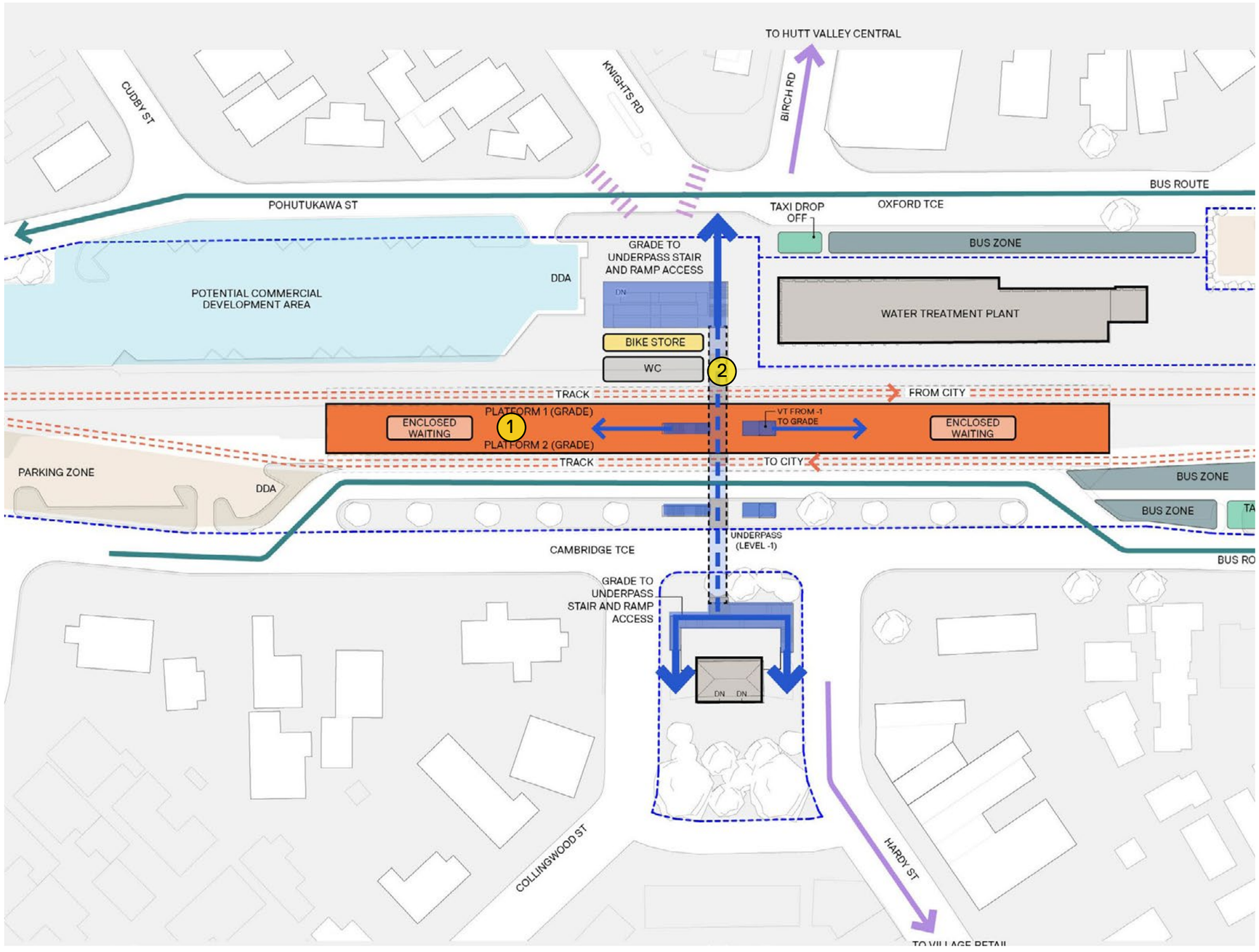
- Combines platform functionality (single set of VT) – improves

DISADVANTAGES:

- All access to platforms is from the underpass
- No rail operational benefit
- Requires rail engineering review to confirm track alignment can work
- Requires review with bus interchange requirements (spatial test)
- Operational challenges during construction

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



OPTION 11

NEW ISLAND PLATFORM SHIFTED SOUTH - UNDERPASS RETAINED

FEATURES:

1. New island platform shifted south
2. Underpass retained and upgraded
3. Platforms end-loaded

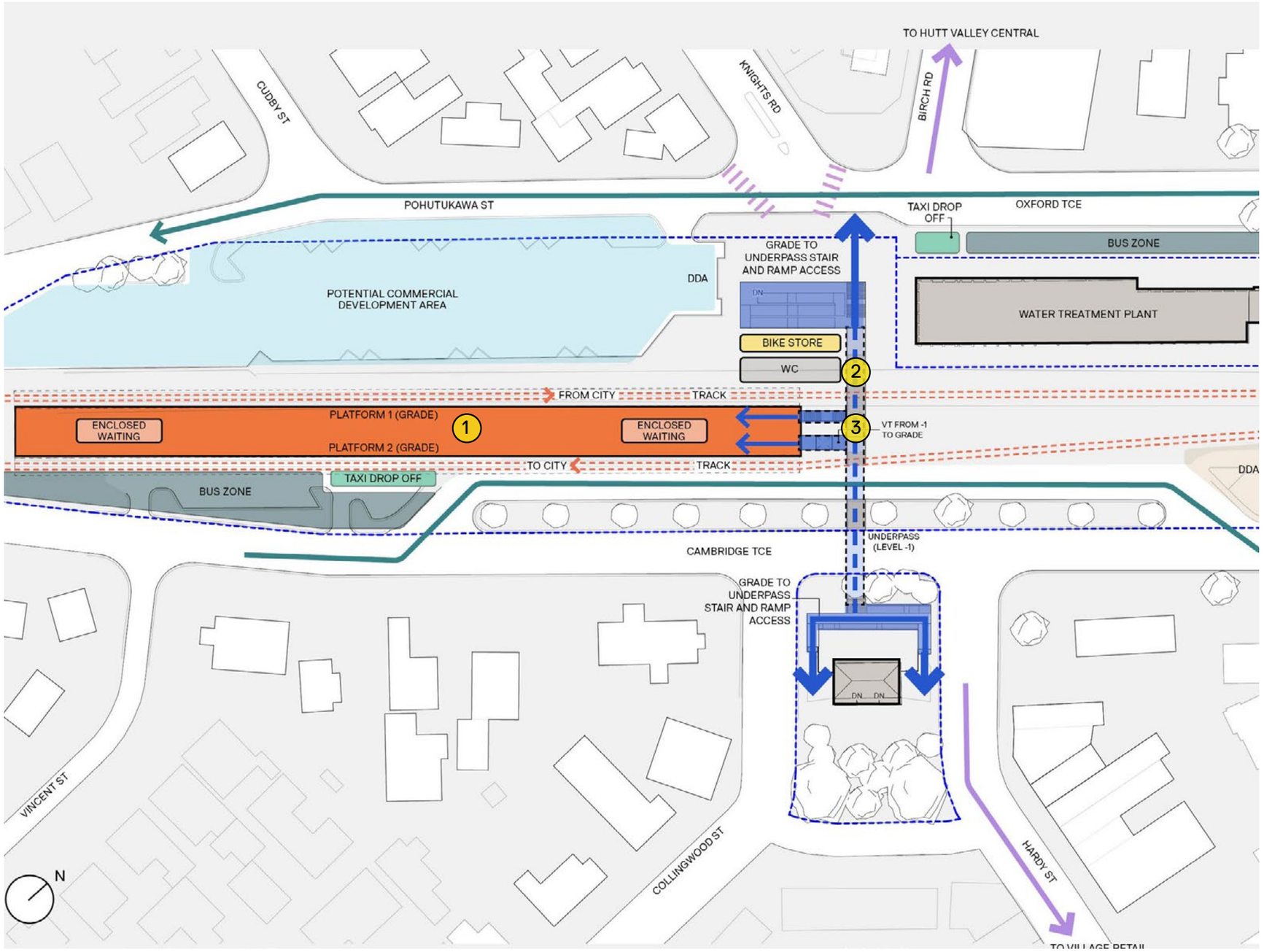
BENEFITS:

- Combines platform functionality (single set of VT)

DISADVANTAGES:

- Requires rail engineering review track alignment
- Requires review with bus interchange requirements (spatial test)

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW



KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership

OPTION 12

NEW ISLAND PLATFORM SHIFTED SOUTH - NEW OVERPASS

FEATURES:

1. New island platform
2. New commuter overbridge
3. Upgrade underpass as per option 1 or 2

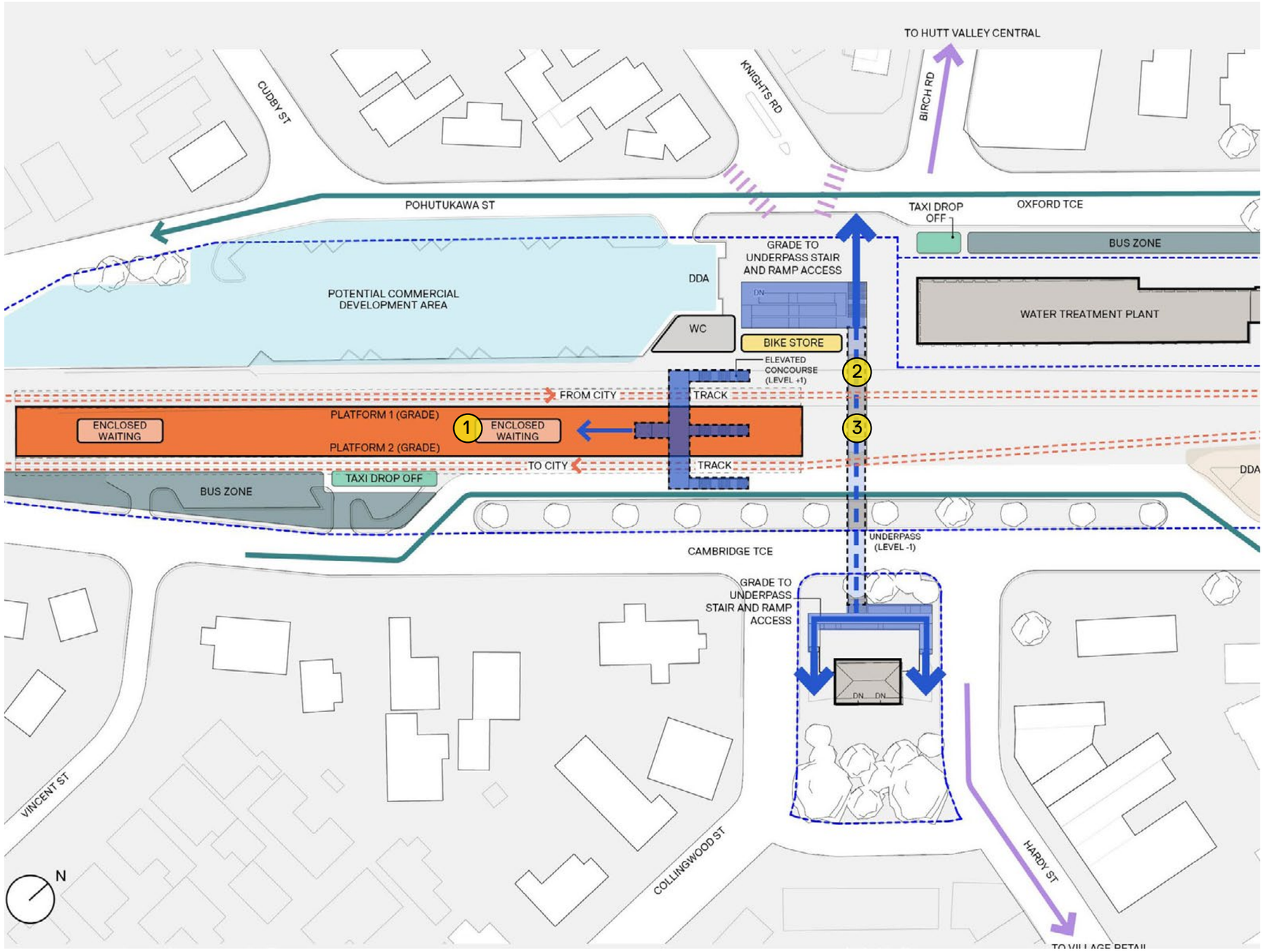
BENEFITS:

- Combines platform functionality (single set of VT)

DISADVANTAGES:

- Requires rail engineering review track alignment
- Requires review with bus interchange requirements (spatial test)

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW



KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership

OPTION 13

NEW ISLAND PLATFORM SHIFTED SOUTH - UNDERPASS RETAINED

FEATURES:

1. New island platform to the South
2. New overbridge as public and commuter cross corridor and cross road connection
3. Underpass removed

BENEFITS:

- Removes issues of safety and non-compliant issues by removing the underpass
- Combines public and commuter cross corridor link – passive surveillance benefits
- Provides compliant cross corridor and cross road access

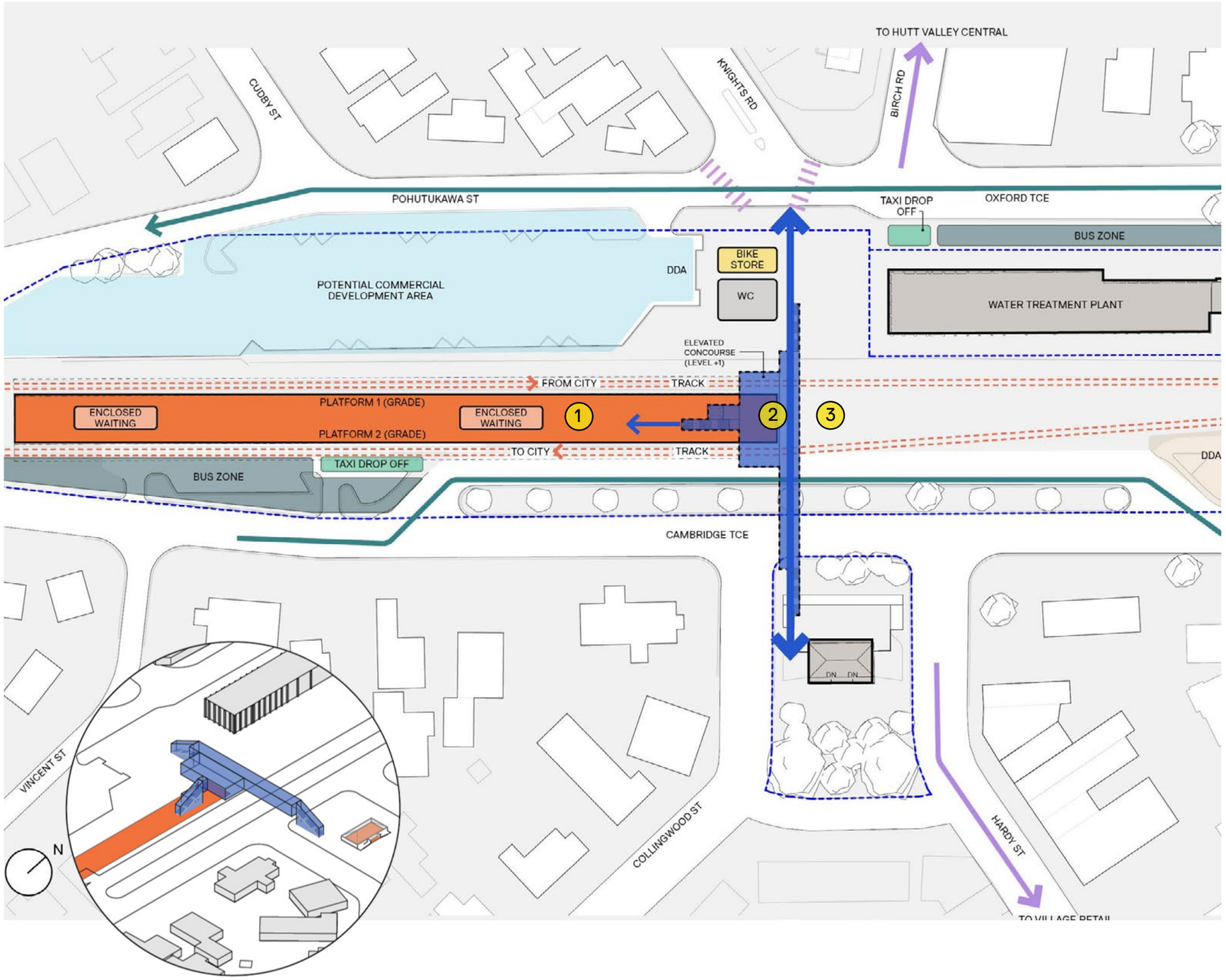
DISADVANTAGES:

- Increased visual bulk – Requires a considered architectural & Urban Design response
- Increased pedestrian journey – vertical movement increases
- End loads platforms
- Requires rail engineering review to check if platforms can be straight given existing curvature of track

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 14

NEW ISLAND PLATFORM SHIFTED SOUTH - RAIL UNDER

FEATURES:

1. New island platform
2. New commuter level bridge
3. Rail cut below grade crossing

BENEFITS:

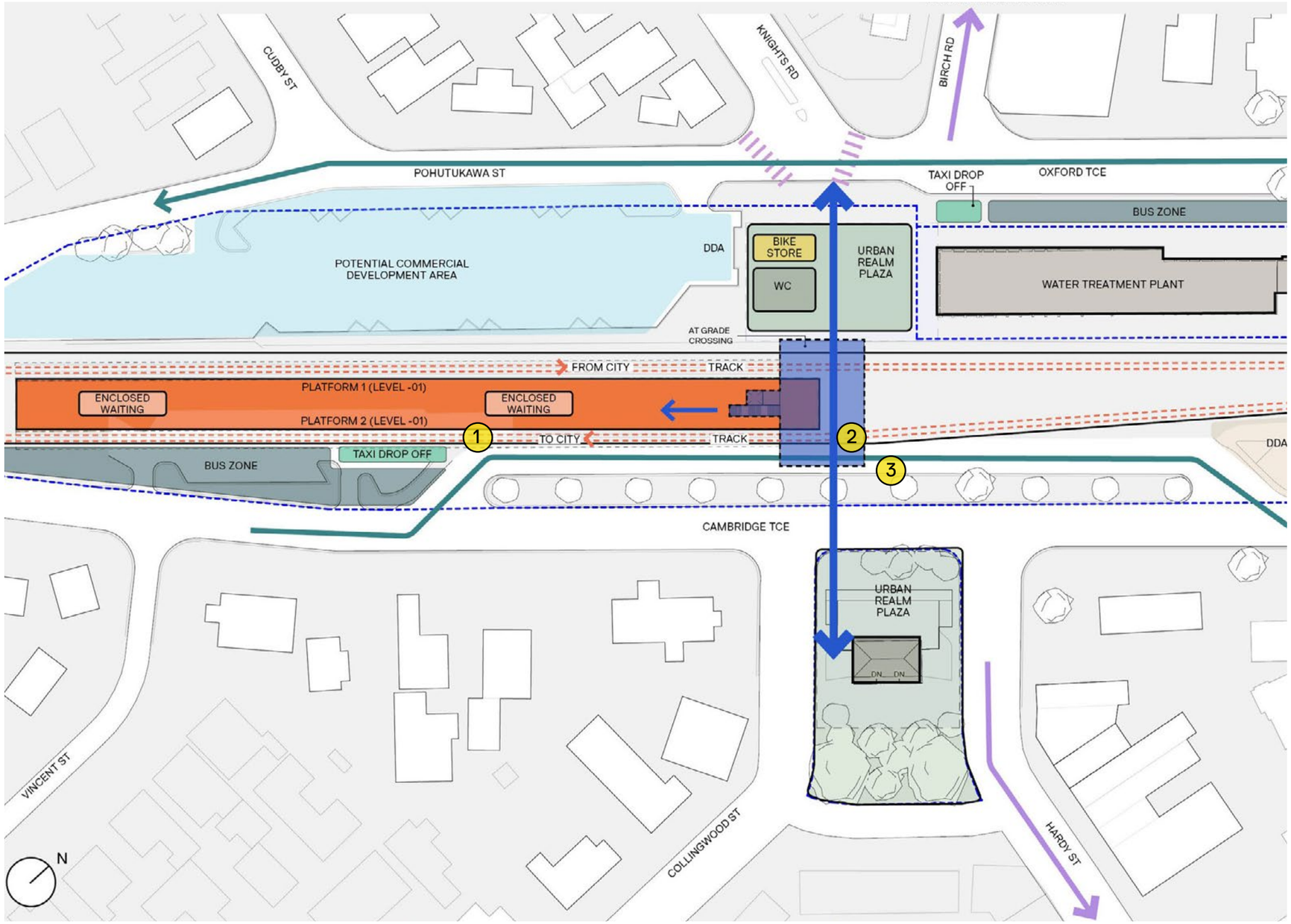
-

DISADVANTAGES:

- Requires rail engineering review track alignment
- Requires review with bus interchange requirements (spatial test)

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



OPTION 14

NEW ISLAND PLATFORM SHIFTED SOUTH - RAIL OVER

FEATURES:

1. New island platform
2. New commuter level bridge
3. Rail raised above grade crossing

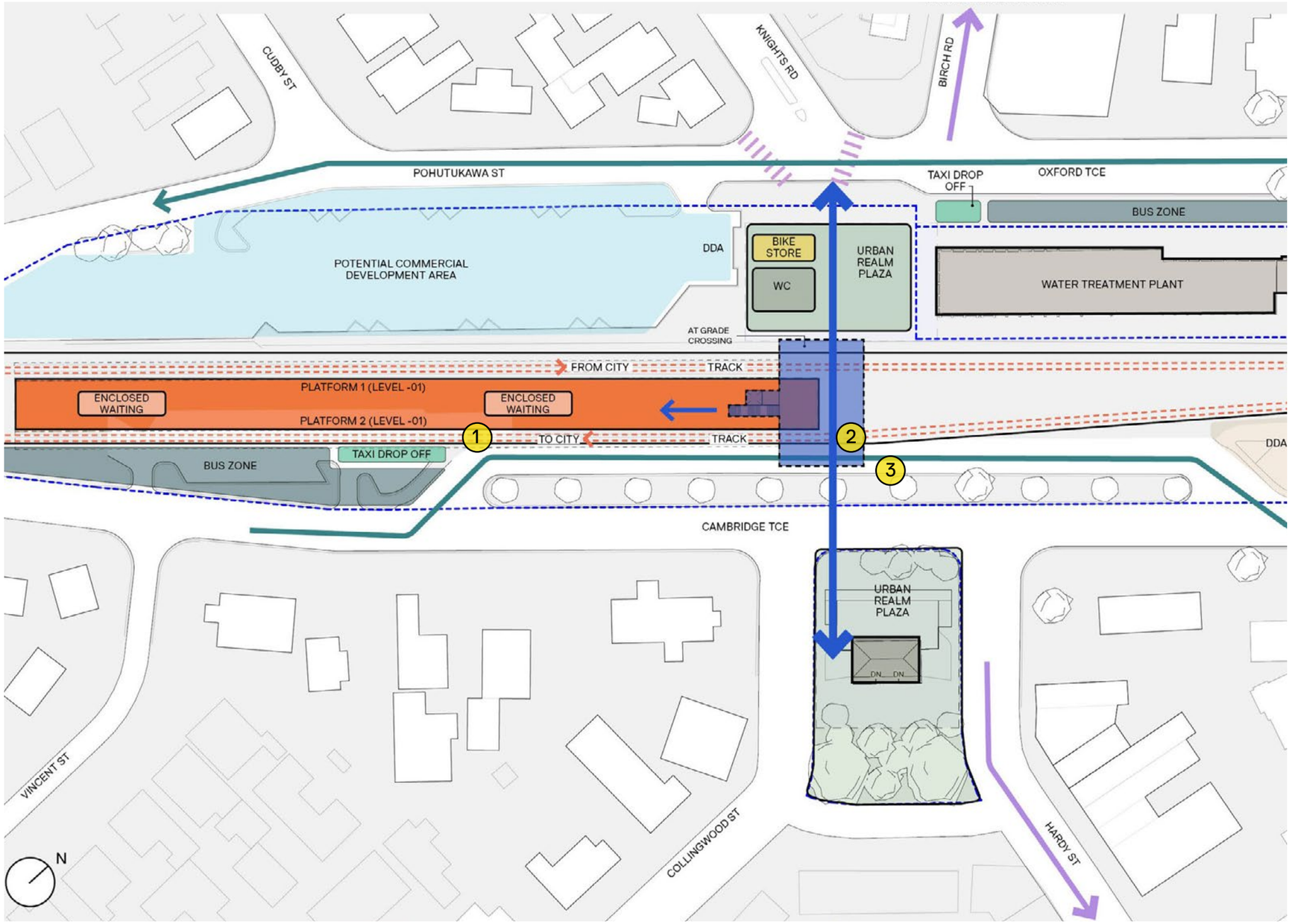
BENEFITS:

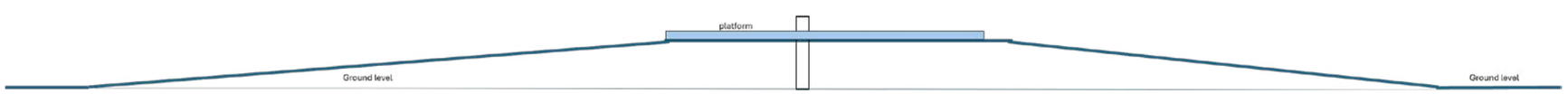
•

DISADVANTAGES:

- Requires rail engineering review track alignment
- Requires review with bus interchange requirements (spatial test)

OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW





KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership

OPTION 16

PLATFORMS SHIFTED NORTH - NEW OVERPASS - UNDERPASS RETAINED

FEATURES:

1. Shift platforms to the North
2. New overpass
3. Upgrade underpass as per option 1 or 2

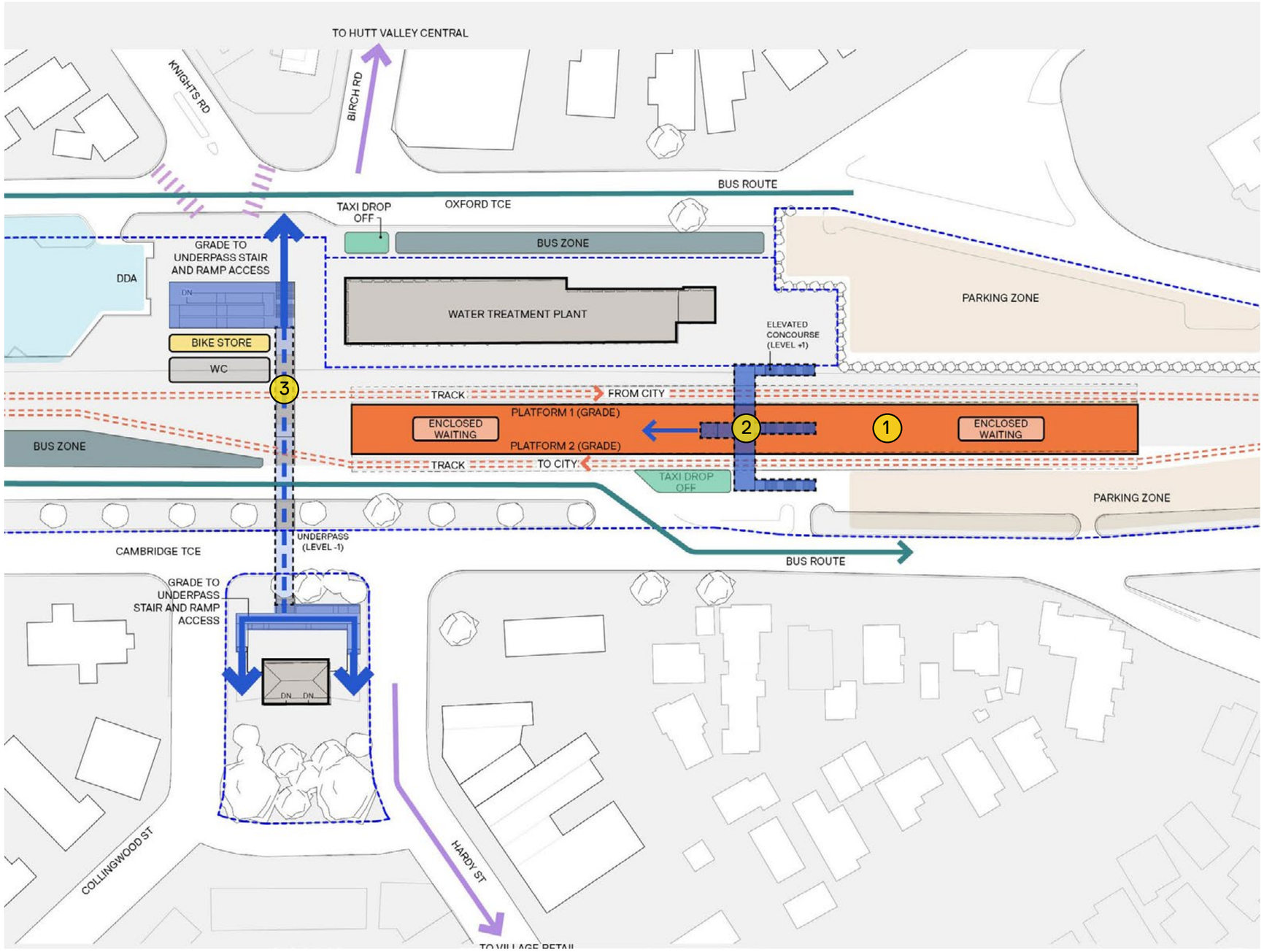
BENEFITS:

•

DISADVANTAGES:

•

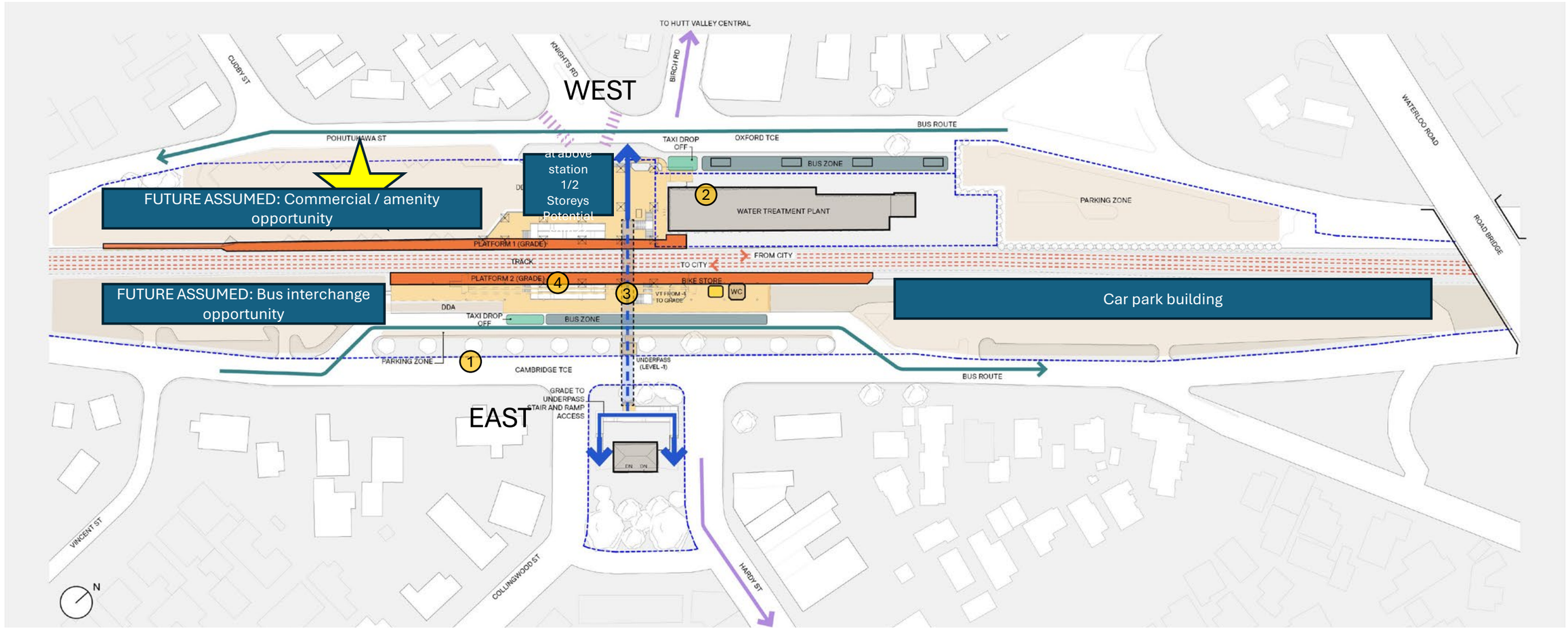
OPTION LOST AT MCA ASSESSMENT STAGE 01: FATAL FLAW



KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership

SITE CONSTRAINTS AND OPPORTUNITIES - POST WORKSHOP SUMMARY



KEY CONSTRAINTS

1. Retain current road alignments
2. Aquifer and water treatment plant
3. Public cross corridor connection
4. Station operations

Platforms
Concourse
Bus zone
Carparking
Vertical Transport
Taxi/PUDO
GWRC Ownership

Existing Conditions and Key Constraints

OVERPASS PRECEDENTS

MCA ASSESSMENT WORKBOOK SUMMARY

Note: this is summary assessment compiling both stage 1 and 2 in one worksbook
for complete workbook refer to file *Final Draft MCA Longlist Options Assessment worksheet V5.0* in the appendix folder

LONGLIST AS	LONGLIST ASS	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMEN	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT					
Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Do Min (Base Case)	OPTION 01A: Aligned Platforms, upgraded Underpass	OPTION 01A: Aligned Platforms, upgraded Underpass	OPTION 01B: Aligned & Upgraded Platforms, Bus interchange, underpass	Option 01Bi: Aligned & Upgraded Platforms, Bus interchange, Short Underpass below rail corridor and Pedestrian Crossing at Cambridge Terrace	OPTION 02: upgrade platforms, underpass – new lifts and stairs, improved East West connection ramps	OPTION 03: upgraded platforms - reduced underpass – new pedestrian crossing	OPTION 04: upgrade platforms – upgrade underpass ramps & stairs & entry, sunk in plaza	OPTION 05: upgrade platforms – underpass removed – new overpass stairs and lifts	OPTION 05A: Aligned & upgraded platforms – underpass removed – new overpass stair, lifts and ramps	OPTION 5B - OVERPASS with Aligned & upgraded platforms & Consolidated Bus Interchange in SE
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Avoids the buffer area surround the Water Treatment Plant	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Avoids impacts on the existing road infrastructure	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Moderate negative (-ve)	Slight negative (-ve)	Neutral	Neutral	Neutral
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Neutral	Neutral	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	Neutral	Neutral	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate negative (-ve)	Slight positive (+ve)
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	Neutral	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight positive (+ve)
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Neutral
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Neutral	Neutral	Neutral	Neutral	Slight negative (-ve)	Slight positive (+ve)
			The station and bus interchange is decoupled from the use of property not under control of GW	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Moderate negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)
Stageable and Adaptable	Aurecon (Transport) Grimshaw	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060 Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060	INSUFFICIENT DETAIL AND INFORMATION AVAILAE										
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	Complexity of construction and staging for delivery	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)
			minimum number of months to complete construction least number and shortest duration of rail corridor closures for construction least number and shortest duration of road corridor closures for construction minimum number of months for station closure	INSUFFICIENT DETAIL AND INFORMATION AVAILAE										
Techinical requirements	Aurecon (Civil) Aurecon (Building Services) Boffa Miskell T&T Grimshaw	Meets technical requirement necessary for the construction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Criteria to come for the assessing the impact of the technical requirements on the environment, consenting, existing infrastructure and land	INSUFFICIENT DETAIL AND INFORMATION AVAILAE										
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	Neutral	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)
			Minimum area of soil disturbance and amount of earth needing disposal	Neutral	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)
Decision (Progress or Discount)				Progress	Discount	Discount	Progress	Progress	Progress	Discount	Discount	Discount	Discount	Progress
Reason(s)	All			0	option outcome is not sufficiently different from base case	option outcome is not sufficiently different from base case	-3	-1	-1	-7	-12	-3	-11	-2

OPTION 06: Platform move South – upgrade underpass – public and sttaion	OPTION 07: new overbridge –underpass retained	OPTION 08: new over bridge – underpass removed	OPTION 09: Platform move North, upgrade Underpass. New overpass access public and station	OPTION 10: New island platform – underpass retained	OPTION 11: New island platform – shifted South underpass retained	OPTION 12: New island platform – shifted South, public underpass retained, new overbridge station access	OPTION 13: New island platform – shifted South, new overbridge station access, public underpass removed	OPTION 14: New island platform – rail under	OPTION 15: New island platform – rail over	OPTION 16: New island platform – shifted North - new overbridge	Option 17: Aligned Platforms, Bus Interchange, new overbridge over rail corridor, on grade Ped Xing Cambridge Tce
Fatal Flaw	Fatal Flaw	Fatal Flaw	Fatal Flaw	Neutral	Fatal Flaw	Fatal Flaw	Fatal Flaw	Fatal Flaw	Fatal Flaw	Fatal Flaw	Neutral
Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
[redacted]				Neutral	[redacted]						Neutral
				Neutral							Moderate positive (+ve)
											Moderate positive (+ve)
				Neutral							Moderate positive (+ve)
				Neutral							Neutral
				Neutral							Slight positive (+ve)
				Neutral							Slight negative (-ve)
BLE TO ASSESS LONG LIST OPTION AGAINST CRITERIA											0
											0
				Fatal Flaw							Slight negative (-ve)
BLE TO ASSESS LONG LIST OPTION AGAINST CRITERIA											Moderate negative (-ve)
											Slight negative (-ve)
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BLE TO ASSESS LONG LIST OPTION AGAINST CRITERIA											0
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											0
				Neutral							Moderate negative (-ve)
				Neutral							Slight negative (-ve)
Discount	Discount	Discount	Discount	Discount	Discount	Discount	Discount	Discount	Discount	Discount	Progress

2

12.4 STAGE 2: LONGLIST & MCA WORKBOOK

Note: for complete Stage 2 supporting material refer to the Appendix folder

OPTION LONGLIST SUMMARY

Fatal flaw... Sub options created...

Additional filters for fatal flaws assessment

deliverability | efficient footprint / free-up developable land | efficient footprint / free-up developable land | ability for demand led capacity improvement | construction sequence - maintaining operations and community link

PLATFORM LOCATION & CONFIGURATION

CORSS CORRIDOR ACCESS

SPLIT PLATFORM

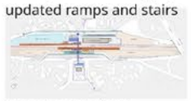
EXISTING

0 BASE CASE

1 Upgraded Platform, upgrade underpass - ramp and stairs

2 Upgraded Platform, upgraded underpass, public ramps and stairs, platform lifts and stairs (no ramp)

3 Upgraded Platform, reduced underpass - Cambridge ped x, updated ramps and stairs



4 Upgraded Platform, upgrade underpass - ramp and stairs, entry plaza

5 Upgraded Platform, remove underpass
New overpass access public and station (lifts and stairs)

ALIGNED

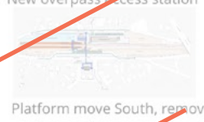
1A Aligned Platform, upgrade underpass

5A Upgraded Platform, remove underpass
New overpass access public and station lift stair ramps

MOVE SOUTH

6 Platform move South, upgrade under pass - public and station

7 Platform move South, upgrade under pass - public
New overpass access station



8 Platform move South, remove underpass. New overpass access public and station

MOVE NORTH

9 Platform move North, upgrade underpass. New overpass access public and station

ISLAND PLATFORM

CENTRAL

10 New Island Platform, upgrade underpass, ramps and stairs

MOVE SOUTH

11 New Island Platform, shifted south, underpass retained

12 New Island Platform, new overbridge

13 New Island Platform, new overbridge, underpass removed

14 New Island Platform, rail under

15 New Island Platform, rail over

MOVE NORTH

16 New Island Platform, shifted north, new overbridge

SHORTLISTED PLATFORM CONFIGURATIONS AND BUS INTERCHANGE

1: EXISTING ALIGNMENT - UPGRADED PLATFORMS

5m wide, moved 5m away from Water Treatment Plant

BENEFITS:

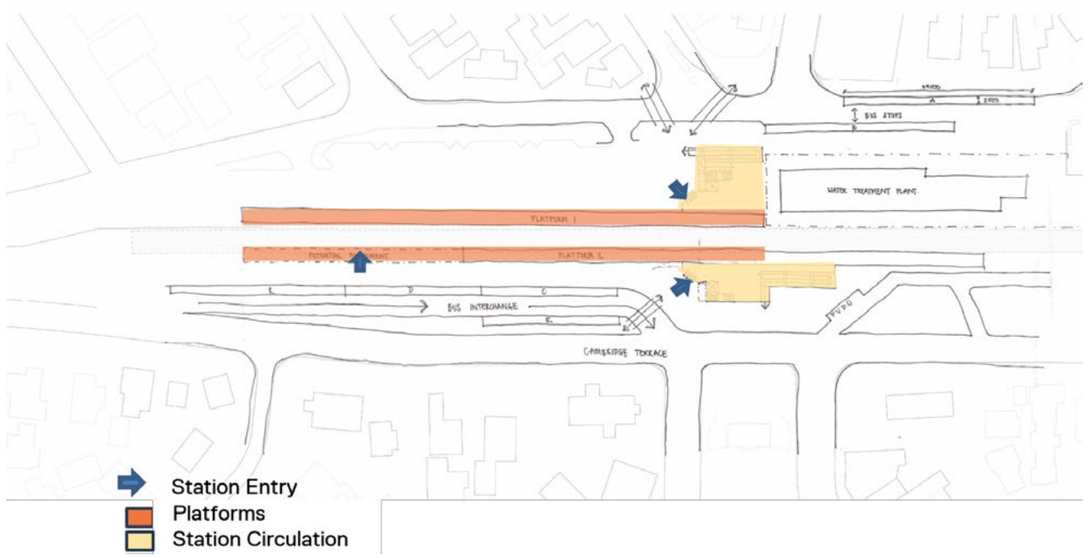
- Better passenger distribution from western station entry, with passengers accessing center of platform
- No impact on existing signal box infrastructure
- Potentially greater flexibility for interchange facilities or future commercial development.

DISADVANTAGES:

- Longer and potentially less legible walking route from bus stops to Platform 2 (mitigated with extra entrance from bus interchange).
- Split platforms may reduce sense of coherence or wayfinding clarity for new users.

2: ALIGNED - UPGRADED PLATFORMS

East platform aligned to west



BENEFITS:

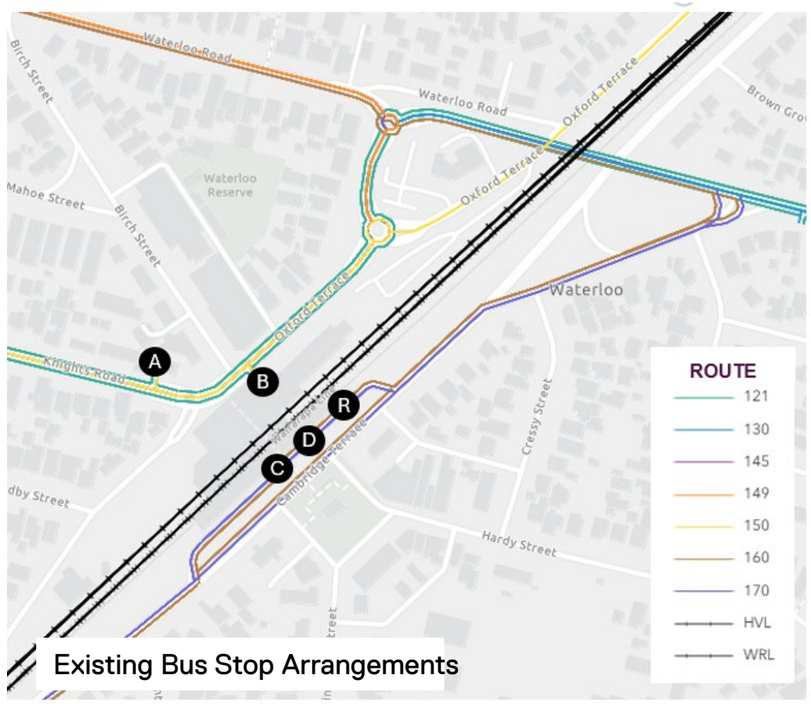
- Aligned platforms may be more legible, supporting wayfinding and a sense of clarity.
- Creates a more compact and unified interchange footprint, reducing walking distances between modes.
- More adaptable for phased construction or future platform lengthening.

DISADVANTAGES:

- Longer walking route from bus stops to Platform 2 (mitigated with extra entrance from bus interchange).
- Realigning platform affects the signal box, which introduces some complexity & risk
- Western station entry may face issues with peak congestion with concentrated entry at north end of platform.

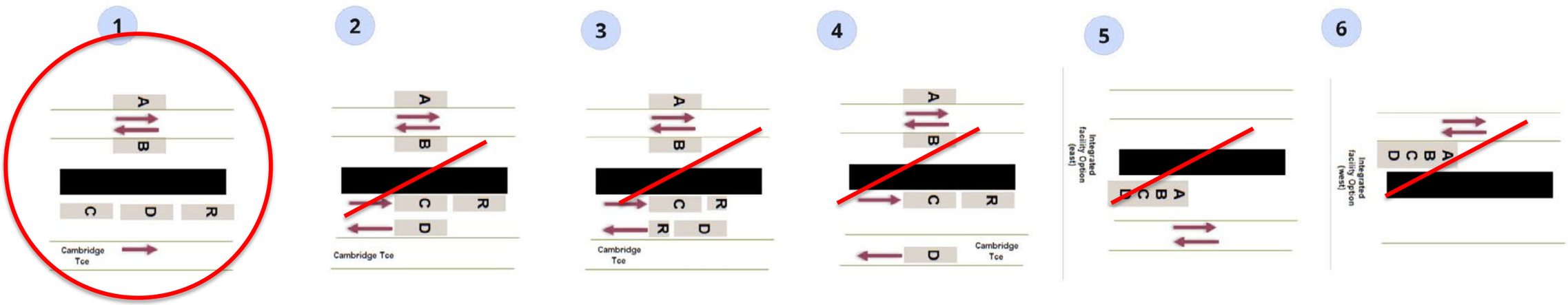
Bus operating options – interchange configuration

- By 2041, peak bus services to Waterloo will increase from 19 to 36 buses per hour.
- Multiple operating concepts (below) have been tested to optimise service and wider area coverage.
- Preferred option: Enhanced interchange on the eastern side to support Wainuiomata growth opportunity, support ongoing need for rail replacement services and enable future service changes (e.g. demand-responsive services).
- Western stops would be retained and upgraded — relocating them to the eastern side adds significant travel time disadvantages due to nearby bridge.
- Improve amenity and access on both sides of the station to create a single, cohesive interchange facility.



Existing Bus Stop Arrangements

Considered bus interchange concepts:



BASE CASE

REPAIR / REPLACE ROOF - MAINTAIN EXISTING

FEATURES:

1. Repair/replace station canopy and remove existing station building
2. Ongoing maintenance of aging amenity and assets

BENEFITS:

- Likely least expensive option (depending on results from soil testing / liquefaction trigger and analysis of tunnel performance)

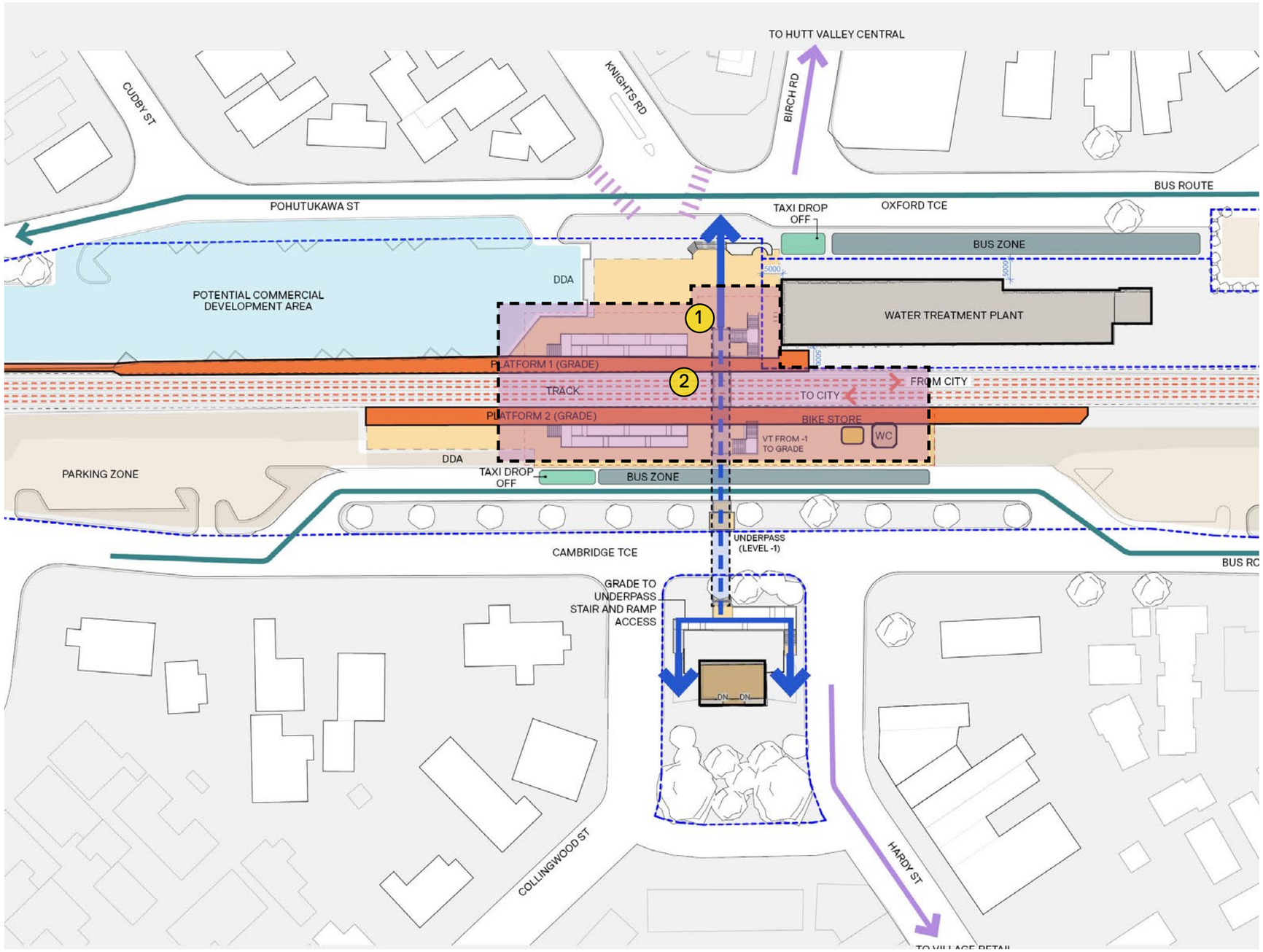
DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle

*Surface level changes to consolidate bus interchange, platform modifications / shelter (canopies) to be developed.

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



OPTION 01

UPGRADE PLATFORMS AND UNDERPASS RAMPS & STAIRS

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Shift northern platform away from water treatment plant (5 m buffer zone)
3. Upgrade underpass access:
   a. Platform: increased ramp length and stair changes for BC compliance
   b. Trafalgar Square and Oxford Terrace: increased ramp length and stair changes for BC compliance
4. Interchange upgrades
   a. Upgrade bus interchange configuration on Cambridge Terrace and Oxford Terrace
   b. Upgrade car parking arrangement

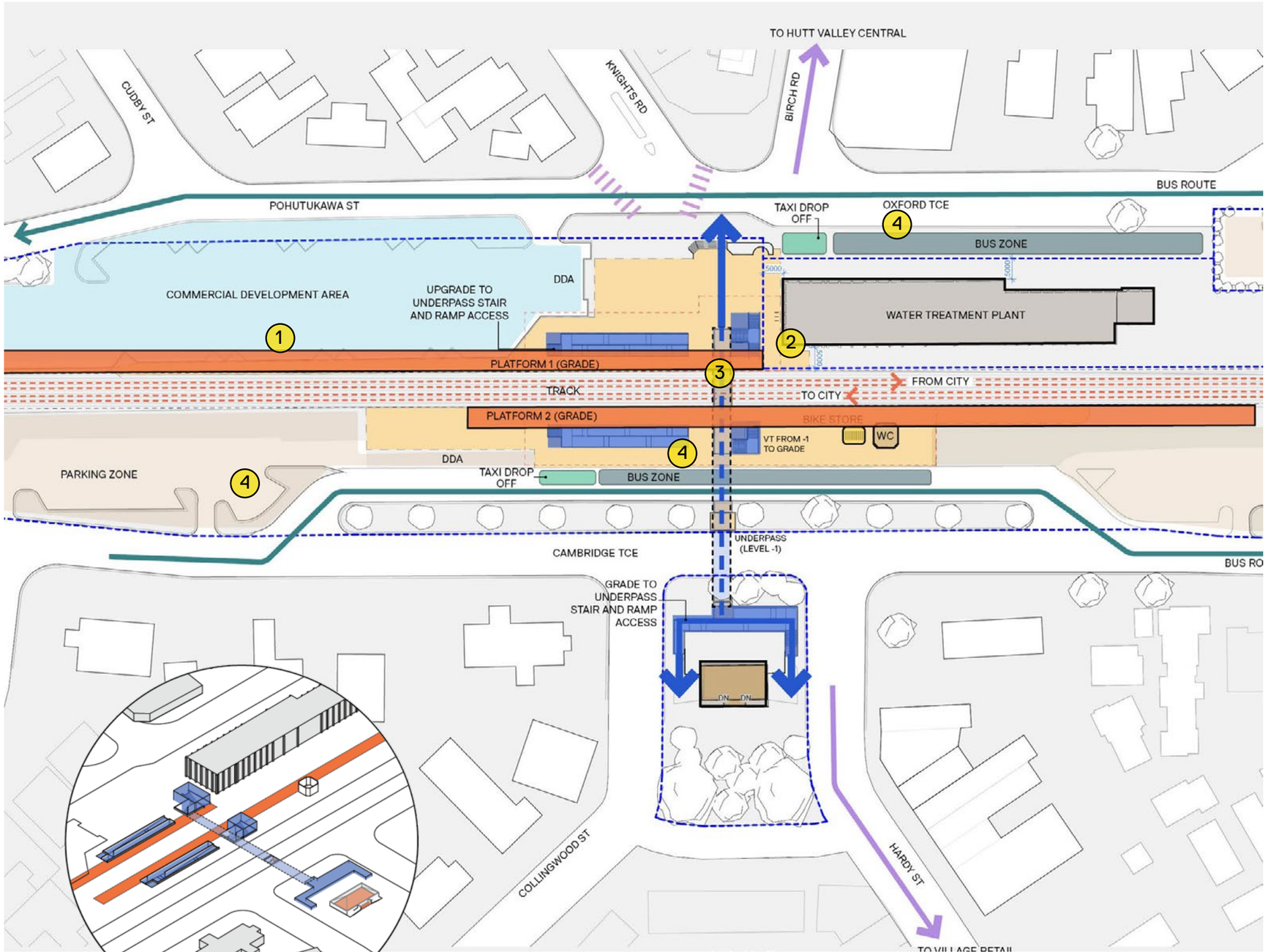
BENEFITS:

- Provides compliant platforms
- Provides DDA Compliant access through underpass and to platforms
- Retain existing underpass

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 01A

ALIGNED (UPGRADED) PLATFORMS - UNDERPASS RAMPS & STAIRS

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Platforms aligned
3. Shift northern platform away from water treatment plant (5 m buffer zone)
4. Upgrade underpass access:
   a. Platform: increased ramp length and stair changes for BC compliance.
   b. Trafalgar Square and Oxford Terrace: increased ramp length and stair changes for BC compliance
5. Interchange upgrades
   a. Upgrade bus interchange configuration on Cambridge Terrace and Oxford Terrace
   b. Upgrade car parking arrangement

BENEFITS:

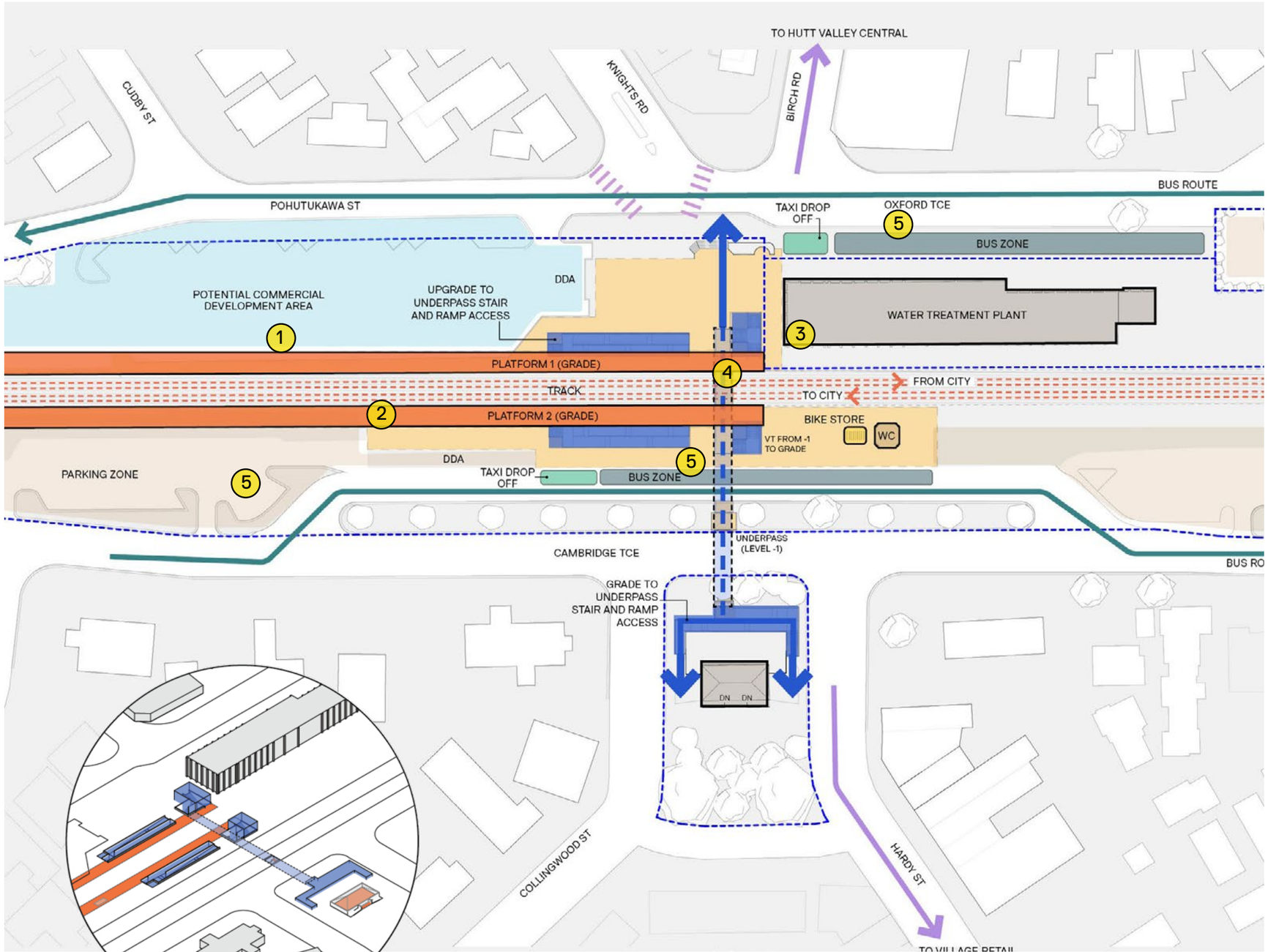
- Provides compliant platforms
- Provides DDA Compliant access through underpass and to platforms
- Painless alteration provided ramp extension happens without affecting structural envelope of existing tunnel

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 02

UPGRADED PLATFORMS - UPGRADE UNDERPASS - NEW LIFTS & STAIRS TO PLATFORM

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Upgrade underpass access:
   a. New stairs and lifts
   b. Increased ramp length and stair changes for BC compliance from Cambridge Terrace and Oxford Terrace
3. Shift northern platform away from water treatment plant (5 m buffer zone)
4. Interchange upgrades
   a. Upgrade bus interchange configuration on Cambridge Terrace and Oxford Terrace
   b. Upgrade car parking arrangement

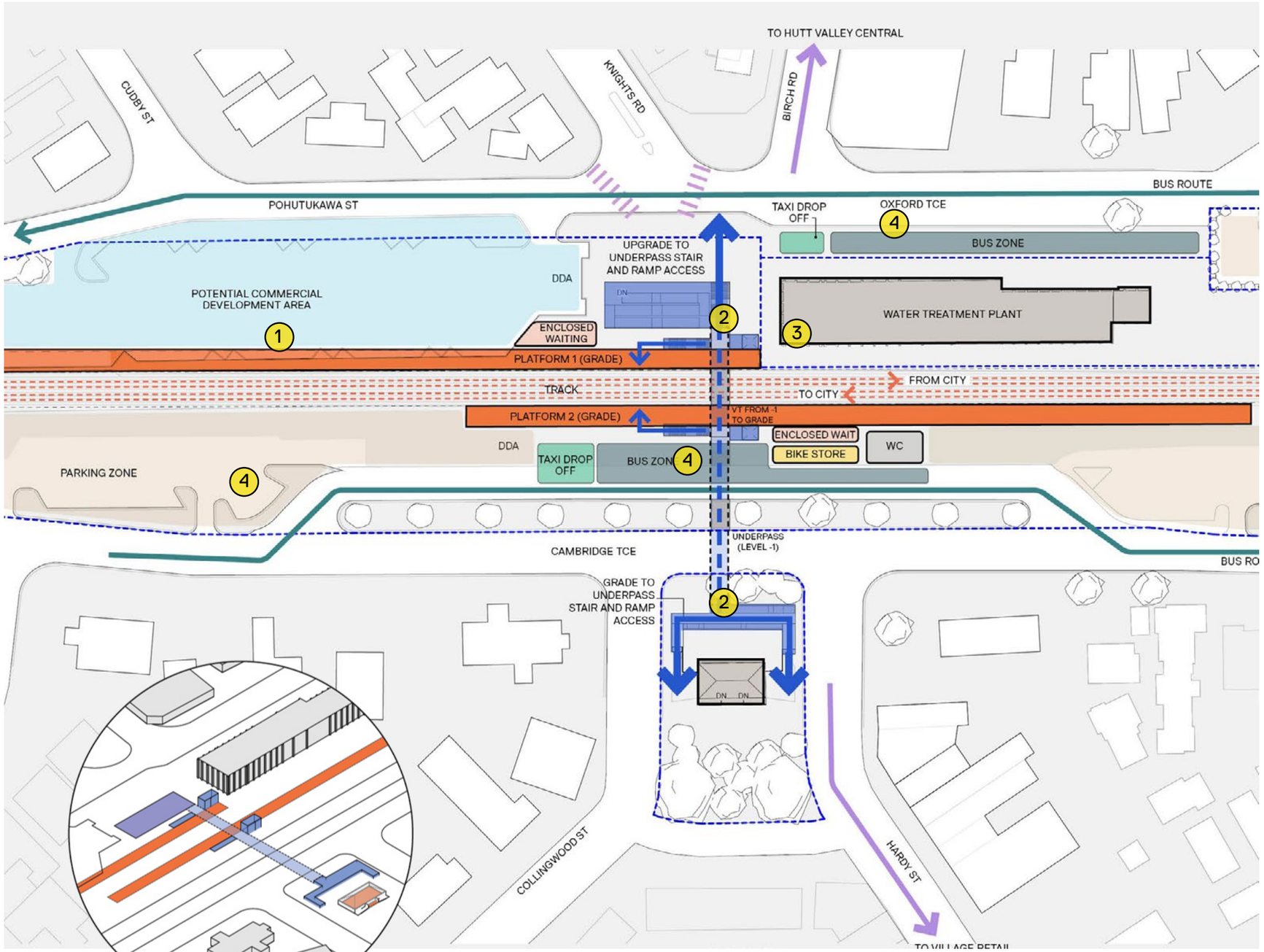
BENEFITS:

- Provides compliant platforms
- Provides DDA Compliant access through underpass and to platforms
- Improved vertical transport to platforms (lifts & updated stair access)
- Maintain existing underpass

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 03

UPGRADED PLATFORMS - REDUCED UNDERPASS - NEW PEDESTRIAN CROSSING

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Introduction of a level crossing on Cambridge terrace for at grade station access
3. Upgrade underpass access
4. New stairs and lifts for accessible platform access (includes vertical transport)
5. Reduce length of underpass
6. Improved station entry experience

BENEFITS:

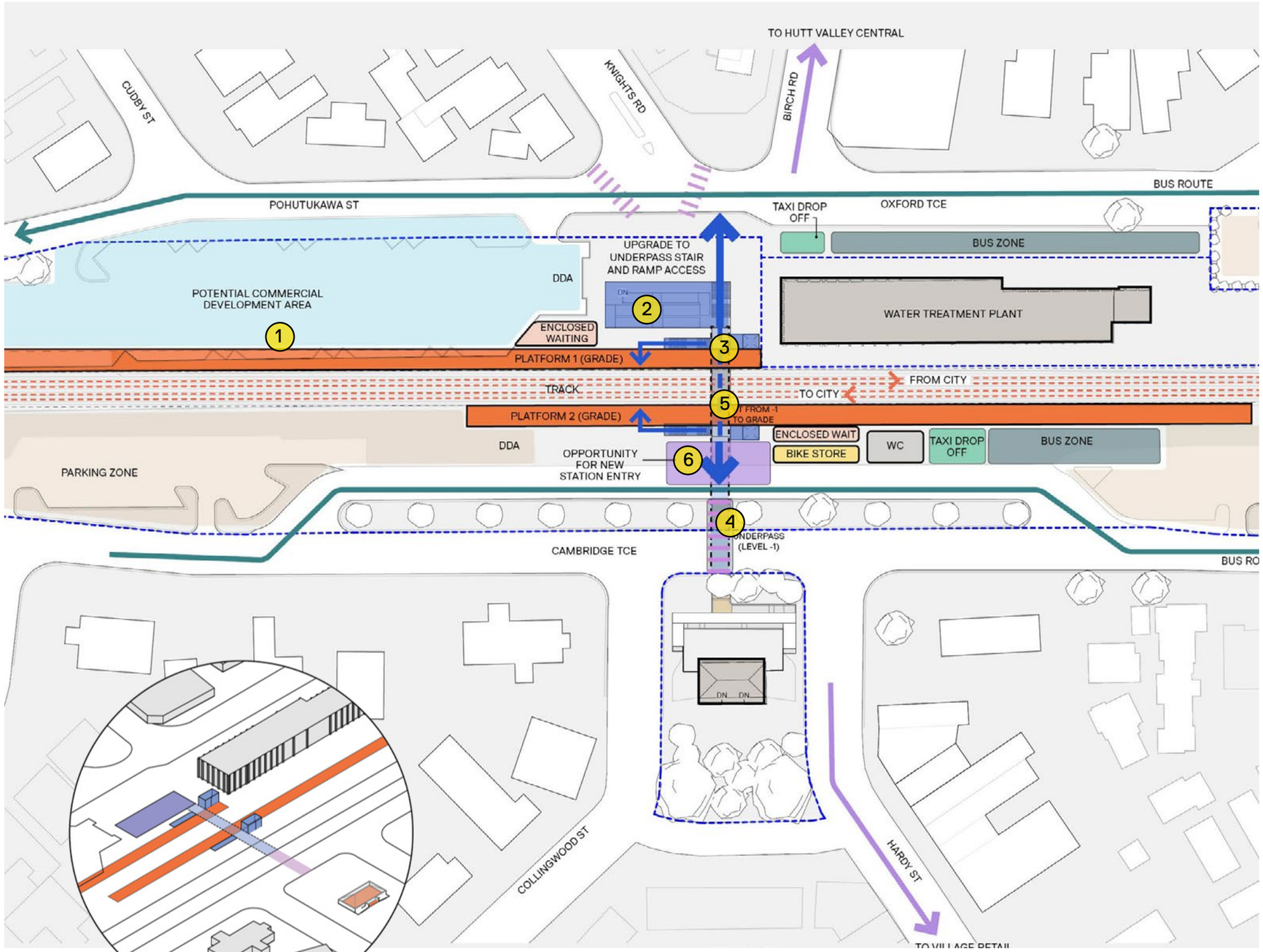
- Shorter underpass – improved sightlines
- DDA Compliant access through underpass and to platforms
- At grade crossing creates public entry

DISADVANTAGES:

- Introduces a pedestrian crossing on Cambridge terrace
- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 04

UPGRADED PLATFORMS - UPGRADE UNDERPASS, RAMPS, STAIRS & ENTRY

FEATURES:

1. As per option 1 with improved public access into underpass at the Trafalgar square (terraced sunken garden)
2. Improved access from Oxford Terrace into underpass

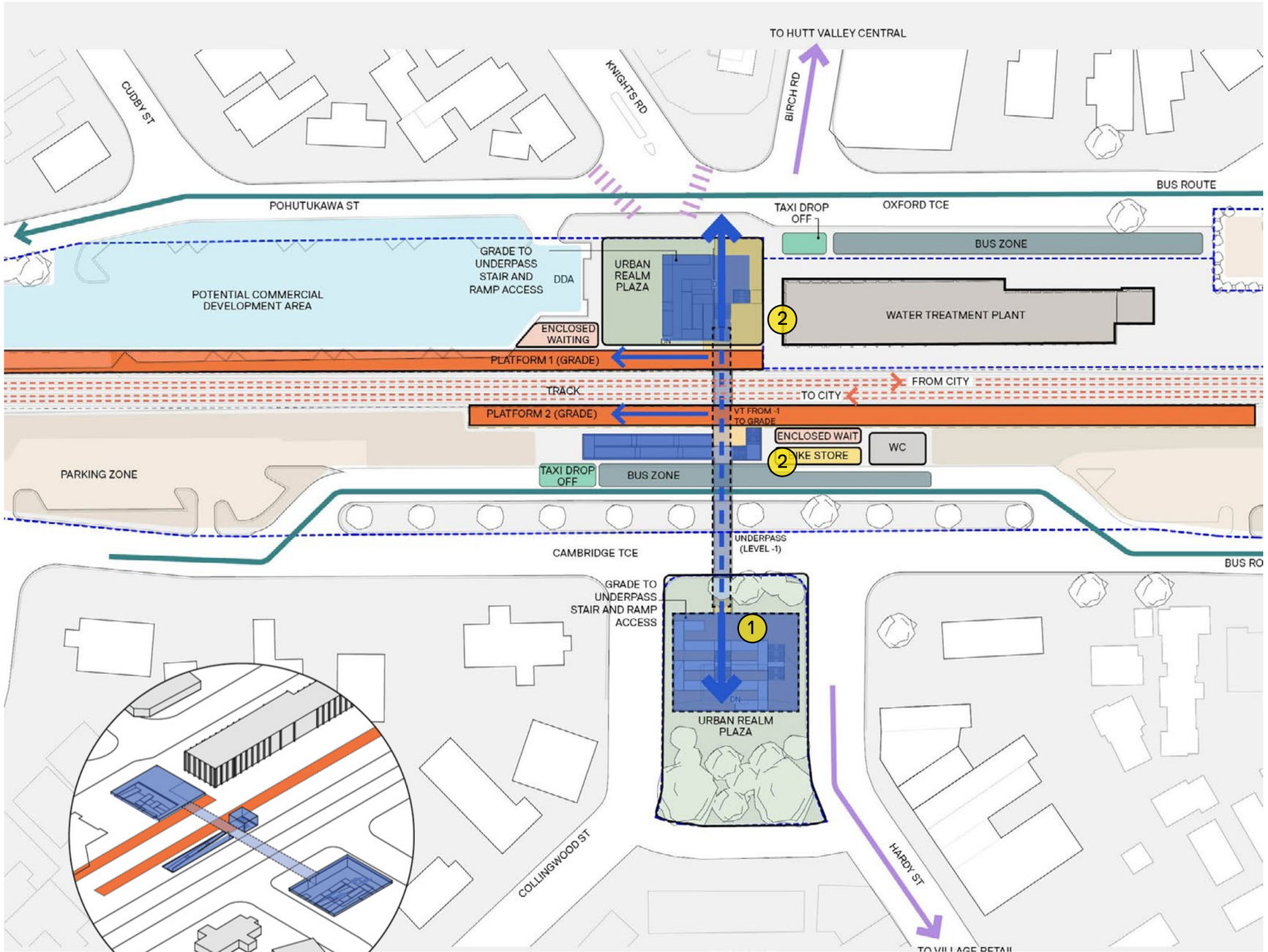
BENEFITS:

- Provides DDA Compliant access through underpass and to platforms
- Opportunity to expand underpass width in the future
- Improved public realm and station amenity
- Improved cross corridor pedestrian connectivity
- Improved safety & CPTED through underpass (line of sight, amenity)
- Retains grade separated cross corridor link
- Maintains majority of existing underpass

DISADVANTAGES:

- Drainage of open cut areas needs to be considered
- Potential removal of contaminated soil
- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 05

UPGRADED PLATFORMS - UNDERPASS REMOVED - NEW OVERPASS

FEATURES:

1. Upgrade platforms for compliance
2. New overbridge as public and commuter cross corridor and cross-road connection
3. Underpass removed
4. New vertical transport

BENEFITS:

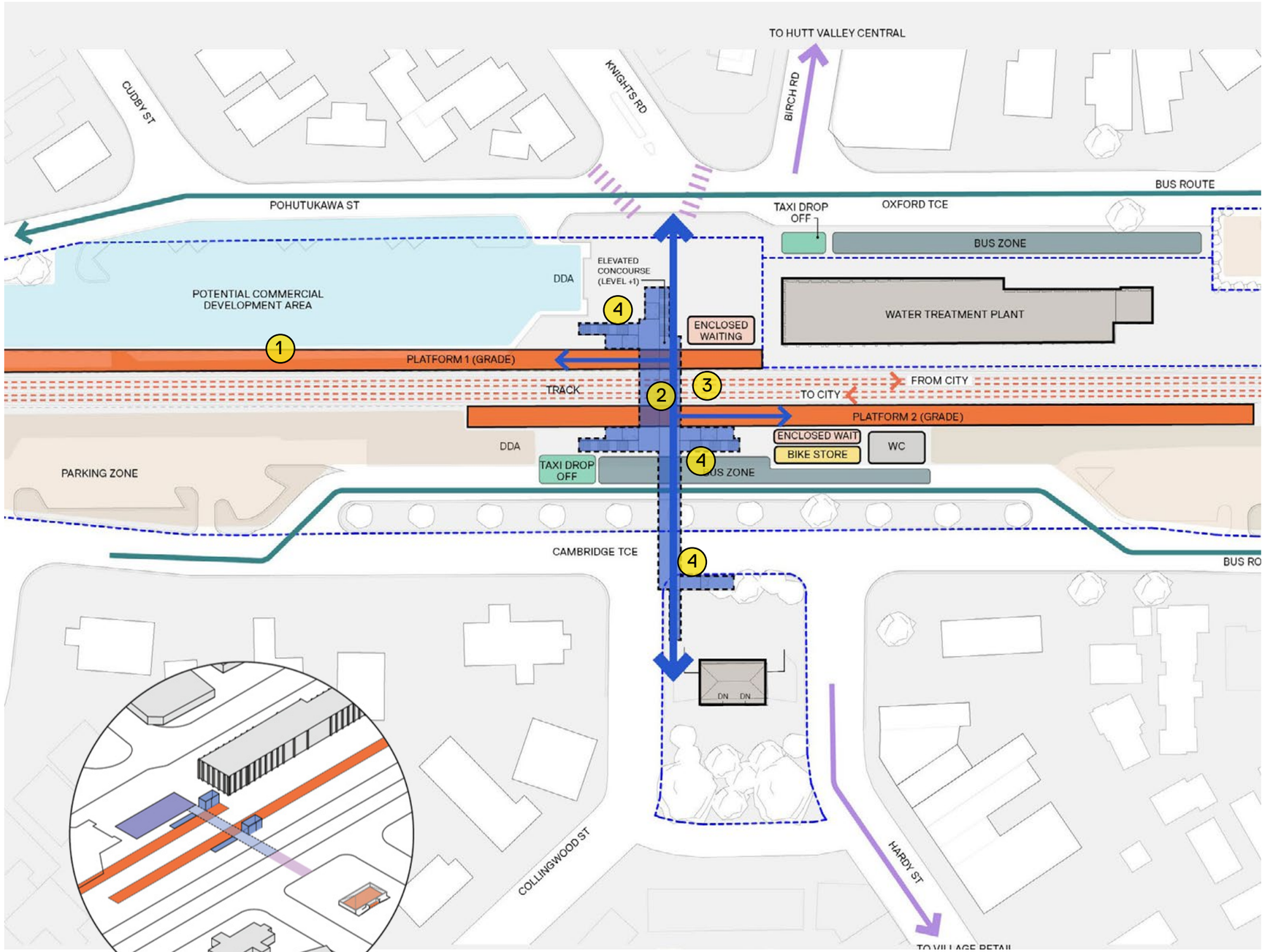
- Reduces CPTED and accessibility issues by removing the underpass
- Combines public and commuter cross corridor link – passive surveillance benefits
- Provides compliant cross corridor and cross road access

DISADVANTAGES:

- Increased visual bulk – requires a considered architectural & Urban Design response
- Increased pedestrian journey – vertical movement increases

KEY:

- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 05: INDICATIVE VIEW

OPTION 05A

ALIGNED (UPGRADED) PLATFORMS - UNDERPASS REMOVED - NEW OVERPASS WITH RAMPS

FEATURES:

1. Upgrade platforms for compliance
2. Platforms aligned
3. New overbridge as public and commuter cross corridor and cross road connection
4. Underpass removed
5. Ramps added - resilience
6. Includes vertical transport

BENEFITS:

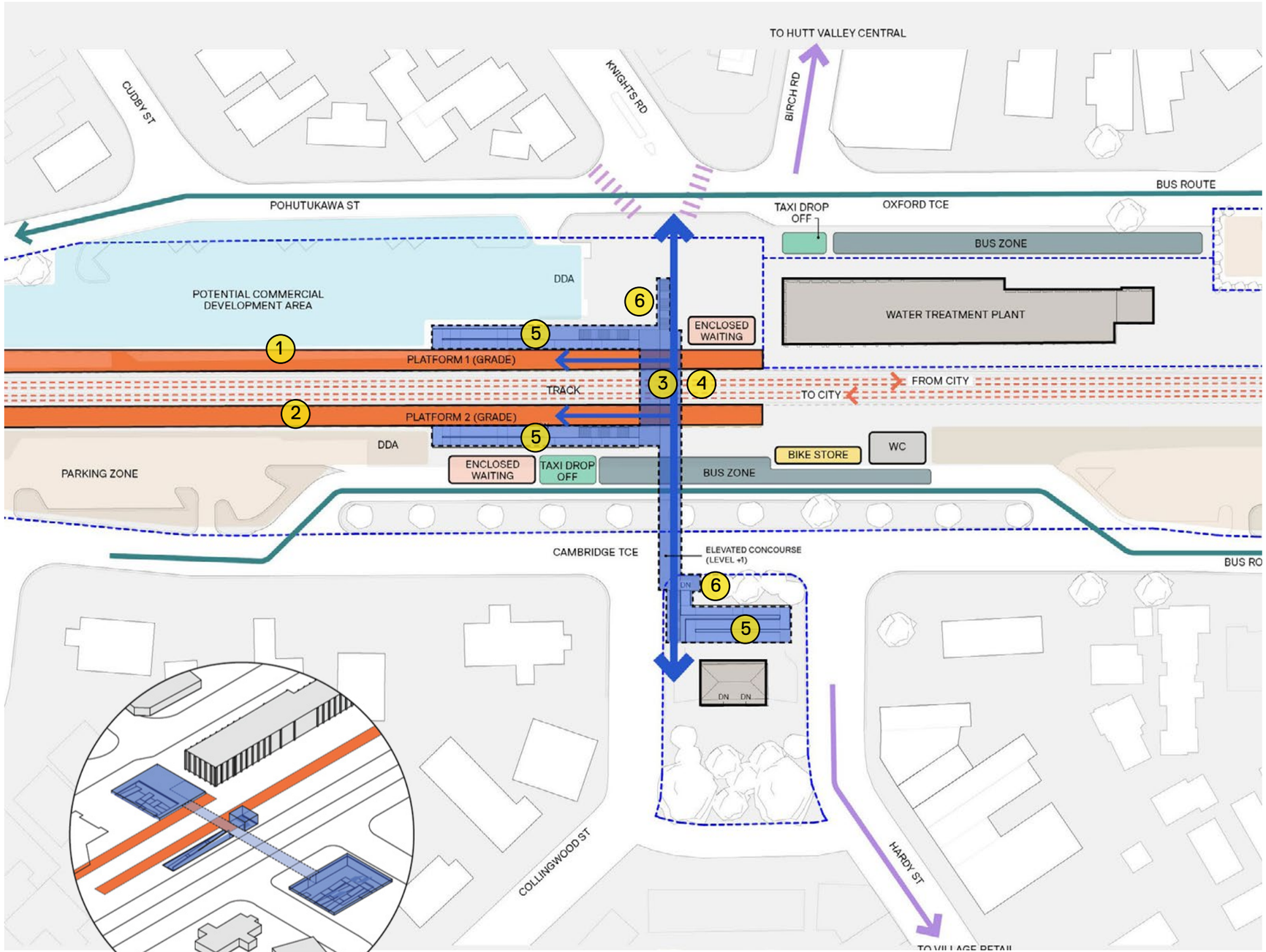
- Removes issues of safety and non-compliant issues by removing the underpass
- Combines public and commuter cross corridor link – passive surveillance benefits
- Provides compliant cross corridor and cross road access

DISADVANTAGES:

- Increased visual bulk – Requires a considered architectural & Urban Design response
- Increased pedestrian journey – vertical movement increases

KEY:

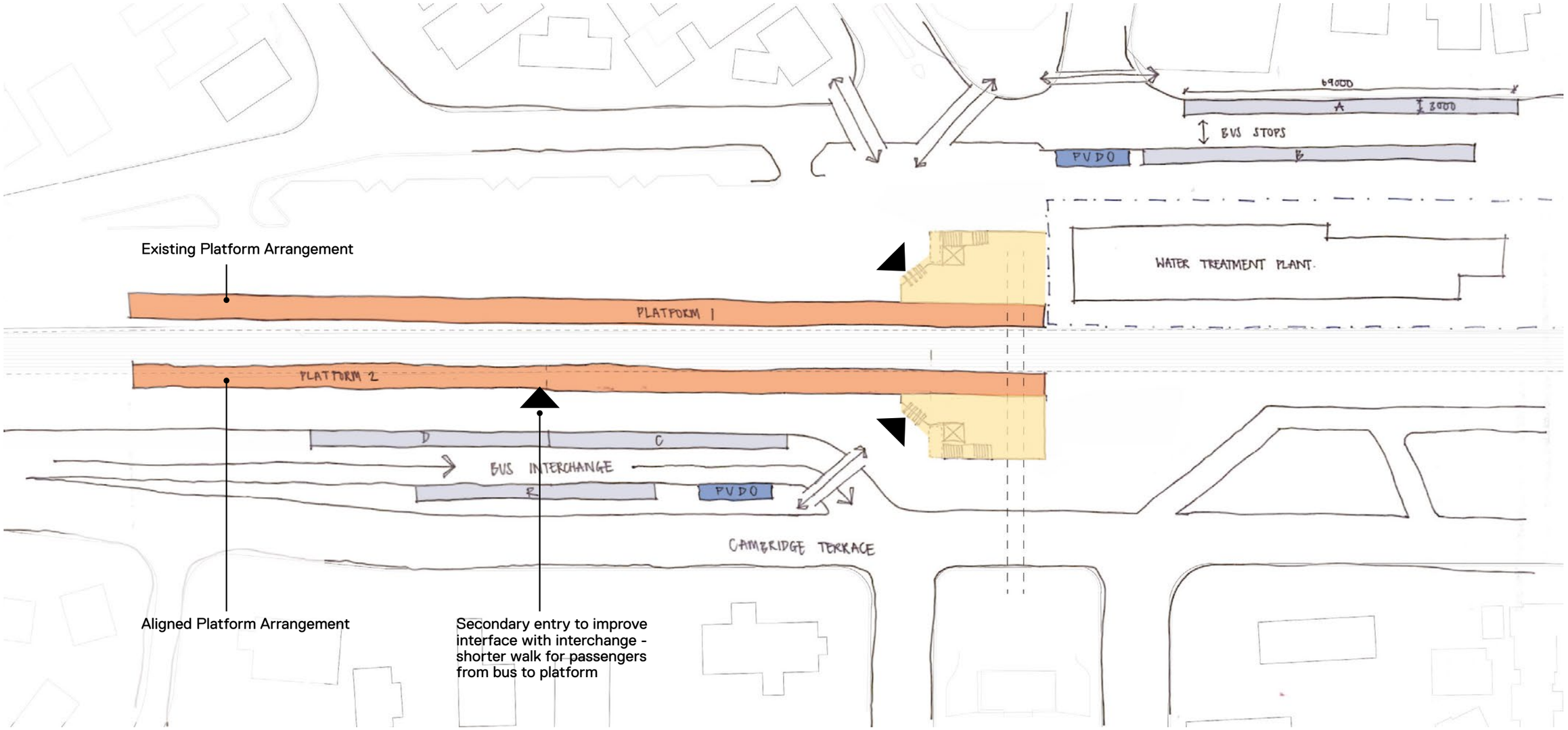
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 1B

ALIGNED PLATFORMS WITH BUS INTERCHANGE

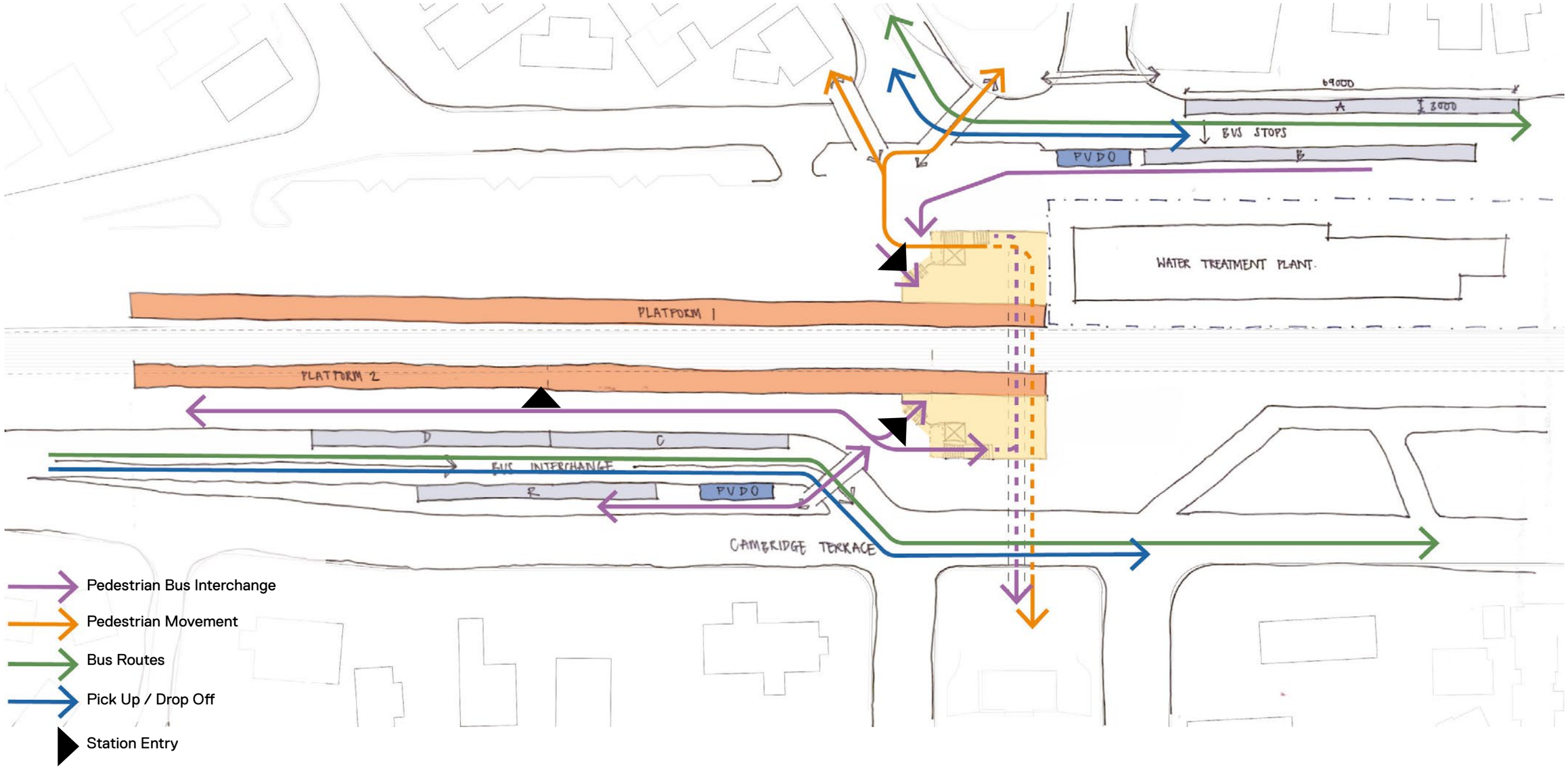


KEY:

- Platforms
- Station Circulation
- Bus zone

OPTION 1B

ALIGNED PLATFORMS WITH BUS INTERCHANGE - KEY CIRCULATION



OPTION 02

UPGRADED PLATFORMS - UPGRADE UNDERPASS - NEW LIFTS & STAIRS TO PLATFORM

FEATURES:

1. Upgrade platforms to meet Design Brief – increase length and width (190m long x 5m wide)
2. Upgrade underpass access:
   a. New stairs and lifts
   b. Increased ramp length and stair changes for BC compliance from Cambridge Terrace and Oxford Terrace
3. Shift northern platform away from water treatment plant (5 m buffer zone)
4. Interchange upgrades
   a. Upgrade bus interchange configuration on Cambridge Terrace and Oxford Terrace
   b. Upgrade car parking arrangement

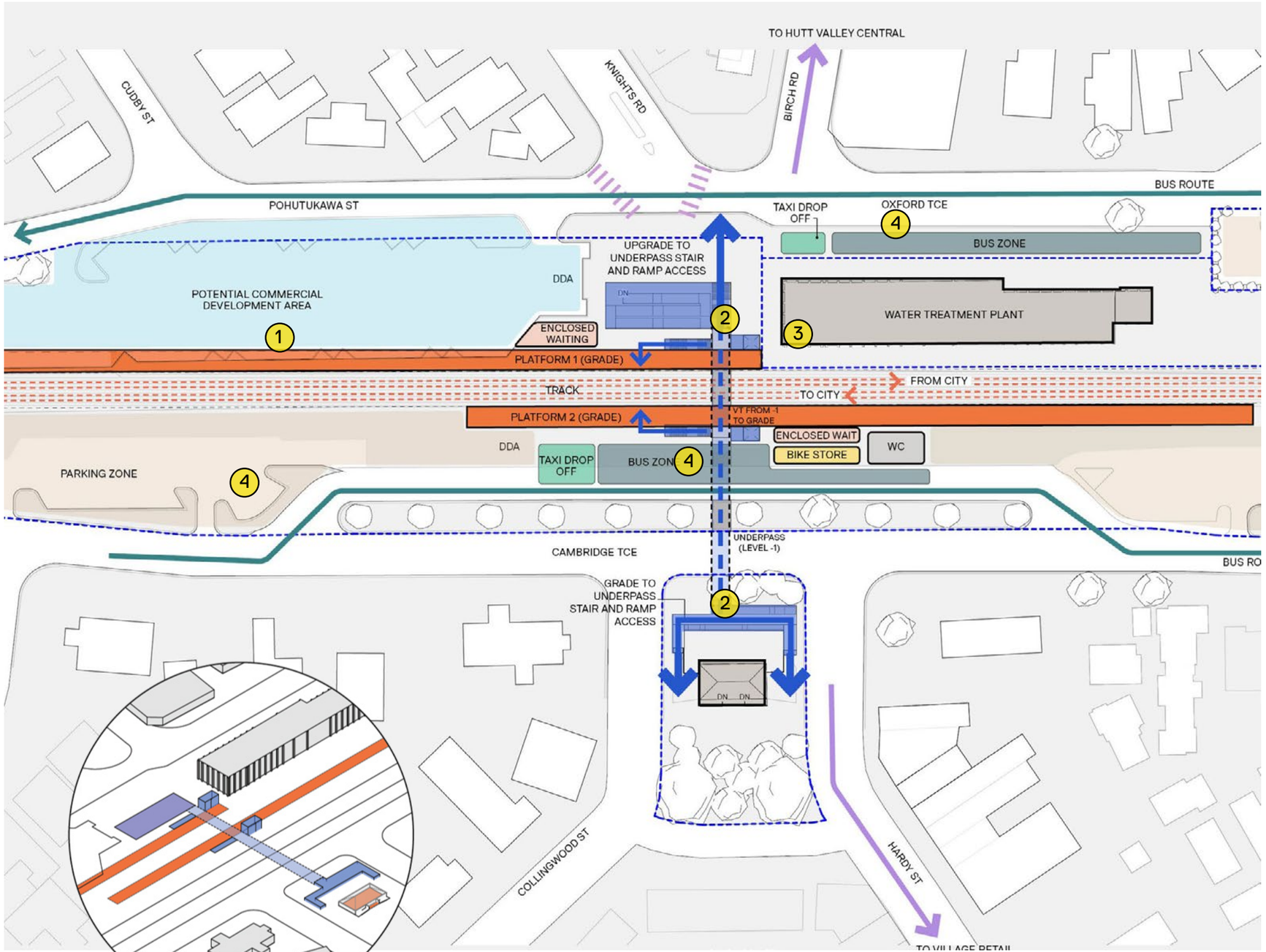
BENEFITS:

- Provides compliant platforms
- Provides DDA Compliant access through underpass and to platforms
- Improved vertical transport to platforms (lifts & updated stair access)
- Maintain existing underpass

DISADVANTAGES:

- Possible concrete degradation, at year 37 of 50-year design life cycle
- Potential challenges where stairs / ramp come into the 'side' of tunnel

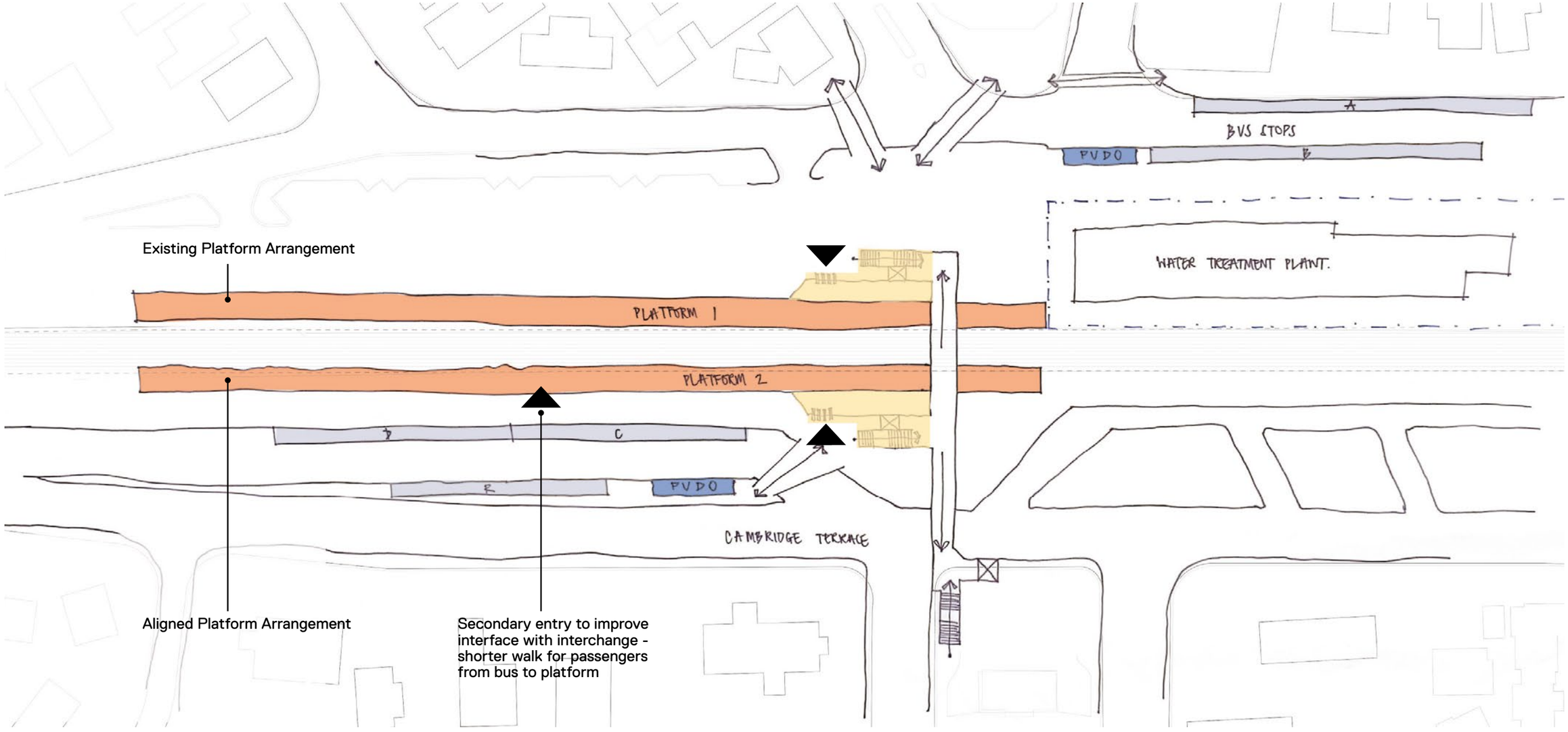
KEY:
- Platforms
- Concourse
- Bus zone
- Carparking
- Vertical Transport
- Taxi/PUDO
- GWRC Ownership



CONCEPT 3D

OPTION 5B

OVERPASS BRIDGE + ALIGNED PLATFORMS WITH BUS INTERCHANGE

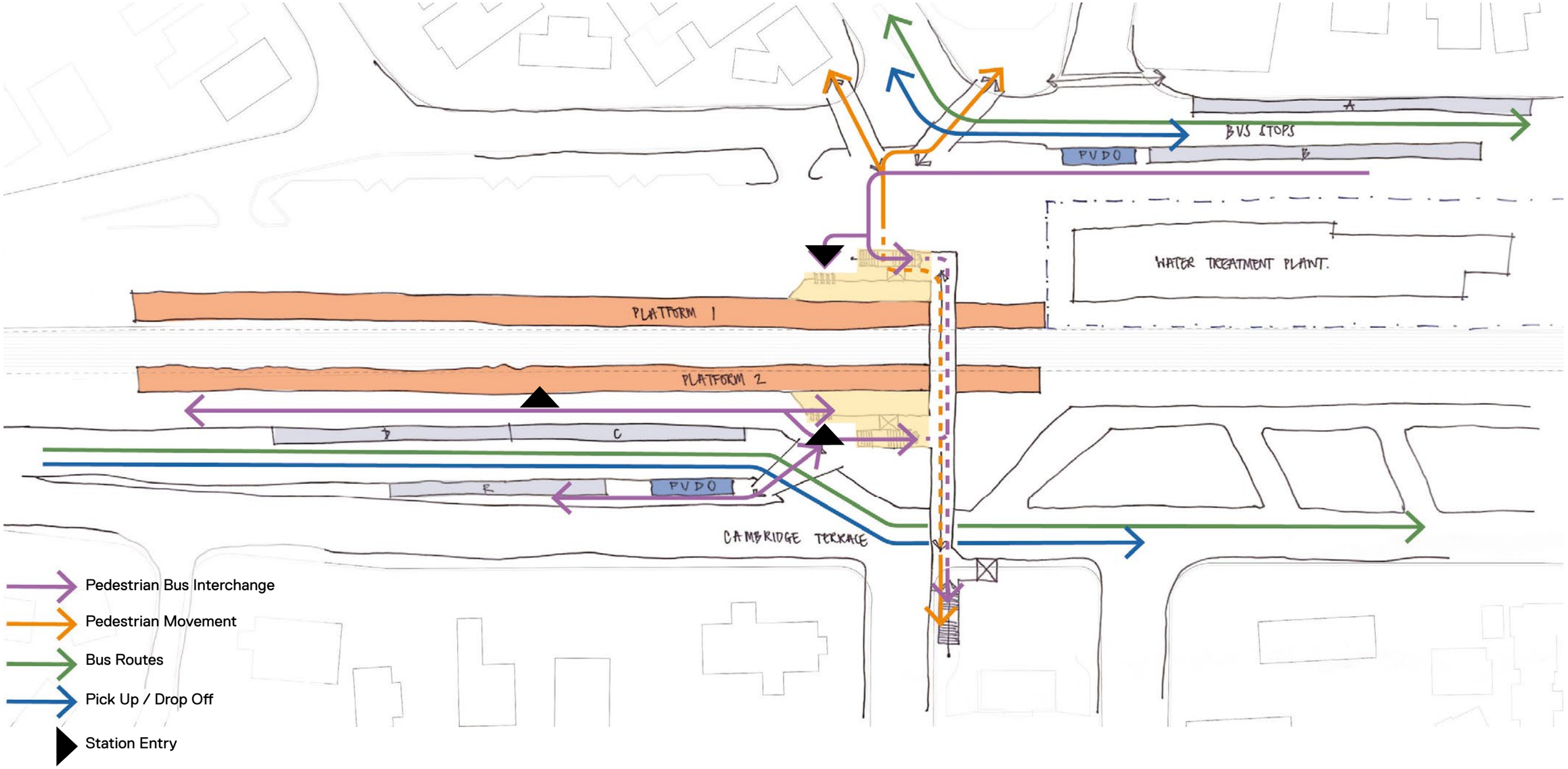


KEY:

- Platforms
- Station Circulation
- Bus zone

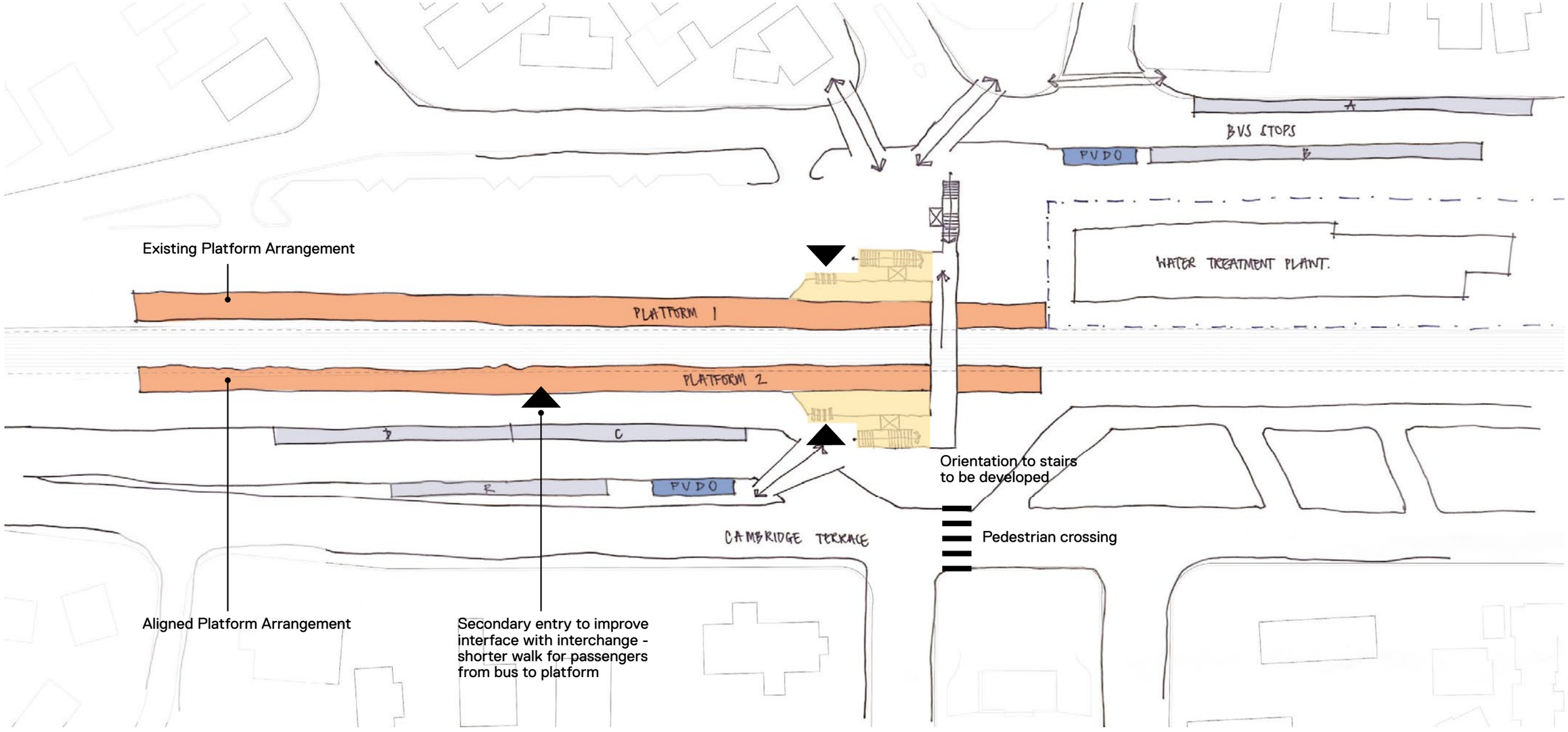
OPTION 5B

OVERPASS BRIDGE + ALIGNED PLATFORMS WITH BUS INTERCHANGE



OPTION 17

OVERPASS BRIDGE + ALIGNED PLATFORMS WITH BUS INTERCHANGE AND AT GRADE PEDESTRIAN CROSSING

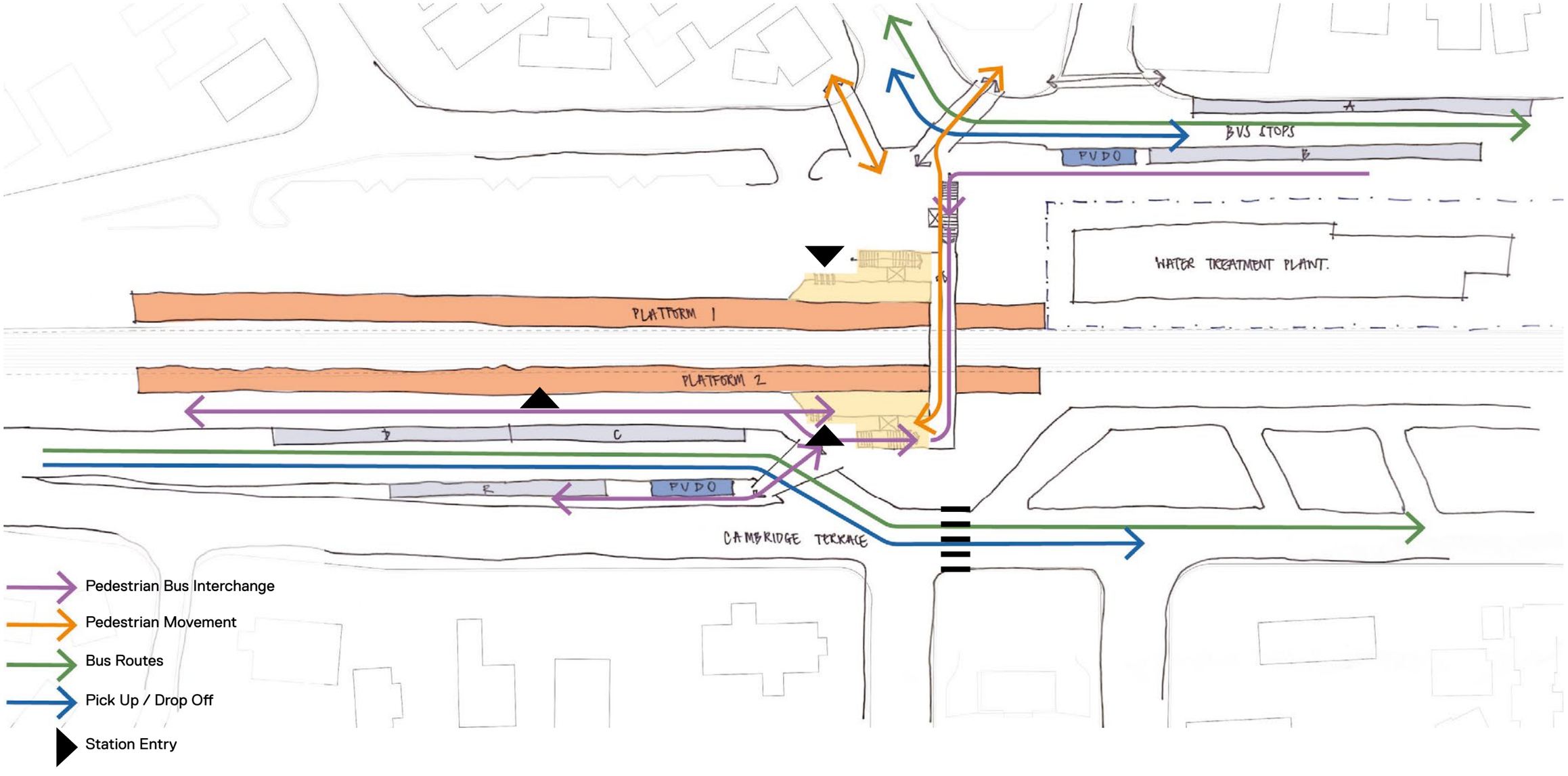


KEY:

- Platforms
- Station Circulation
- Bus zone

OPTION 17

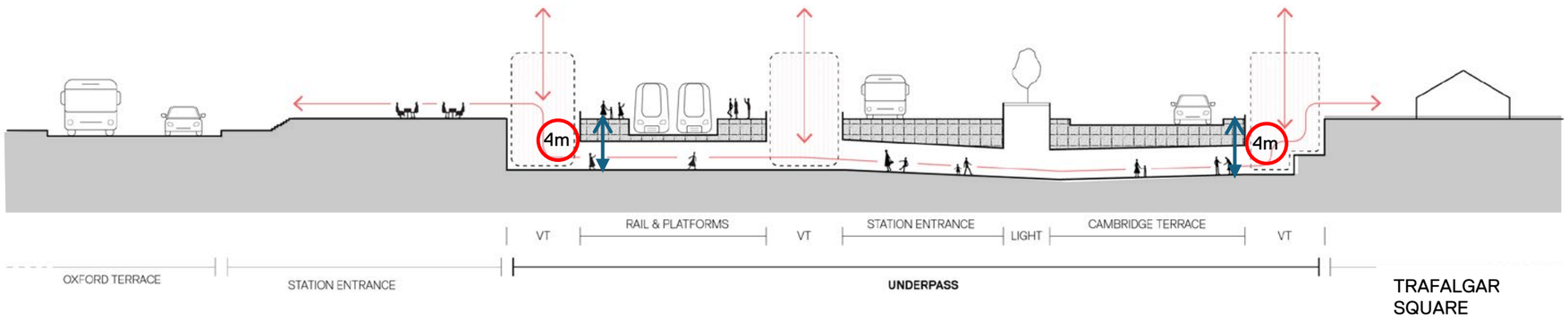
OVERPASS BRIDGE + ALIGNED PLATFORMS WITH BUS INTERCHANGE AND AT GRADE PEDESTRIAN CROSSING



East West connection

1. Upgraded underpass

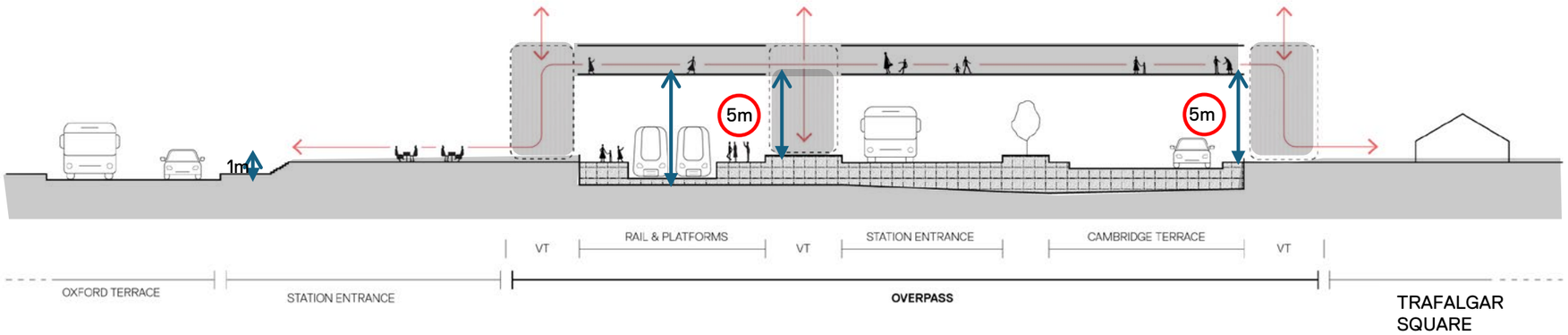
Upgraded - Compliant (extending the ramps and resurfacing + provide updated cover)



Add stair section

2. Overpass bridge (sub option to serve station only)

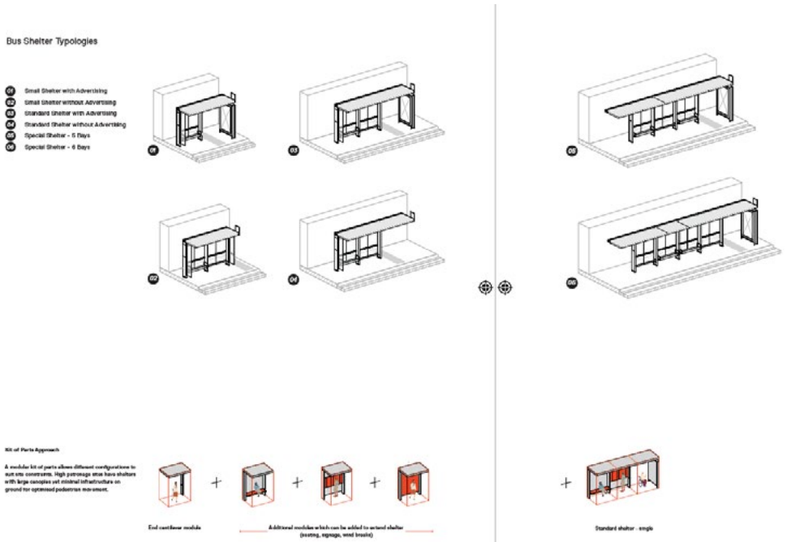
Part covered (roof and perf screen) or fully sealed (roof and glazed envelope of the bridge)



Add stair section

Precedent Images – Queensway Transit Exchange

Precedent Images – Queensway Transit Exchange



Scalable kit of parts – Sydney Street Furniture

Precedent Images – At grade crossing

MCA ASSESSMENT WORKBOOK SUMMARY

Note: this is summary assessment compiling both stage 1 and 2 in one worksbook
for complete workbook refer to file *Final Draft MCA Longlist Options Assessment worksheet V5.0* in the appendix folder

LONGLIST AS	LONGLIST ASS	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMEN	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT	LONGLIST ASSESSMENT					
Criteria	**SME Lead**	**Objective**	**Appropriate method for Measurement @ the detail available at the long stage of the assessment**	**Do Min (Base Case)**	**OPTION 01A: Aligned Platforms, upgraded Underpass**	**OPTION 01A: Aligned Platforms, upgraded Underpass**	**OPTION 01B: Aligned & Upgraded Platforms, Bus interchange, underpass**	**Option 01Bi: Aligned & Upgraded Platforms, Bus interchange, Short Underpass below rail corridor and Pedestrian Crossing at Cambridge Terrace**	**OPTION 02: upgrade platforms, underpass – new lifts and stairs, improved East West connection ramps**	**OPTION 03: upgraded platforms - reduced underpass – new pedestrian crossing**	**OPTION 04: upgrade platforms – upgrade underpass ramps & stairs & entry**, sunk in plaza	**OPTION 05: upgrade platforms – underpass removed – new overpass stairs and lifts**	**OPTION 05A: Aligned & upgraded platforms – underpass removed – new overpass stair, lifts and ramps**	**OPTION 5B - OVERPASS with Aligned & upgraded platforms & Consolidated Bus Interchange in SE**
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Avoids the buffer area surround the Water Treatment Plant	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Avoids impacts on the existing road infrastructure	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Moderate negative (-ve)	Slight negative (-ve)	Neutral	Neutral	Neutral
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Neutral	Neutral	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	Neutral	Neutral	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate negative (-ve)	Slight positive (+ve)
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	Neutral	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight positive (+ve)
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Neutral
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Neutral	Neutral	Neutral	Neutral	Slight negative (-ve)	Slight positive (+ve)
			The station and bus interchange is decoupled from the use of property not under control of GW	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Moderate negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)
Stageable and Adaptable	Aurecon (Transport) Grimshaw	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060	INSUFFICIENT DETAIL AND INFORMATION AVAILAE										
			Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060											
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	Complexity of construction and staging for delivery	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)
			minimum number of months to complete construction least number and shortest duration of rail corridor closures for construction least number and shortest duration of road corridor closures for construction minimum number of months for station closure	INSUFFICIENT DETAIL AND INFORMATION AVAILAE										
Techinical requirements	Aurecon (Civil) Aurecon (Building Services) Boffa Miskell T&T Grimshaw	Meets technical requirement necessary for the construction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Criteria to come for the assessing the impact of the technical requirements on the environment, consenting, existing infrastructure and land	INSUFFICIENT DETAIL AND INFORMATION AVAILAE										
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	Neutral	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)
			Minimum area of soil disturbance and amount of earth needing disposal	Neutral	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)
Decision (Progress or Discount)				Progress	Discount	Discount	Progress	Progress	Progress	Discount	Discount	Discount	Discount	Progress
Reason(s)	All			0	option outcome is not sufficiently different from base case	option outcome is not sufficiently different from base case	-3	-1	-1	-7	-12	-3	-11	-2

Magnitude	Definition for: Objectives, Constraints and Critical Issues
Large positive (+ve)	Significant positive effect
Moderate positive (+ve)	More than minor positive effect
Slight positive (+ve)	Minor positive effect
Neutral	No impact or no discernible difference
Slight negative (-ve)	Minor adverse effect
Moderate negative (-ve)	More than minor adverse effect
Large negative (-ve)	Significant adverse effect
Fatal Flaw	Techincal fatal flaw
Not scored	

Magnitude derived from comparson with status quo

Decision
Progress
Discount

LONGLIST ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Do Min (Base Case)	OPTION 01A: Aligned Platforms, upgraded Underpass	OPTION 01A: Aligned Platforms, upgraded Underpass	OPTION 01B: Aligned & Upgraded Platforms, Bus interchange, underpass	Option 01Bi: Aligned & Upgraded Platforms, Bus interchange, Short Underpass below rail corridor and Pedestrian Crossing at Cambridge Terrace	OPTION 02: upgrade platforms, underpass – new lifts and stairs, improved East West connection ramps	OPTION 03: upgraded platforms - reduced underpass – new pedestrian crossing	OPTION 04: upgrade platforms – upgrade underpass ramps & stairs & entry, sunk in plaza	OPTION 05: upgrade platforms – underpass removed – new overpass stairs and lifts	OPTION 05A: Aligned & upgraded platforms – underpass removed – new overpass stair, lifts and ramps	OPTION 5B - OVERPASS with Aligned & upgraded platforms & Consolidated Bus Interchange in SE	Option 17: Aligned Platforms, Bus Interchange, new overbridge over rail corridor, on grade Ped Xing Cambridge Tce
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Avoids the buffer area surround the Water Treatment Plant	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
			Avoids impacts on the existing road infrastructure	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
Community Connections	Grimshaw Bofta Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Moderate negative (-ve)	Slight negative (-ve)	Neutral	Neutral	Neutral	Neutral
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Neutral	Neutral	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)
Transport Interchange	Aurecon (Transport) Bofta Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	Neutral	Neutral	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate negative (-ve)	Slight positive (+ve)	Moderate positive (+ve)
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	Neutral	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight positive (+ve)	Moderate positive (+ve)
Enabling Commercial Development	Grimshaw Bofta Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Neutral	Neutral
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Neutral	Neutral	Neutral	Neutral	Slight negative (-ve)	Slight positive (+ve)	Slight positive (+ve)
			The station and bus interchange is decoupled from the use of property not under control of GW	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Moderate negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)
Stageable and Adaptable	Aurecon (Transport) Grimshaw	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060	INSUFFICIENT DETAIL AND INFORMATION AVAILABLE TO ASSESS LONG LIST OPTION AGAINST CRITERIA											0
			Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060												0
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	Complexity of construction and staging for delivery	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)
			minimum number of months to complete construction	INSUFFICIENT DETAIL AND INFORMATION AVAILABLE TO ASSESS LONG LIST OPTION AGAINST CRITERIA											Moderate negative (-ve)
			least number and shortest duration of rail corridor closures for construction												Slight negative (-ve)
			least number and shortest duration of road corridor closures for construction												0
			minimum number of months for station closure												0
Techinical requirements	Aurecon (Civil) Aurecon (Building Services) Bofta Miskell T&T Grimshaw	Meets technical requirement necessary for the construction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Criteria to come for the assessing the impact of the technical requirements on the envionment, consenting, existing infrastructure and land	INSUFFICIENT DETAIL AND INFORMATION AVAILABLE TO ASSESS LONG LIST OPTION AGAINST CRITERIA											0
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	Neutral	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)
			Minimum area of soil disturbance and amount of earth needing disposal	Neutral	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)
Decision (Progress or Discount)				Progress	Discount	Discount	Progress	Progress	Progress	Discount	Discount	Discount	Discount	Progress	Progress
Reason(s)	All			0	option outcome is not sufficiently different from base case	option outcome is not sufficiently different from base case	-3	-1	-1	-7	-12	-3	-11	-2	2

Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Neutral**	
	Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
	Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
	Avoids impacts on the existing road infrastructure	**Neutral**	
Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	minor upgrades required
	Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	
Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Neutral**	Bus interchange changes are part of the do minimum option.
	Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Neutral**	
Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	
	The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	
	The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	
Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Neutral**	Consideration remains for the viability of retaining and upgrading the existing underpass, including for temporary works. Assumption for comparison against the base case allows for substantial works to the existing underpass. Further exploration and detail around measures for length of time and complexity etc. for closures to these in shortlist.
Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Neutral**	
	Minimum area of soil disturbance and amount of earth needing disposal	**Neutral**	

OPTION 01: upgraded platforms and underpass ramps & stairs ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	Retains community connection, does not require adjustment of user habits.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	(Note: Ability to maintain step free connection during construction is not acheivable and not measured as part of this criteria) Option introduces accessible ramps. Same as base case
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Neutral**	No change from do min. Compatible with all bus interchange options.
			Shortest walking distance route measured in minutes between transport modes.	**Neutral**	
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Neutral**	No change from do min.
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	No change to base case - except minor extension of ramps.
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	Similar to base case.
			The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	Similar to base case.
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Moderate negative (-ve)**	Temporary connection is required (this will also be required for the base case but more work is required in Option 01 to make this accessible). There would be temporary restrictions on accessible routes during construction due additional complexity to keep platforms operational in current location.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Slight negative (-ve)**	Retaining existing platform has a lesser impact from a sustanability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.
			Minimum area of soil disturbance and amount of earth needing disposal	**Slight negative (-ve)**	Minor adjustment to the basecase for upgrade. This is on the assumption that the existing underpass is viable for upgrade.

OPTION 01A: Aligned Platforms, upgraded Underpass ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	Retains community connection, does not require adjustment of user habits.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	Option introduces accessible ramps. Same as base case
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Slight negative (-ve)**	
			Shortest walking distance route measured in minutes between transport modes.	**Slight negative (-ve)**	Longer walking distance between bus stops and platform 2
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Neutral**	Slight increase in walking distrances.
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	Similar to base case.
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Slight positive (+ve)**	Efficiencies gained from allignment of the platform.
			The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	Similar to base case.
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Moderate negative (-ve)**	Enables staging with the platform alignmnent which reduced complexity for retaining access during construction. Works to upgrade existing underpass retains complexity element.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Slight negative (-ve)**	Retaining existing platform has a lesser impact from a sustanability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.
			Minimum area of soil disturbance and amount of earth needing disposal	**Slight negative (-ve)**	Minor adjustment to the basecase for upgrade. This is on the assumption that the existing underpass is viable for upgrade.

OPTION 1B -Aligned Platforms, Bus interchange, underpass

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Neutral**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	No change from do min. Compatible with all bus interchange options.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	Lifts provide for grade change
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	**Slight positive (+ve)**	Better connection between bus interchange and Platform 2, Lift provides quicker connection to interchange compared to the ramps
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Neutral**	Same as base case
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	Same as base case
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Slight positive (+ve)**	Aligned platforms and bus interchange geometry more efficient
			The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	Same as base case, easy to convert south eastern car park to bus interchange
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Moderate negative (-ve)**	Enables staging with the platform alignmnent which reduced complexity for retaining access during construction. Works to upgrade existing underpass retains complexity element.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Slight negative (-ve)**	Retaining existing platform has a lesser impact from a sustanability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.
			Minimum area of soil disturbance and amount of earth needing disposal	**Moderate negative (-ve)**	Lift pits for the underpass and proximity to rail corridor will have a greater impact than base case. Platforms moved requiring more earthworks.

OPTION 1B -Aligned Platforms, Bus interchange, underpass

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Neutral**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	No change from do min. Compatible with all bus interchange options.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Slight positive (+ve)**	Lifts provide for grade change, improved line of sight from Cambridge, better access for bus users.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	**Slight positive (+ve)**	Better connection between bus interchange and Platform 2, Lift provides quicker connection to interchange compared to the ramps
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Slight positive (+ve)**	Level change via lift and stairs. Significant improvement to the pedestrian connection on the east of the station and bus interchange with Cambridge Terrace and Trafalgar Square
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	Same as base case
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Slight positive (+ve)**	Aligned platforms and bus interchange geometry more efficient
			The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	Same as base case, easy to convert south eastern car park to bus interchange. Level crossing of Cambridge Terrace removes underpass ramps on Trafalgar Square
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Moderate negative (-ve)**	Enables staging with the platform alignmnent which reduced complexity for retaining access during construction. Works to upgrade existing underpass retains complexity element.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Slight negative (-ve)**	Retaining existing platform has a lesser impact from a sustanability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.
			Minimum area of soil disturbance and amount of earth needing disposal	**Moderate negative (-ve)**	Lift pits for the underpass and proximity to rail corridor will have a greater impact than base case. Platforms moved requiring more earthworks.

OPTION 02: upgrade platforms, underpass – new lifts and stairs ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	Retains community connection, does not require adjustment of user habits.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Moderate positive (+ve)**	Option introduces accessible ramps and vertical transport (to the platforms only) which is considered more beneficial for accessible connection (eg. Wheelchair users).
Transport Interchange			Shortest walking dsitance route measured in minutes between transport modes	**Slight positive (+ve)**	
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Slight positive (+ve)**	Improvement from do min base case.
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	No change to base case - except minor extension of ramps.
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	Similar to base case.
			The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	Similar to base case.
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Moderate negative (-ve)**	Upgrade the underpass and upgrade platform.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Slight negative (-ve)**	Retaining existing platform has a lesser impact from a sustanability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.
			Minimum area of soil disturbance and amount of earth needing disposal	**Moderate negative (-ve)**	Lift pits for the underpass and proximity to rail corridor will have a greater impact than base case.

OPTION 03: upgraded platforms - reduced underpass – new pedestrian crossing ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace).	**Moderate negative (-ve)**	Behaviour change for pedestrian and road users (potential impact to road speeds and subsequently to bus network timeframes). Users cross at grade at Cambridge Terrace without a crossing. Signalling may be required which will increase length of time to cross, and encourage unlawful crossing. Most obvious and legible route to cross is at grade.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Slight positive (+ve)**	Introduced level crossing, further investigation required of the existing levels and spatial arrangement of ticket lines.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Slight negative (-ve)**	Potential impact on bus operations.
			Length of the walk on the East West connections for minimum walking distance.	**Slight negative (-ve)**	
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Moderate positive (+ve)**	On grade access improved interchange between different transport modes.
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	
			The station and bus interchange is decoupled from the use of property not under control of GW	**Moderate negative (-ve)**	Requires HCC approvals for the grade level crossing.
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Moderate negative (-ve)**	Pedestrian cross is easier. Less works to the underpass reduce level of complexity. Ability to stage during construction and maintaining access during construction considered more complex.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Slight negative (-ve)**	Reduction of underpass being re-used. New road crossing infrastructure and integration with underpass below rail tracks.
			Minimum area of soil disturbance and amount of earth needing disposal	**Moderate negative (-ve)**	Blocking / infill of the underpass, and lift pits for the underpass and proximity to rail corridor will have a greater impact than base case.

OPTION 04: upgrade platforms – upgrade underpass ramps & stairs & entry, sunk-in plaza

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain safe the community connection from East to West (across rail corridor and Cambridge Terrace).	**Slight negative (-ve)**	at grade crossing. Considered more negative due to safety element (CEPTD) which may attract anticsocial behaviour without high level of security / passive surveillance.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Moderate positive (+ve)**	Would enable step free access through ramped access, and vertical transport across the rail corridor.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Neutral**	
			Length of the walk on the East West connections for minimum walking distance.	**Slight positive (+ve)**	
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Moderate positive (+ve)**	Reduces switchbacks from current arrangements.
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Large negative (-ve)**	Loss of commercial land to the West for sunken plaza.
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	
			The station and bus interchange is decoupled from the use of property not under control of GW	**Large negative (-ve)**	Reliance on HCC approvals for land, and removal of community amenity building not owned by GW.
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Large negative (-ve)**	Large excavation required, complexity to negate services considered more complex. More temporary works required. Complexity for access to platforms and maintaining operations is similar to other options.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Large negative (-ve)**	Significant excavation and existing services to be negated. Clashes with main water pipework infrastructure.
			Minimum area of soil disturbance and amount of earth needing disposal	**Large negative (-ve)**	Significant soil disturbance and quantity of earth to be disposed of.

OPTION 05: upgrade platforms – underpass removed – new overpass stairs and lifts ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	Underpass removed, stairs and vertical transport only. Could be affected by the height of the overpass as this will impact length of time to cross, and customer perception is a longer distance. Retains access at all hours - no difference to current usability.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Slight positive (+ve)**	Has vertical transport which enables step free access. No ramps therefor the introduction of lifts offsets the measure against addition of the vertical transport.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Neutral**	Less distance compared to underpass ramps in the base case Lift provision offers benefit for the interchange.
			Length of the walk on the East West connections for minimum walking distance.	**Slight positive (+ve)**	
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Slight positive (+ve)**	
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Slight negative (-ve)**	Uses area to the West.
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	Similar to basecase.
			The station and bus interchange is decoupled from the use of property not under control of GW	**Moderate negative (-ve)**	Over pass impact Hutt City Council land and impacts to existing building at Trafalgar Square
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Slight negative (-ve)**	Construction of a bridge is less complex. Can be staged and integrated with temporary works. Location of overpass would need to be further developed and assessed for efficiencies. Removal of underpass and how this is achieved would require further investigation of how this is achieved.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Moderate negative (-ve)**	Removal of underpass, new infrastructure to go over the road - less re-use of the existing in comparison to the basecase.
			Minimum area of soil disturbance and amount of earth needing disposal	**Slight negative (-ve)**	Lift pits and foundations limited to "shallow" excavation with out proximity to rail corridor. Ability to use underpass for spoil disposal

OPTION 05A: upgrade platforms – underpass removed – new overpass stair, lifts and ramps ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	Underpass removed, stairs, ramps and vertical transport. Could be affected by the height of the overpass as this will impact length of time to cross, and customer perception is a longer distance. Retains access at all hours - no difference to current usability.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Slight positive (+ve)**	Has vertical transport which enables step free access. Ramps enables access for bikes and wheelchairs users.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the safe station option protect the ability to integrate greatest number of bus interchange options.	**Neutral**	
			Length of the walk on the East West connections for minimum walking distance.	**Moderate negative (-ve)**	Ramps increase distance travelled
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Slight negative (-ve)**	Ramps however improved by inclusion of vertical transport.
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Moderate negative (-ve)**	
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Slight negative (-ve)**	Increase of ramps outside of GW land holdings is considered more negative that alignment of platforms for efficient station footprint.
			The station and bus interchange is decoupled from the use of property not under control of GW	**Moderate negative (-ve)**	Over pass impact Hutt City Council land and impacts to existing building at Trafalgar Square
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Slight negative (-ve)**	Construction of a bridge is less complex. Can be staged and integrated with temporary works. Location of overpass would need to be further developed and assessed for efficiencies. Removal of underpass and how this is achieved would require further investigation of how this is achieved.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Moderate negative (-ve)**	Location of ramps to be developed further.
			Minimum area of soil disturbance and amount of earth needing disposal	**Slight negative (-ve)**	Platforms moved requiring more earthworks. Lift pits and foundations limited to "shallow" excavation without proximity to rail corridor. Ability to use underpass for spoil disposal

OPTION 5B - OVERPASS with Alinged platforms & Consolidated Bus Interchange in SE

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Neutral**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction	**Neutral**	Underpass removed, stairs and vertical transport only. Could be affected by the height of the overpass as this will impact length of time to cross, and customer perception is a longer distance. Retains access at all hours - no difference to current usability.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Slight positive (+ve)**	Has vertical transport which enables step free access. No ramps therefor the introduction of lifts offsets the measure against addition of the vertical transport.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	**Slight positive (+ve)**	Less distance compared to underpass ramps in the base case
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Slight positive (+ve)**	Lifts for level change
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Slight positive (+ve)**	Aligned platforms and bus interchange geometry more efficient
			The station and bus interchange is decoupled from the use of property not under control of GW	**Moderate negative (-ve)**	Over pass impact Hutt City Council land and impacts to existing building at Trafalgar Square
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Slight negative (-ve)**	Construction of a bridge is less complex. Can be staged and integrated with temporary works. Location of overpass would need to be further developed and assessed for efficiencies. Removal of underpass and how this is achieved would require further investigation of how this is achieved.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Moderate negative (-ve)**	Removal of underpass, new infrastructure to go over the road - less re-use of the existing in comparison to the basecase.
			Minimum area of soil disturbance and amount of earth needing disposal	**Slight negative (-ve)**	Platforms moved requiring more earthworks. Lift pits and foundations limited to "shallow" excavation. Ability to use underpass for spoil disposal

OPTION 06: Platform move South – upgrade underpass – public and station ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 07: new overbridge –underpass retained ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 08: new over bridge – underpass removed ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 09: Platform move North, upgrade Underpass. New overpass access public and station ASSESSMENT

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 10: New island platform – underpass retained

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace).	**Neutral**	Maintains ability in line with the base case.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	Maintains ability in line with the base case.
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	How well does the station option protect the ability to integrate greatest number of bus interchange options.	**Neutral**	
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Neutral**	
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Neutral**	
			The station and bus interchange is decoupled from the use of property not under control of GW	**Neutral**	
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Fatal Flaw**	Most complex options due to approvals, staging, maintaining operations (reduced capacity on track) and reconfiguration of railway track network.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Neutral**	
			Minimum area of soil disturbance and amount of earth needing disposal	**Neutral**	

OPTION 11: New island platform – shifted South underpass retained

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 12: New island platform – shifted South, public underpass retained, new overbridge station access

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 13: New island platform – shifted South, new overbridge station access, public underpass removed

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 14: New island platform – rail under

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 15: New island platform – rail over

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 16: New island platform – shifted North - new overbridge

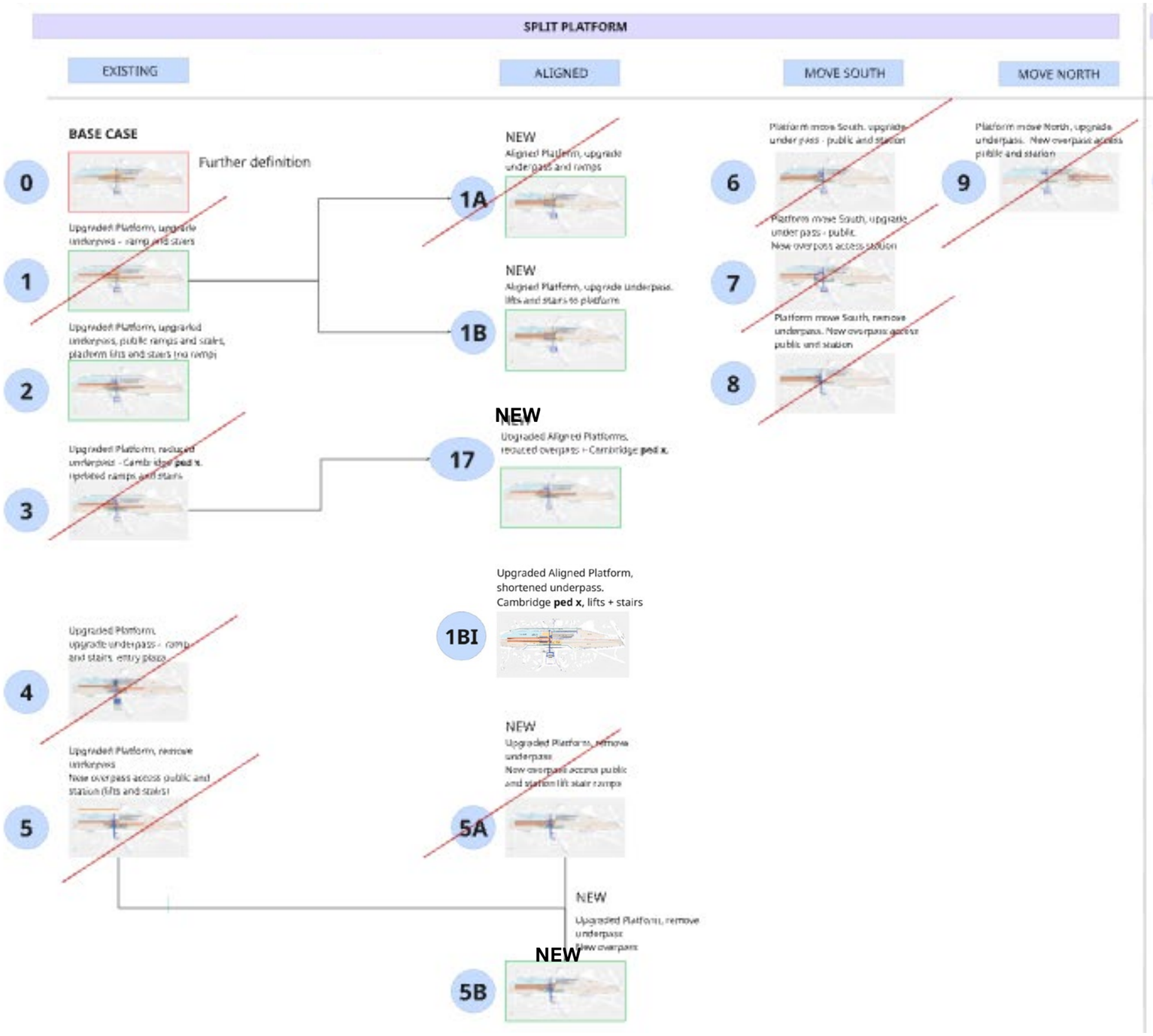
Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Fatal Flaw**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace) at all times during construction		
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.		
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.		
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		
			The station and bus interchange is decoupled from the use of property not under control of GW		
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery		
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused		
			Minimum area of soil disturbance and amount of earth needing disposal		

OPTION 17: Aligned Platforms, Bus Interchange, new overbridge, on grade Ped Xing Cambridge Tce

Criteria	SME Lead	Objective	Appropriate method for Measurement @ the detail available at the long stage of the assessment	Magnitude Score	Commentary
Fatal Flaws	Grimshaw Aurecon (Transport)	Identify those options that have techincal fatal flaws and are excluded from further assessment	Achieves technical requirements of platform & track alignment and geometry	**Neutral**	
			Avoids the buffer area surround the Water Treatment Plant	**Neutral**	
			Closure of the rail corridor for unacceptable lengths of time or peak periods of use	**Neutral**	
			Avoids impacts on the existing road infrastructure	**Neutral**	
Community Connections	Grimshaw Boffa Miskell Tonkin & Talyor Dunning	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times, including during construction, for the community particularly school children walking to and from school.	Maintain the community connection from East to West (across rail corridor and Cambridge Terrace)	**Neutral**	Same as base case
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	**Moderate positive (+ve)**	lifts for level change, improved line of sight from Cambridge, better access for bus users,
Transport Interchange	Aurecon (Transport) Boffa Miskell Grimshaw	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	**Moderate positive (+ve)**	Significantly Less distance compared to underpass ramps in the base case
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	**Moderate positive (+ve)**	Direct line of sight and direction. Level change via lift and stairs. Significant improvement to the pedestrian connection on the east of the station and bus interchange with Cambridge Terrace and Trafalgar Square
Enabling Commercial Development	Grimshaw Boffa Miskell	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	**Neutral**	
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	**Slight positive (+ve)**	
			The station and bus interchange is decoupled from the use of property not under control of GW	**Slight negative (-ve)**	Level crossing of Cambridge Terrace. Option removes underpass ramps on Trafalgar Square
Construction and Delivery	RCP	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	least complex construction and staging method for delivery	**Slight negative (-ve)**	Construction of a bridge and on grade pedestrian crossing is less complex. Can be staged and integrated with temporary works. Location of overpass would need to be further developed and assessed for efficiencies. Removal of underpass and how this is achieved would require further investigation of how this is achieved.
Sustainability	RCP T&T Dunnings Aurecon (Civil) Aurecon (Building Services)	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused	**Moderate negative (-ve)**	Removal of underpass, new infrastructure to go over the road - less re-use of the existing in comparison to the basecase.
			Minimum area of soil disturbance and amount of earth needing disposal	**Slight negative (-ve)**	Platforms moved requiring more earthworks. Lift pits and foundations limited to "shallow" excavation without proximity to rail corridor. Ability to use underpass for spoil disposal

12.5 STAGE 3: SHORTLIST & MCA WORKBOOK

Note: for complete Stage 2 supporting material refer to the Appendix folder



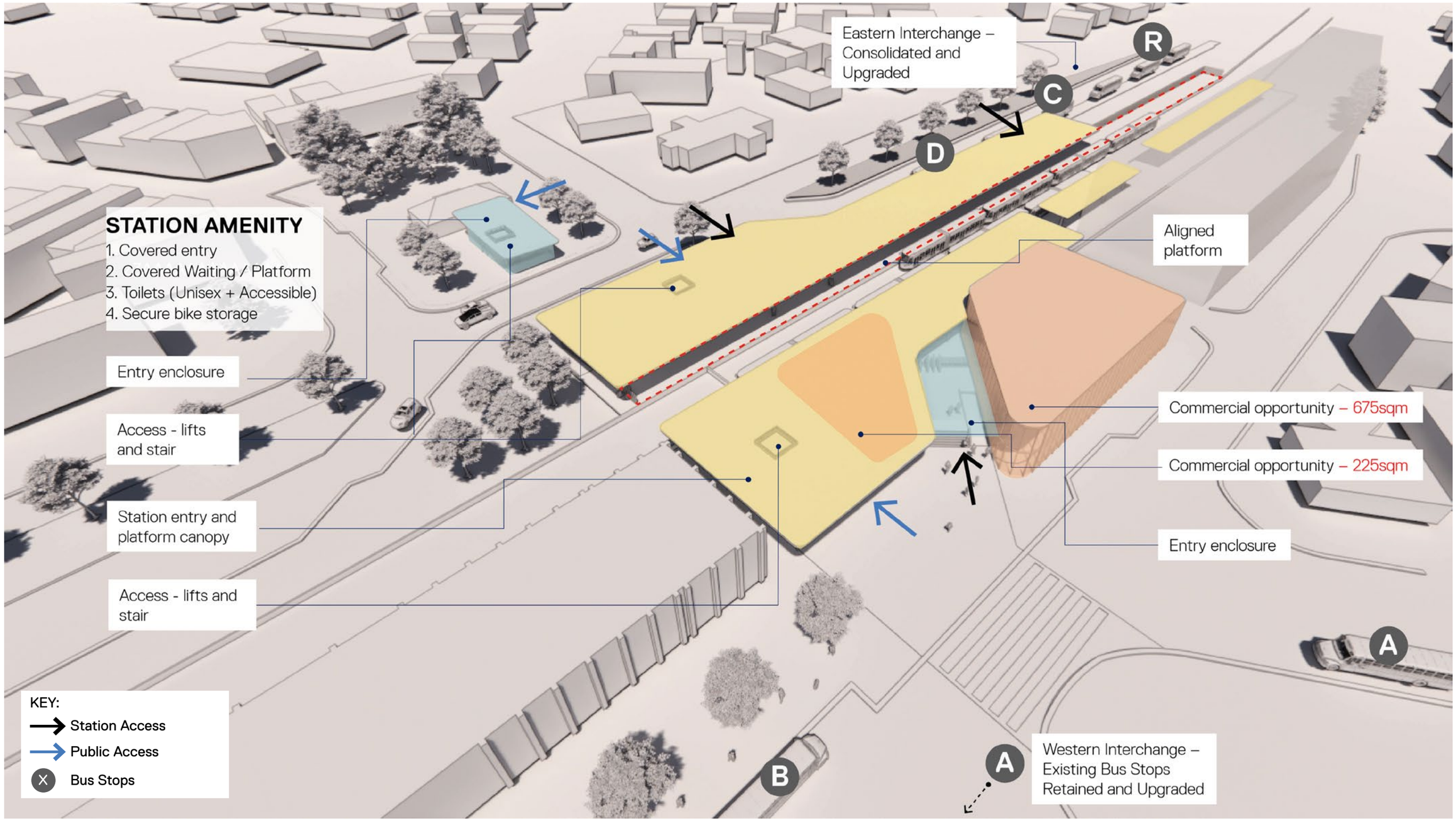
Summary of Shortlisted Options

- Base case
- Option 01B
- Option 2
- Option 05B
- Option 17
- Option 1BI

SHORTLISTED OPTIONS OVERVIEW

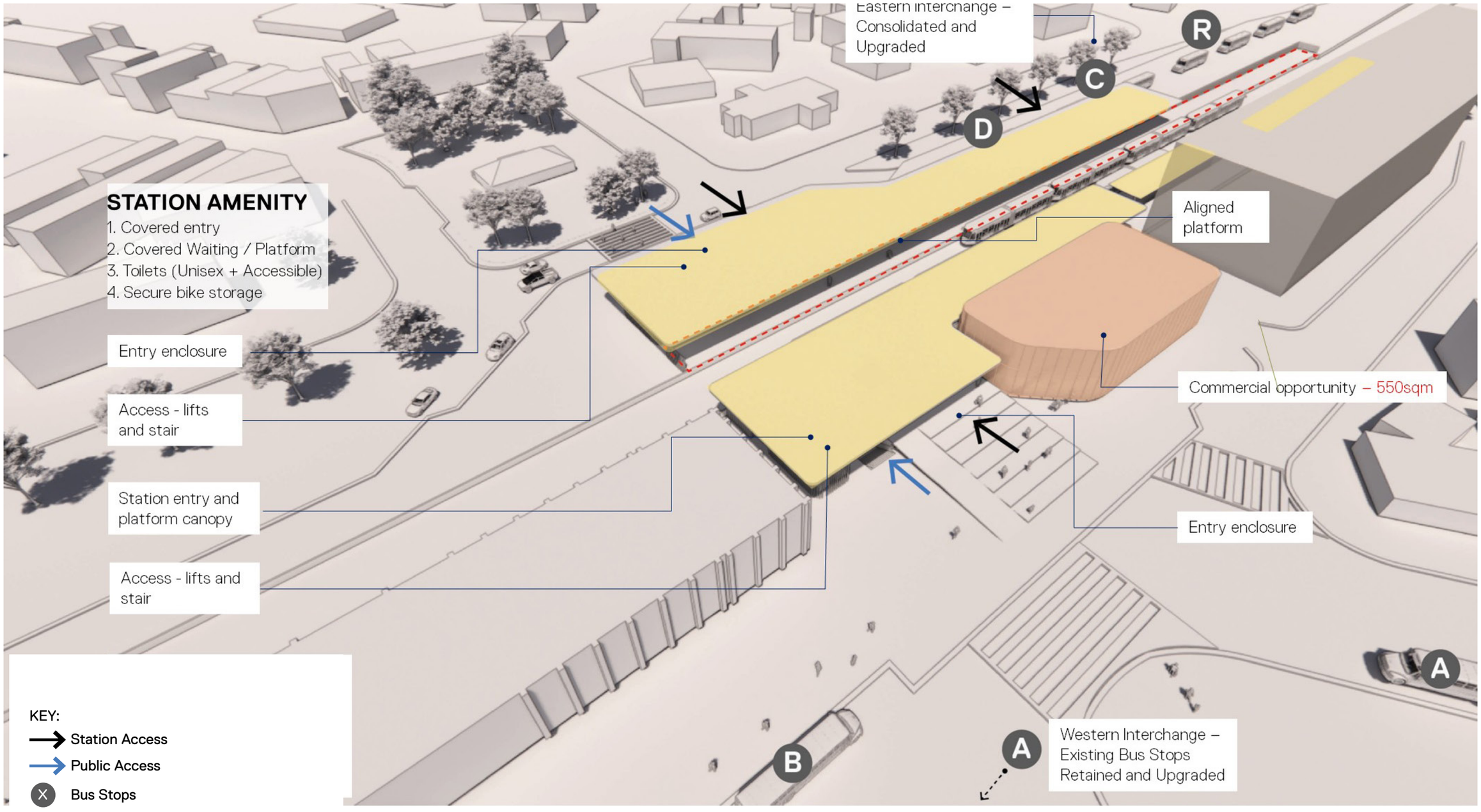
OPTION 1B

- ALIGNED UPGRADED PLATFORMS (PLATFORM 2 ALIGNED WITH PLATFORM 1)
- UPGRADED UNDERPASS
- NEW LIFTS AND STAIRS TO PLATFORM



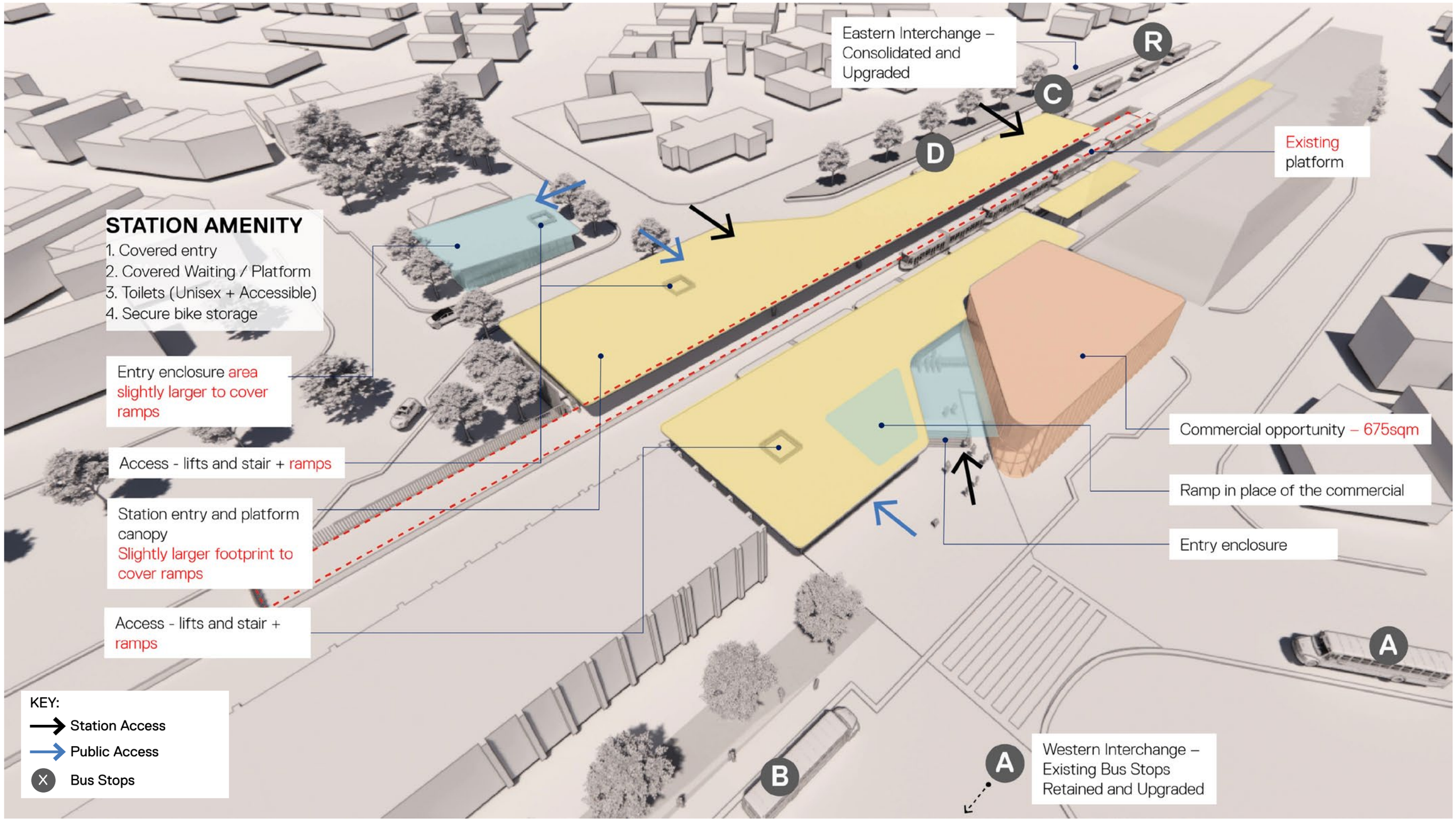
OPTION 1BI

- ALIGNED UPGRADED PLATFORMS (PLATFORM 2 ALIGNED WITH PLATFORM 1)
- UPGRADED SHORTENED UNDERPASS, LIFTS AND STAIRS
- PEDESTRIAN CROSSING OVER CAMBRIDGE TERRACE



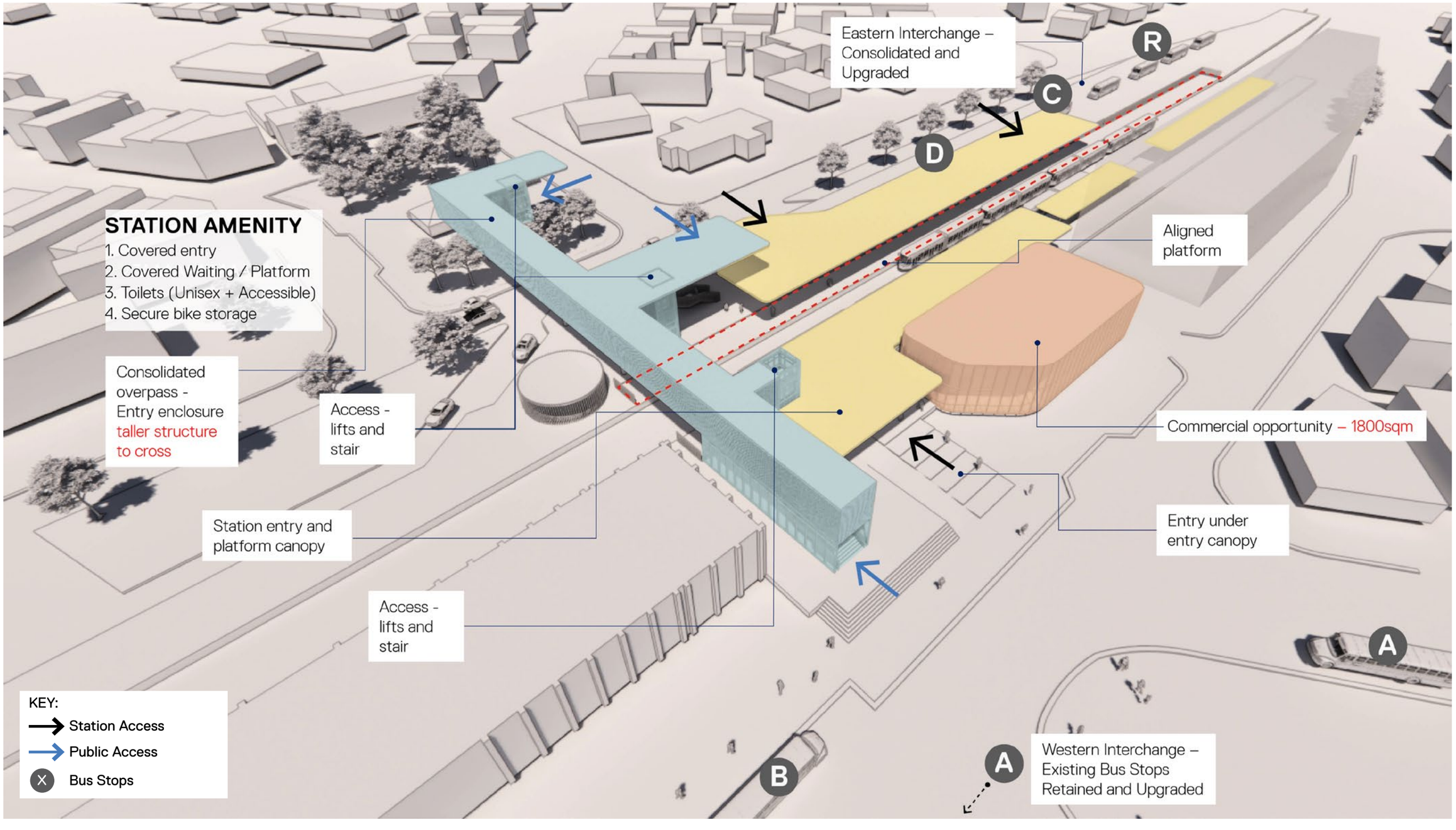
OPTION 2

- EXISTING UPGRADED PLATFORM (NOT ALIGNED)
- UPGRADED UNDERPASS
- UPGRADED RAMPS AND STAIRS, LIFTS ADDED



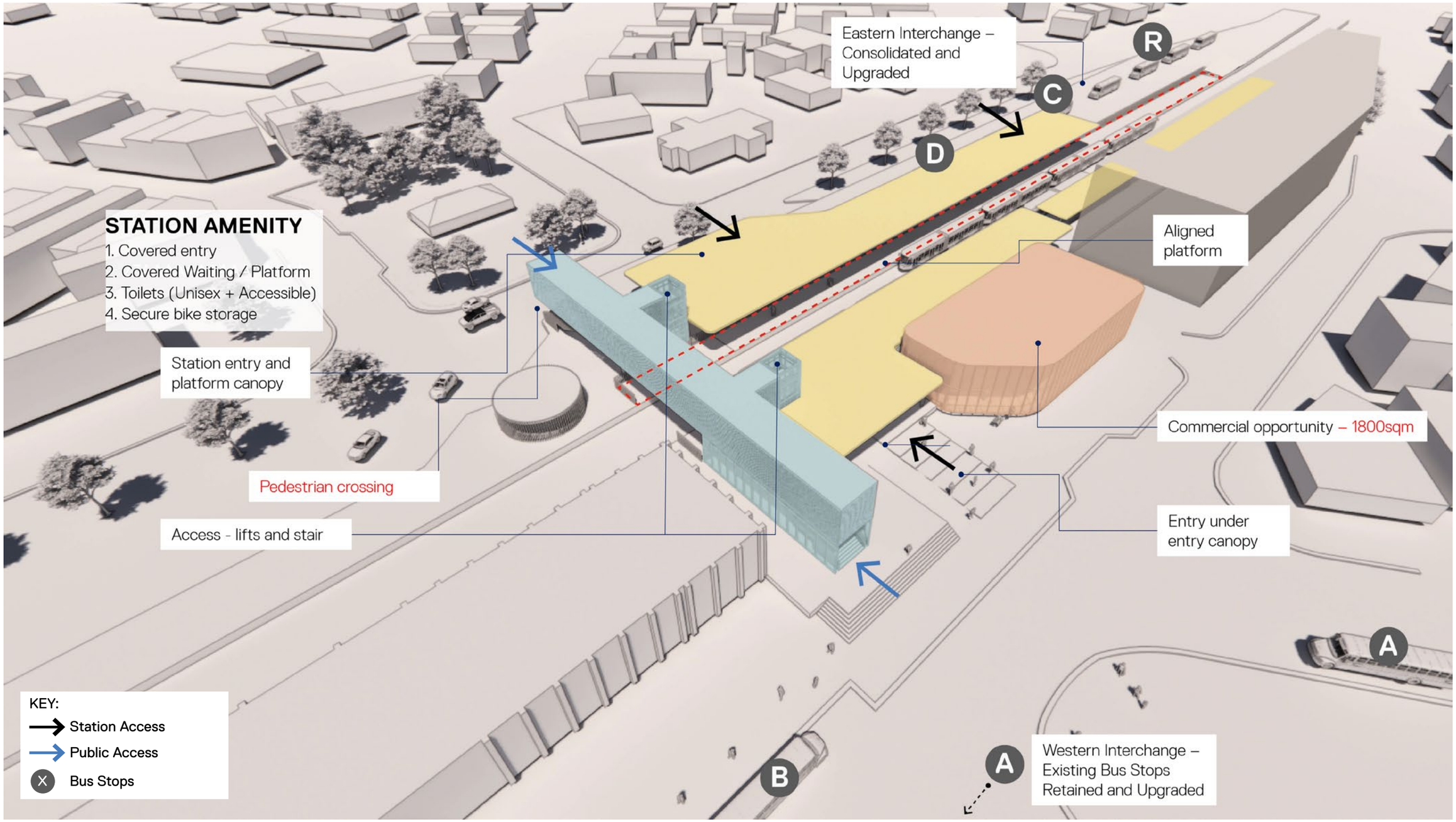
OPTION 5B

- **ALIGNED UPGRADED PLATFORMS (PLATFORM 2 ALIGNED WITH PLATFORM 1)**
- **NEW OVERPASS, UNDERPASS REMOVED**
- **STATION LIFT AND STAIRS**



OPTION 17

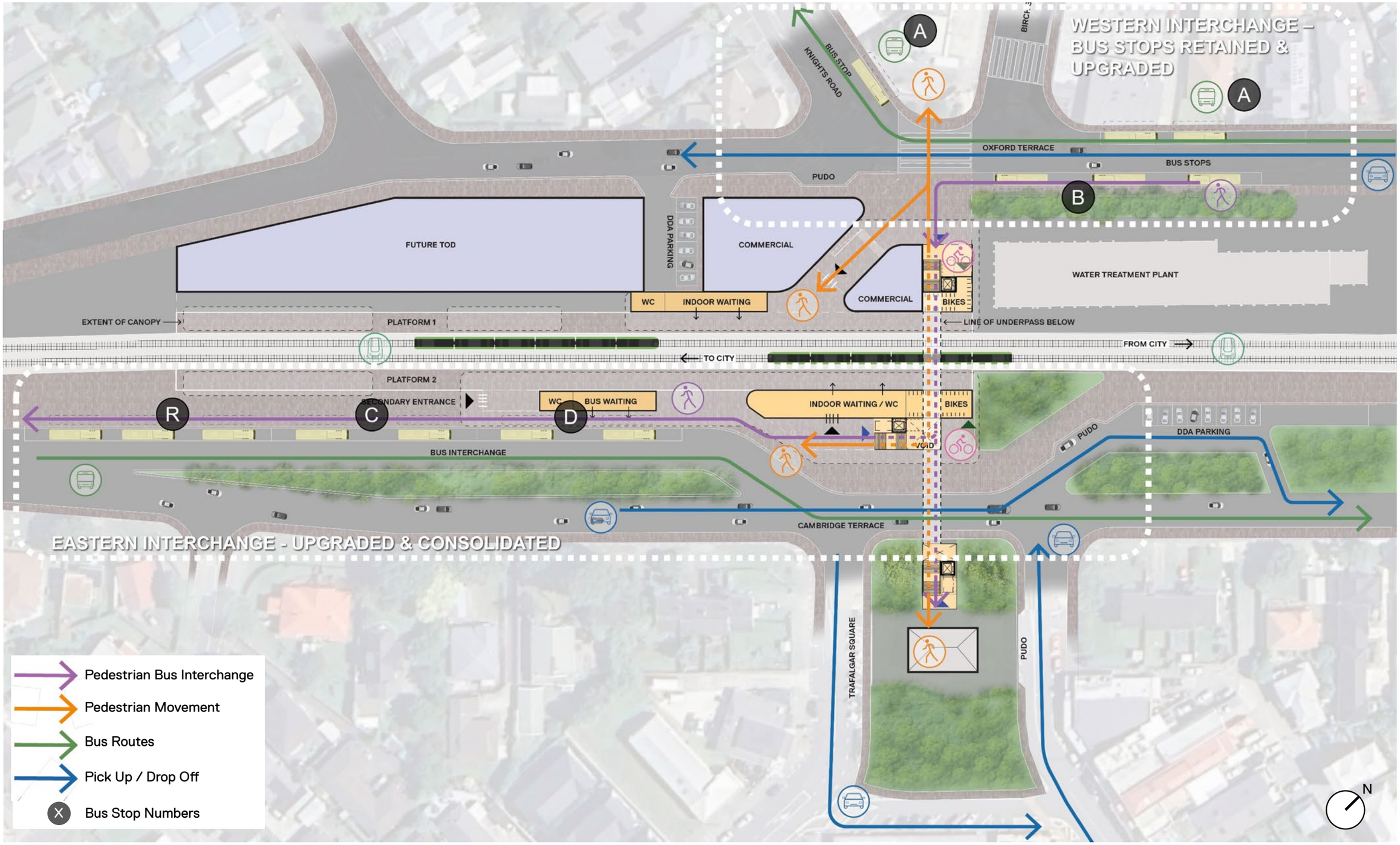
- ALIGNED UPGRADED PLATFORMS (PLATFORM 2 ALIGNED WITH PLATFORM 1)
- SHORTENED OVERPASS, UNDERPASS REMOVED , LIFTS AND STAIRS
- PEDESTRIAN CROSSING OVER CAMBRIDGE TERRACE



KEY FEATURES OF NOTE ACROSS THE SHORTLISTED OPTIONS

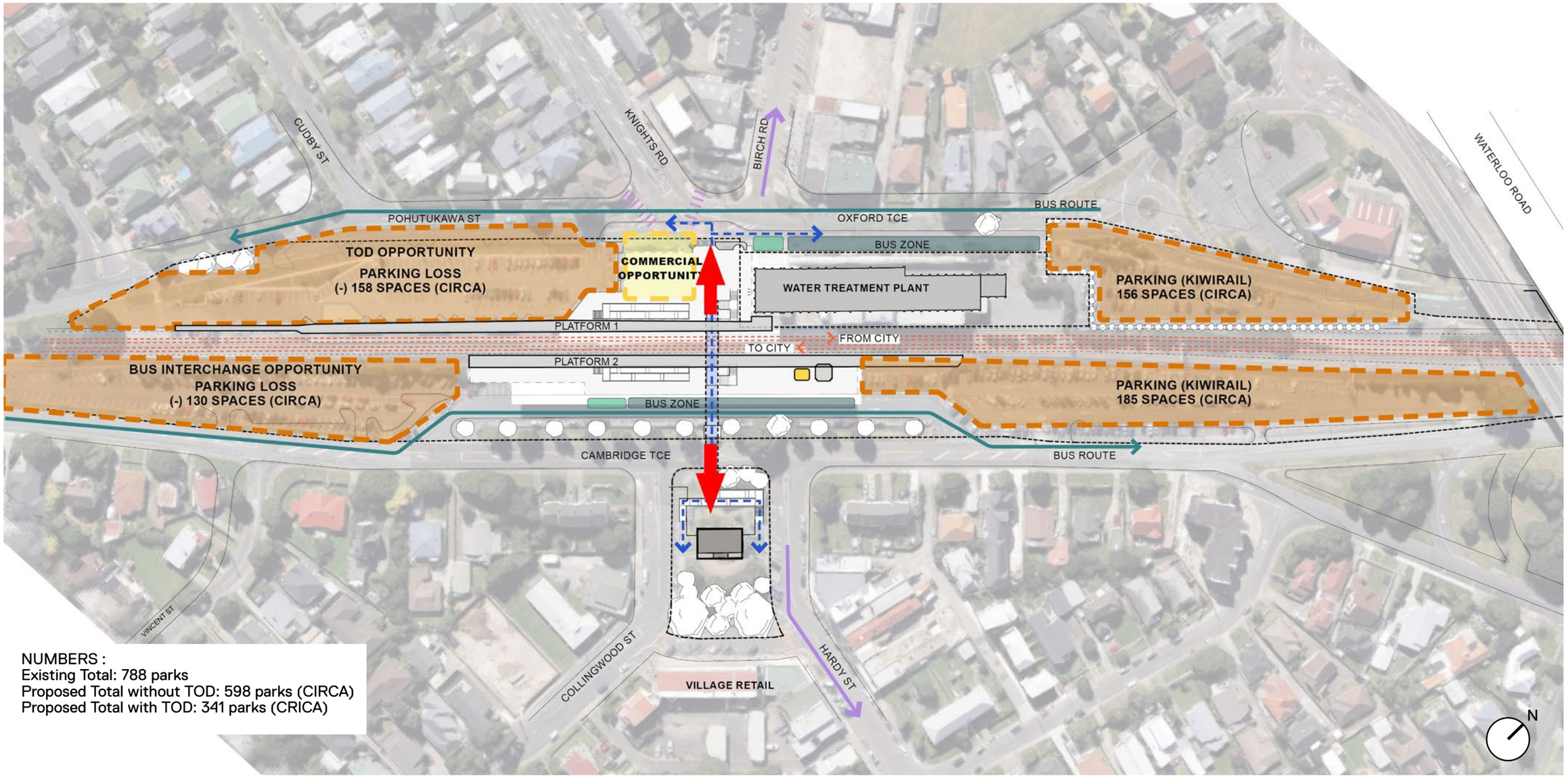
ALL OPTIONS: INTERCHANGE CONFIGURATION

STATION AND INTERCHANGE MOVEMENTS



ALL OPTIONS: PARKING NUMBERS

EXISTING V LOSS

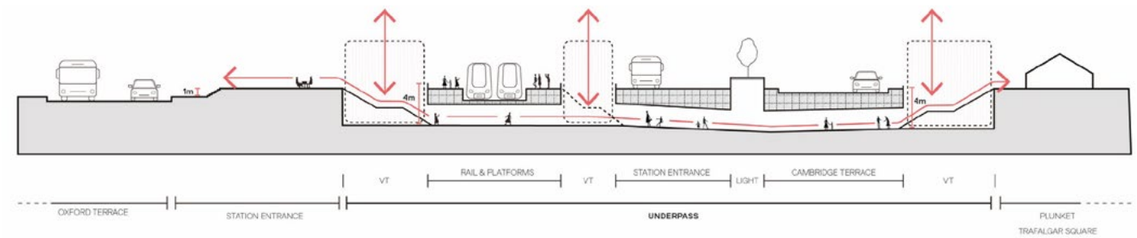


NUMBERS :
Existing Total: 788 parks
Proposed Total without TOD: 598 parks (CIRCA)
Proposed Total with TOD: 341 parks (CRICA)

CROSS CORRIDOR CONNECTIVITY: UNDER V OVER

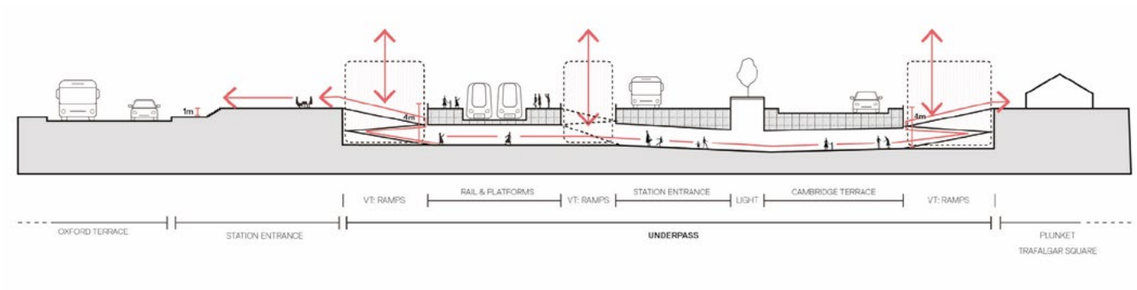
1B: UPGRADE UNDERPASS

Upgraded underpass (new stairs and lifts + provide updated cover)



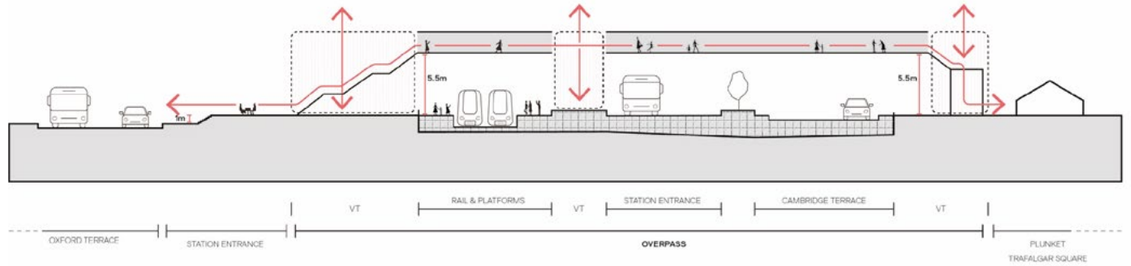
2: UPGRADE UNDERPASS

Upgraded underpass (new stairs and lifts + provide updated cover)



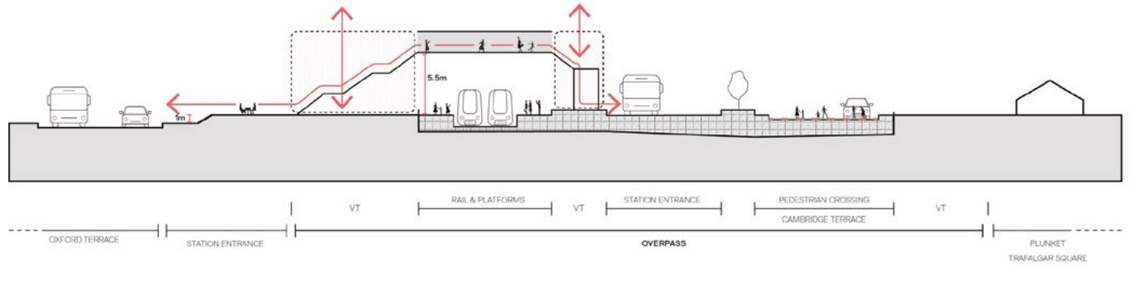
5B: OVERPASS BRIDGE

Part covered (roof and perforated screen) or fully sealed (roof and glazed envelope of bridge)



17: OVERPASS BRIDGE + PEDESTRIAN CROSSING

Part covered (roof and perforated screen) or fully sealed (roof and glazed envelope of bridge)



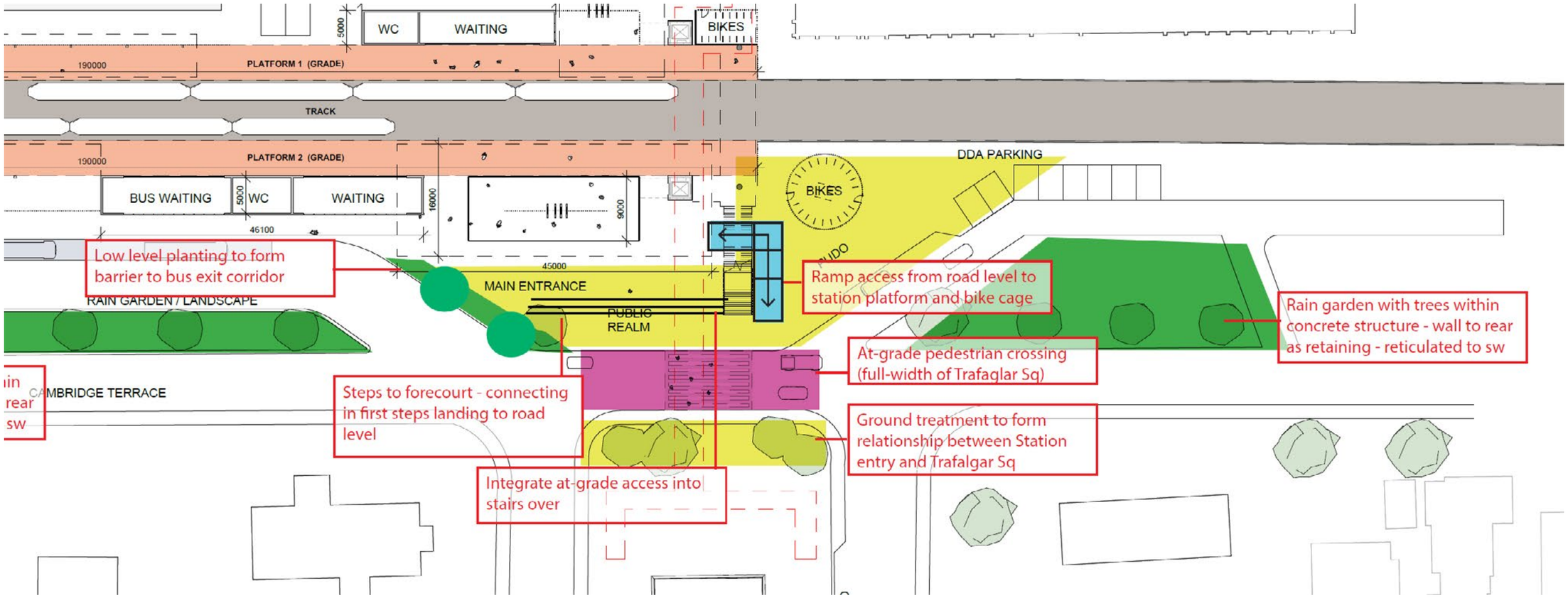
CROSS CORRIDOR CONNECTIVITY: UNDER V OVER

VISUAL IMPACT ASSESSMENT - INDICATIVE ONLY

SHORTLIST MCA ASSESSMENT

GRIMSHAW

LEVEL CHANGE – CAMBRIDGE TERRACE AND STATION FORECOURT (EXTRACT FROM BOFFA MISKAL SKETCH)



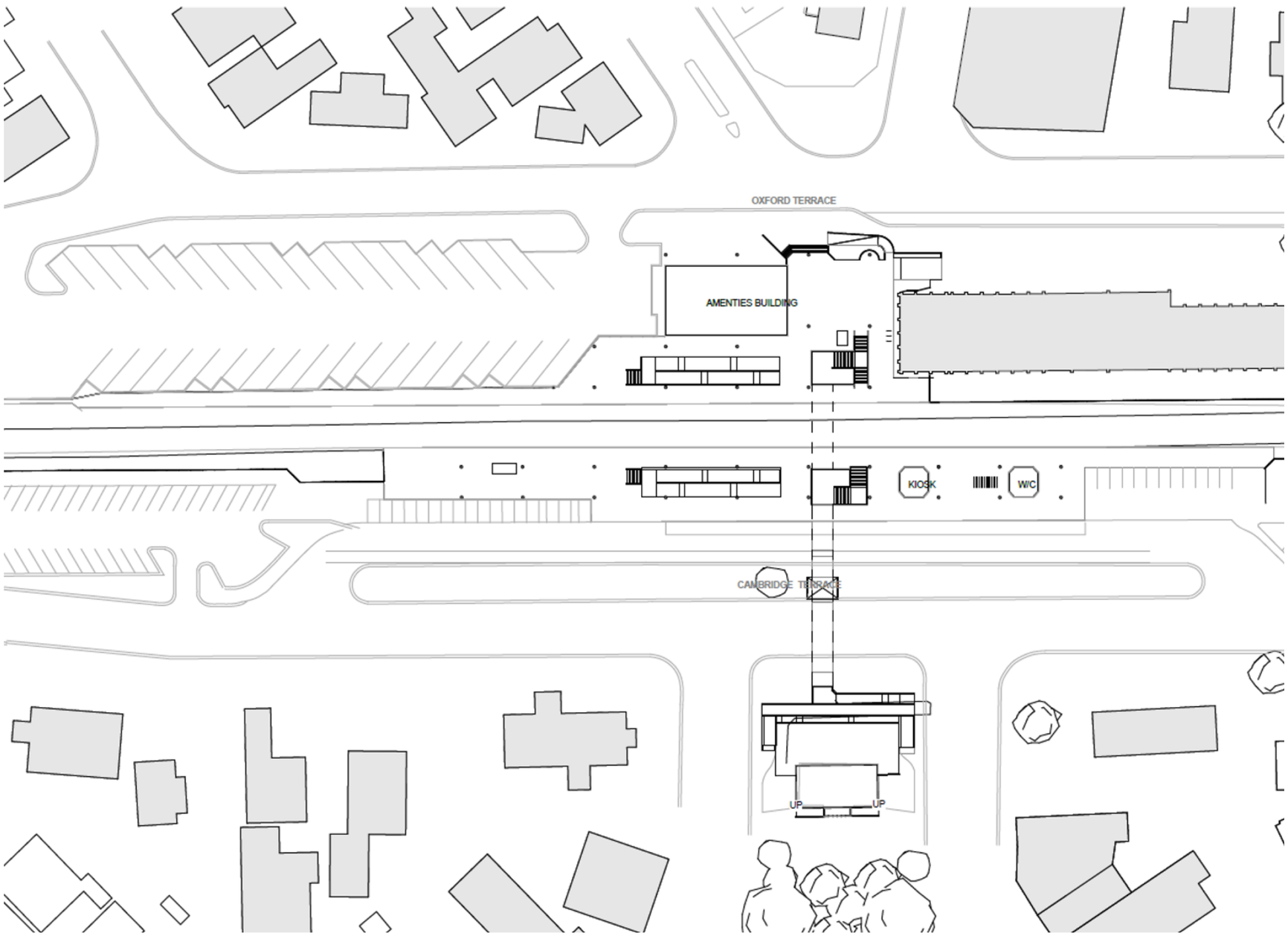
THE SHORTLISTED OPTIONS - IN MORE DETAIL

BASE

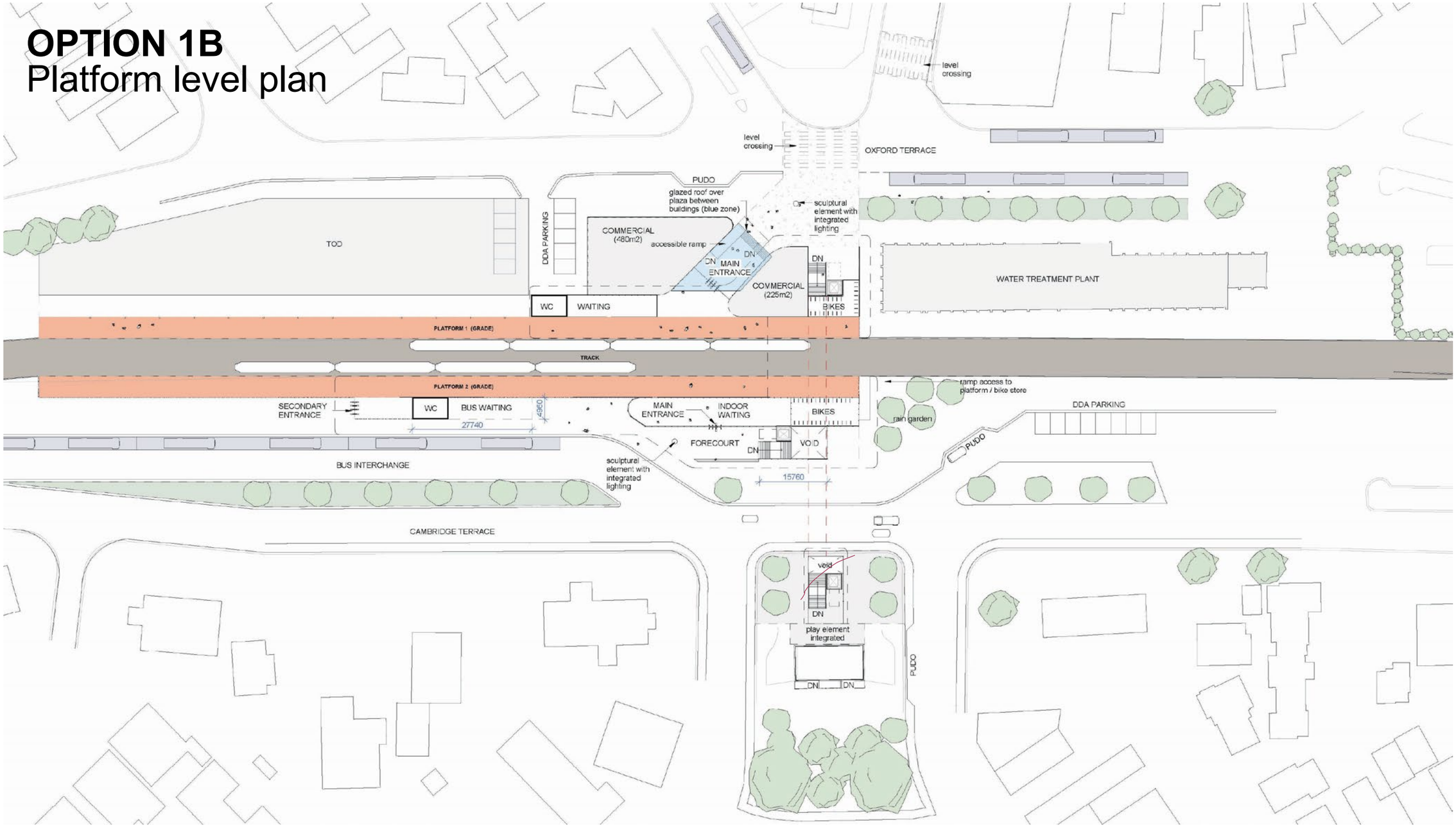
UPGRADED PLATFORMS - UPGRADE UNDERPASS - NEW LIFTS & STAIRS TO PLATFORM

FEATURES:

1. Roof replacement (not like for like)
2. Levelling of rail platforms
3. Strengthening and waterproofing the subway
4. Improved oxford terrace to platform pedestrian ramps
5. Improved bus stop amenity i.e. new bus shelters and lighting



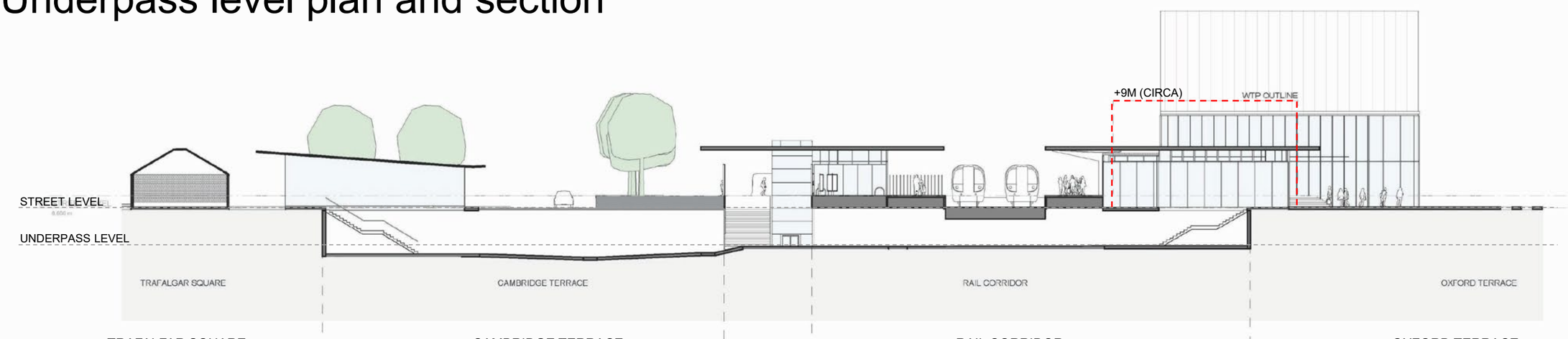
OPTION 1B
Platform level plan



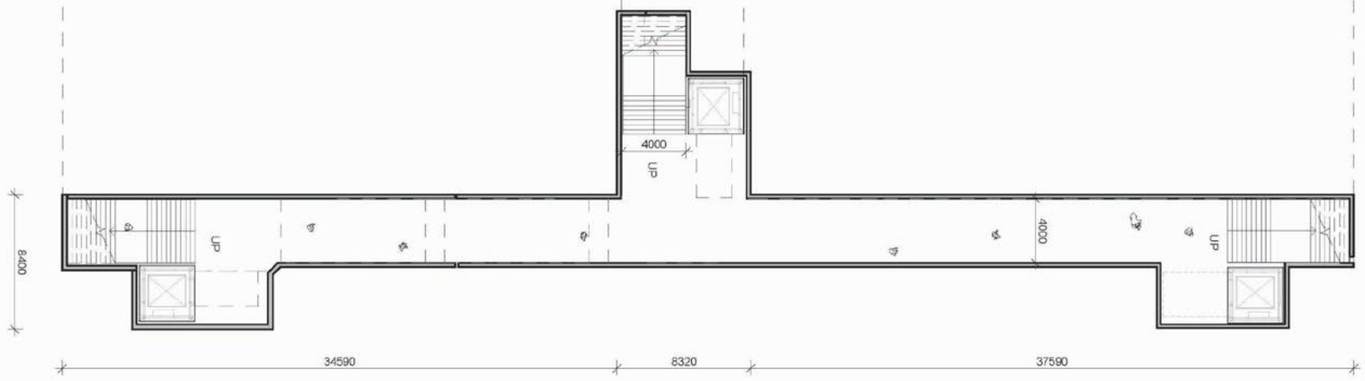
SHORTLIST MCA ASSESSMENT

GRIMSHAW

OPTION 1B
Underpass level plan and section

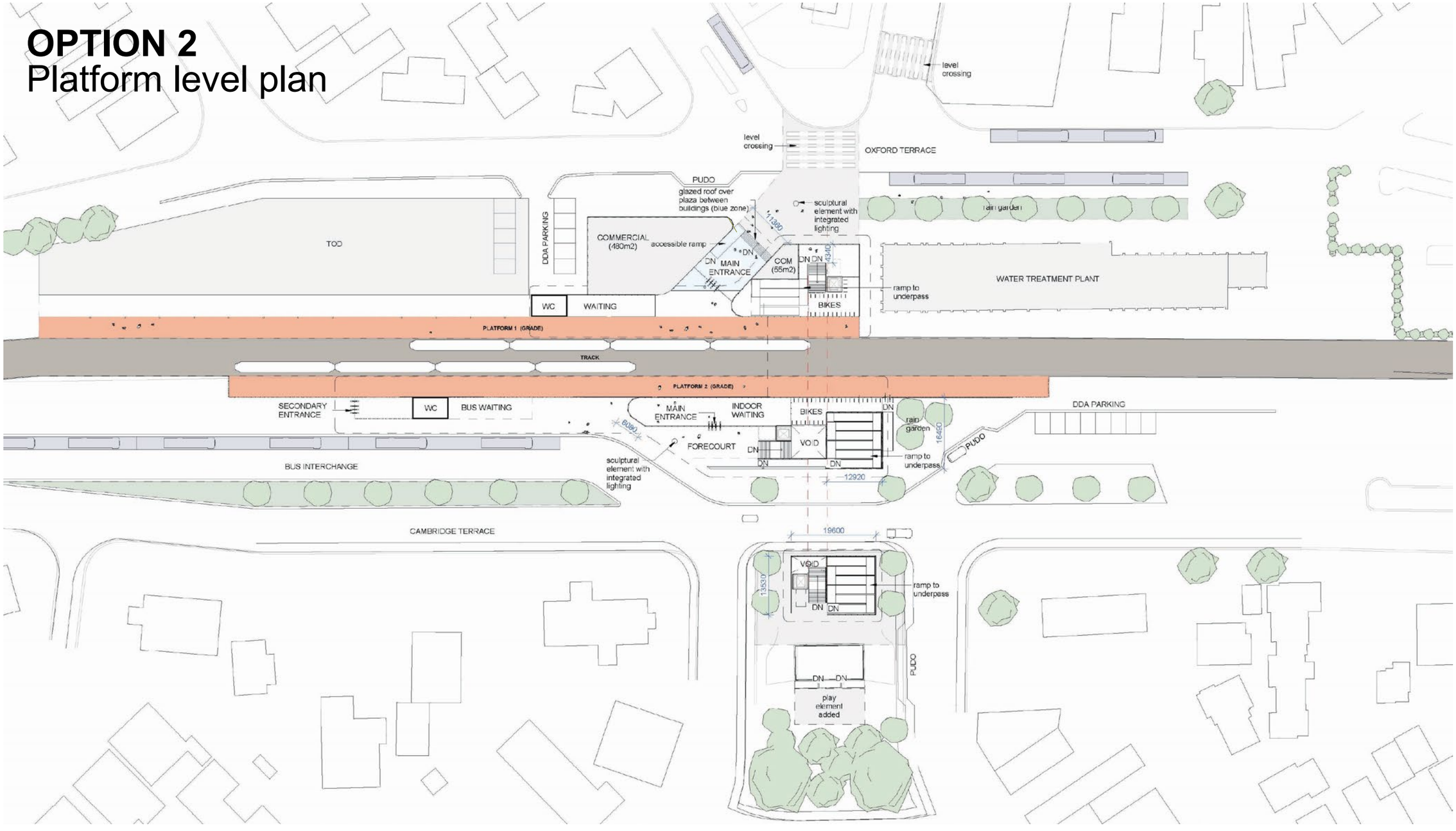


TRAFALFAR SQUARE | CAMBRIDGE TERRACE | RAIL CORRIDOR | OXFORD TERRACE

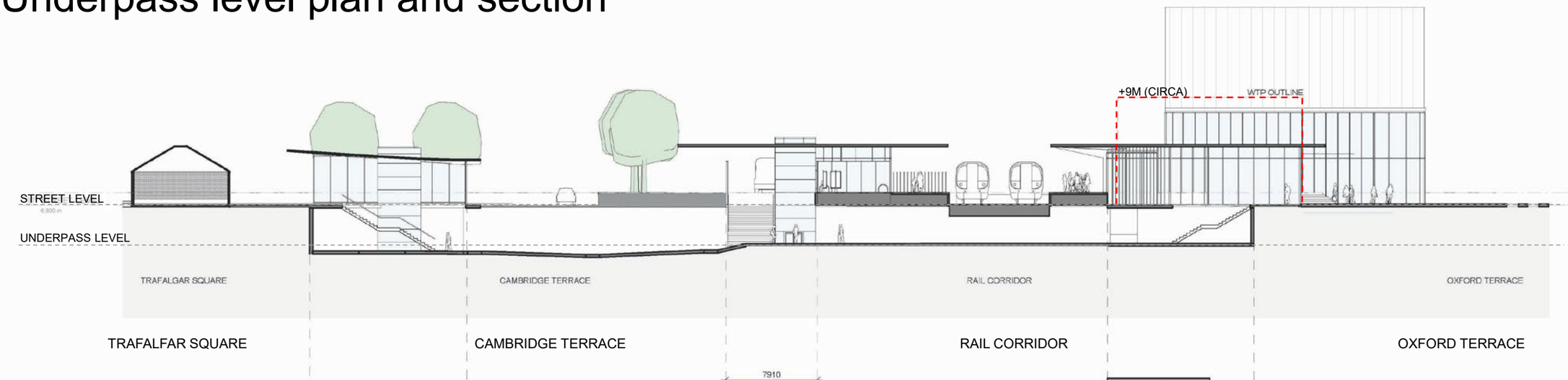


Movement Type	Time (seconds)
Stairs	79
Lifts	123
Ramps	NA

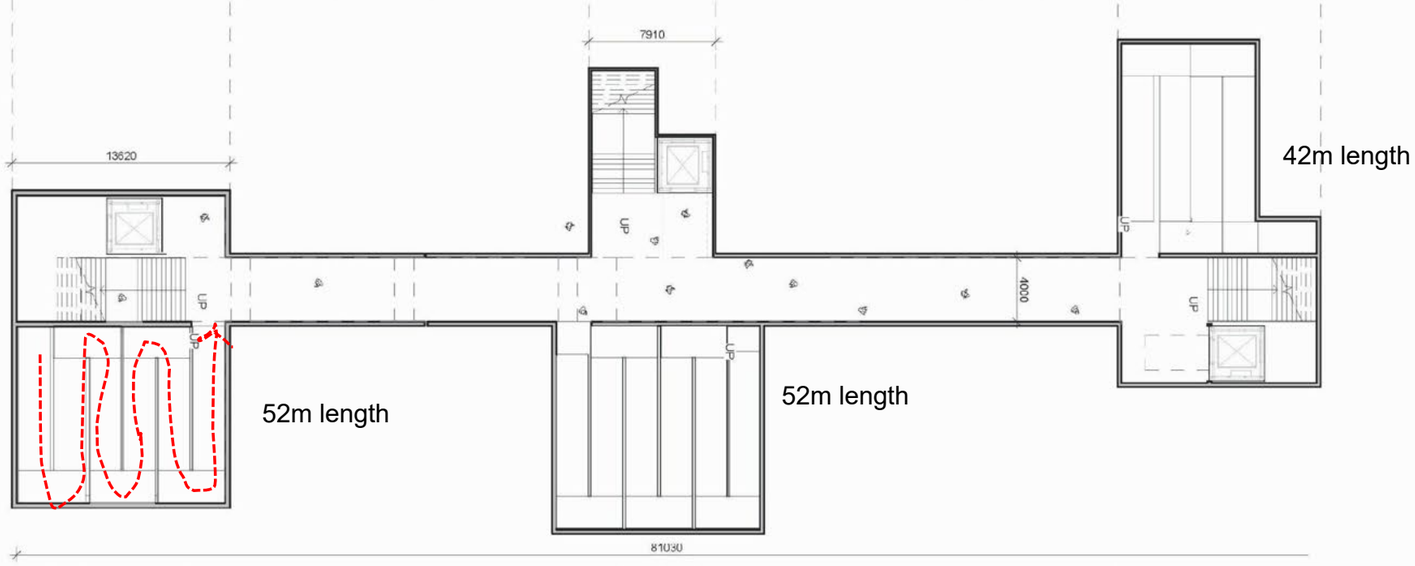
OPTION 2
Platform level plan



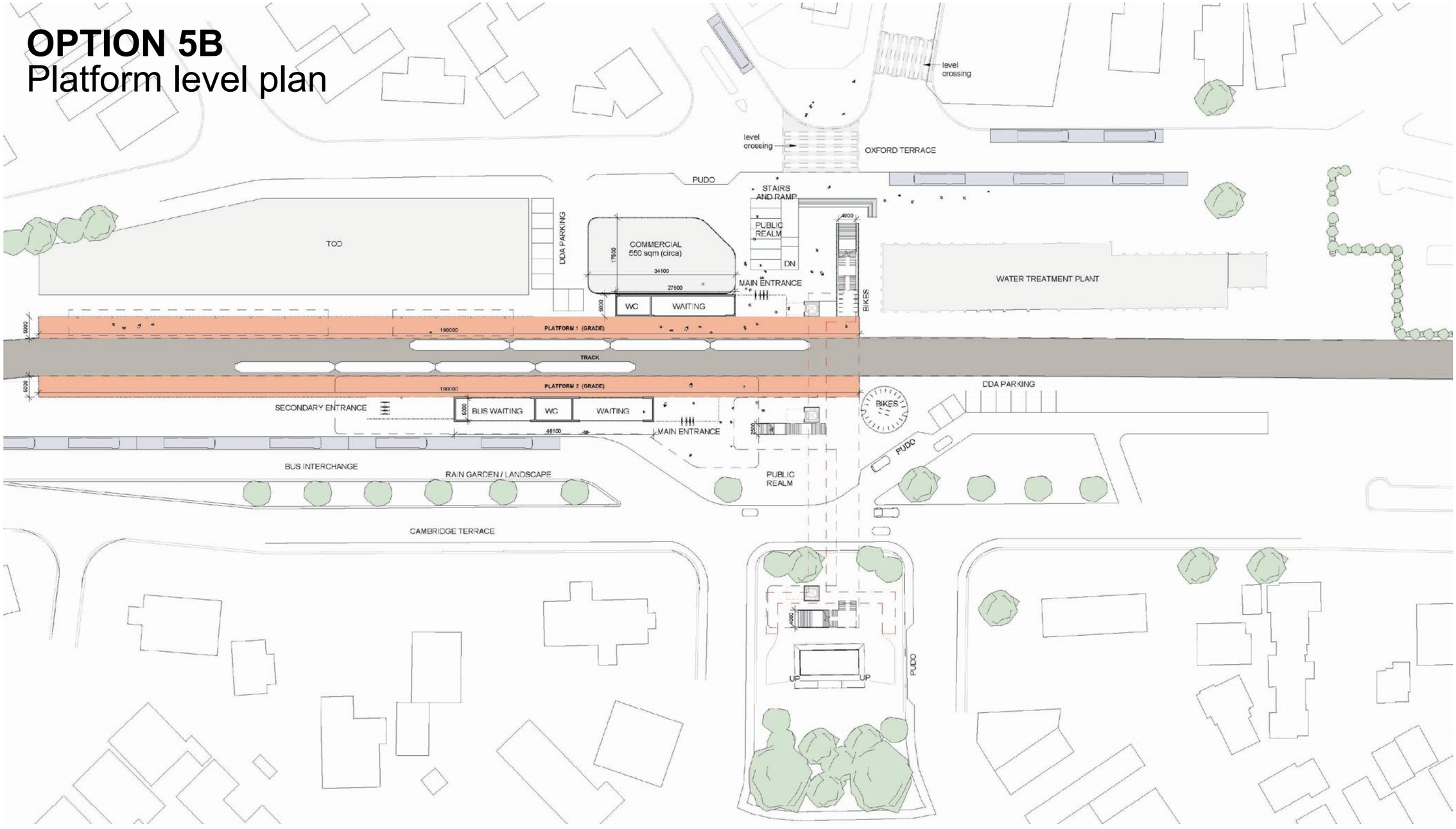
OPTION 2
Underpass level plan and section



Movement Type	Time (seconds)
Stairs	79
Lifts	123
Ramps	124



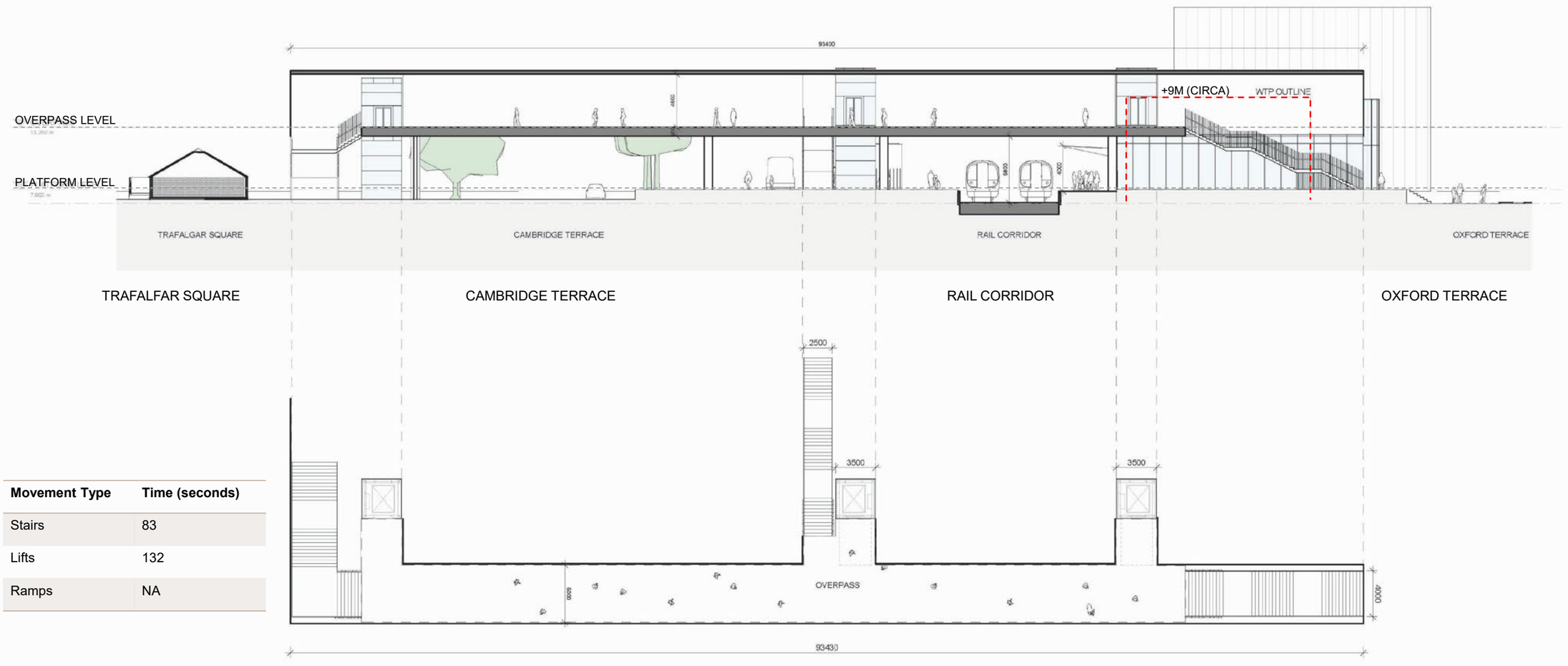
OPTION 5B
Platform level plan



SHORTLIST MCA ASSESSMENT

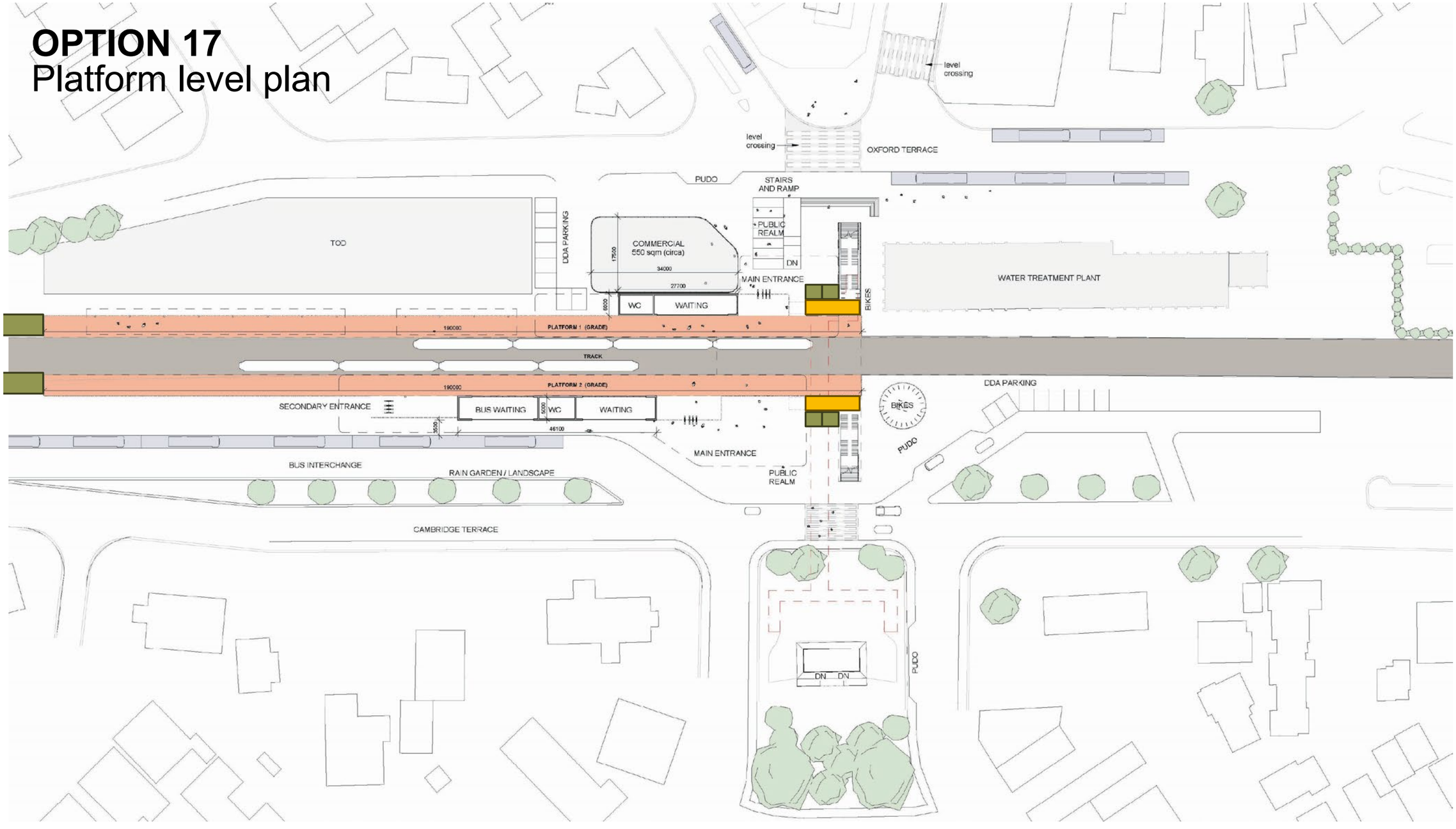
GRIMSHAW

OPTION 5B
Overpass level plan and section



Movement Type	Time (seconds)
Stairs	83
Lifts	132
Ramps	NA

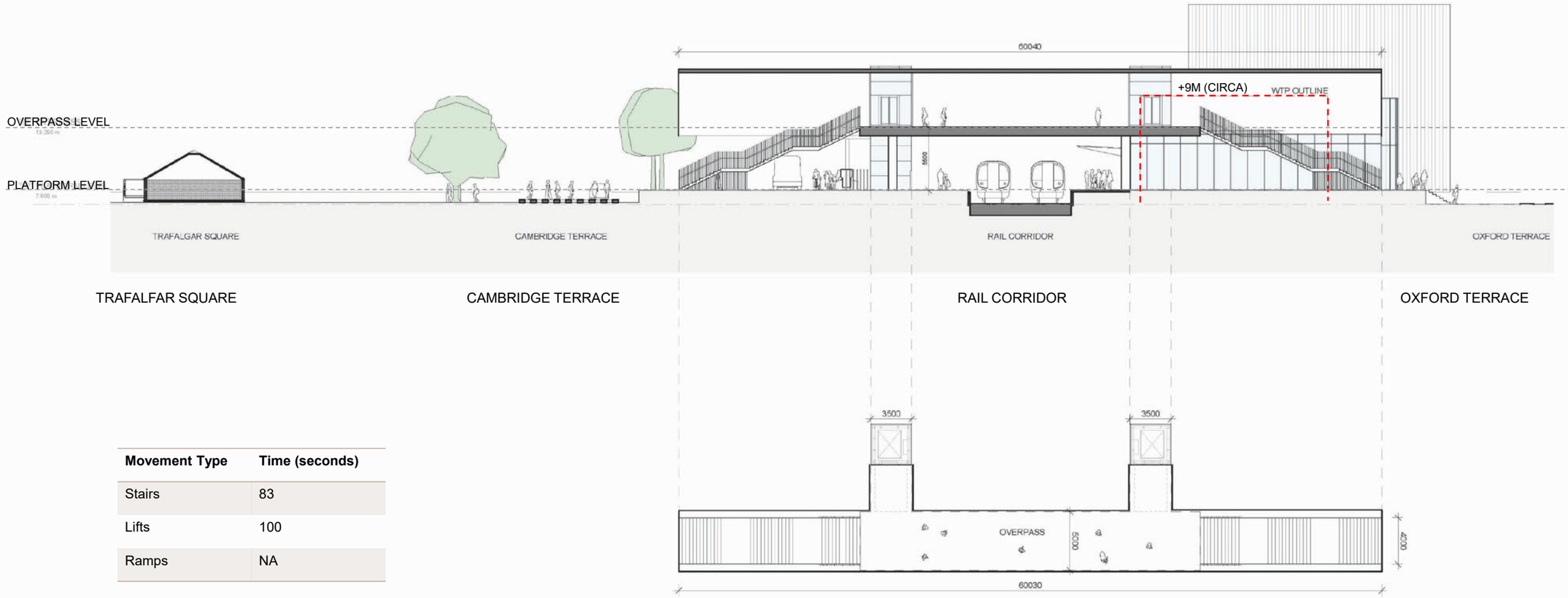
OPTION 17
Platform level plan



SHORTLIST MCA ASSESSMENT

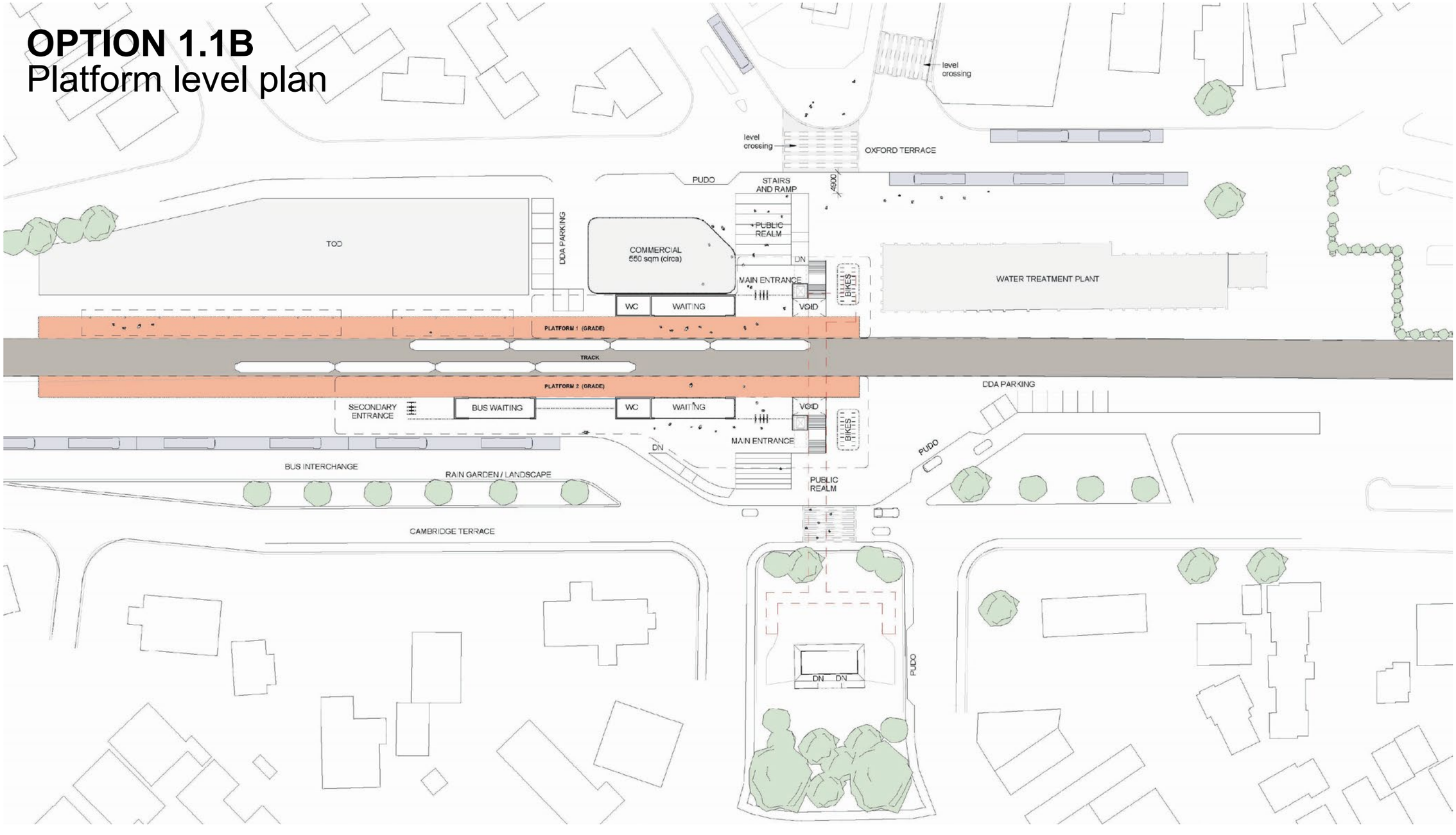
GRIMSHAW

OPTION 17
Overpass level plan and section



Movement Type	Time (seconds)
Stairs	83
Lifts	100
Ramps	NA

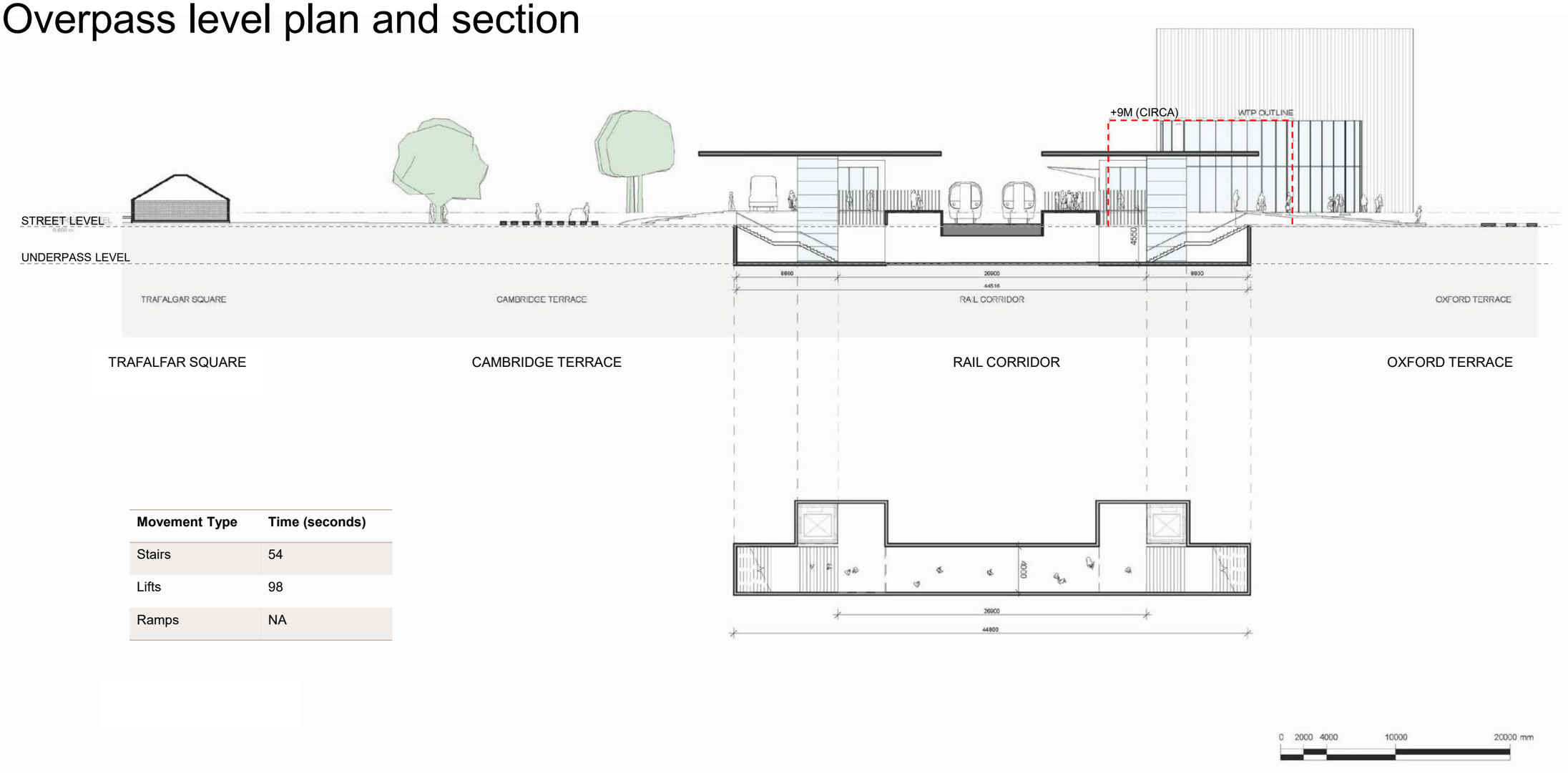
OPTION 1.1B
Platform level plan



SHORTLIST MCA ASSESSMENT

GRIMSHAW

OPTION 1.1B
Overpass level plan and section



Movement Type	Time (seconds)
Stairs	54
Lifts	98
Ramps	NA

MCA ASSESSMENT WORKBOOK SUMMARY

Note: this is summary assessment stage 3,
for complete workbook refer to file *Final Draft MCA Longlist Options Assessment worksheet V5.0* in the appendix folder

Summary

Weighting	Criteria	Assessment Criteria Measure	Description of metric	Option Score						Comments
				Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	
12.5%	Community Connections	Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times for the community, particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	All options maintain and improve the connection across the rail corridor and Cambridge Terrace.
			Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	All options achieve step free access for the community connection. The options with a pedestrian crossing at Cambridge terrace, compliant ramps and lifts improve upon the existing consdition.
	Community Connections Average Score			0	1	1.5	1	1.5	1.5	
12.5%	Transport Interchange	Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Options with reduced ramp lengths, changes in levels have been scored more highly as they reduce distance times. All options are an improvement against the base case.
			Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Options with reduced ramp lengths, changes in levels have been scored more highly as they reduce distance times. All options are an improvement against the base case, except option 1B.
	Transport Interchange Average Score			0	0.5	1	1	2	2	
12.5%	Enabling Commerical Development	Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.	Neutral	Slight positive (+ve)	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Commercial area is based on footprint only at this stage - not no. of floors. Options with aligned platforms, without ramps and less level changes enable a more efficient station footprint.
			The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets	Neutral	Slight positive (+ve)	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	All options with aligned platforms, without ramps and less level changes enable a more efficient station footprint.
			The station and bus interchange is decoupled from the use of property not under control of GW	Neutral	Neutral	Neutral	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	The overpass and pedestrian crossing at Cambridge Terrace will require engagement with Hutt City Council. A pedestrian crossing at Trafalgar Square will give public space back to HCC as the ramps and underpass would be removed.
	Enabling Commerical Development Average Score			0	0.7	0	0.0	0.7	0.7	
12.5%	Stageable and Adaptable	Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large positive (+ve)	Slight positive (+ve)	All options improve on the existing condition. Addition of At Grade crossing alleviates pressure on underpass / overpass and gives greater longevity to other station features. Unknown seismic performance of the underpass is a risk if the width of the underpass is reduced for future capacity demand. Existing underpass performs to a LOS C under normal conditions to 2060, but only 2045 under degraded conditions.
			Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No ability for demand led development because of insufficient up lift in demand and the capacity needed for basic requirements on opening day. Possible staging of overpass until that time that the underpass needs replacing.
	Stageable and Adaptable Average Score			0	0.5	1	1	1.5	0.5	
12.5%	Construction and Delivery	Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	Complexity of construction and staging for delivery	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	All options have construction complexities with maintaining east/west connectivity, station operations, maintaining station operations, and constrained areas of works (especially if station remains open).The underpass upgrades have inherent complexities on waterproofing, construction new connections, and maintaining pedestrian connectivity.
			Duration to complete the overall construction	Neutral	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	All options will require a longer duration than the base case. Additional excavation for Option 2 and Option 5B do require more time based on high level programme. Opportunities to refine this could be developed through developed design.
			Duration of rail corridor closures for construction	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Works to be constructed outside rail corridors. Closures may be required but these should be able to be accommodated within programmed Block of Line Closures
			Road corridor impacts and Traffic management for construction	Neutral	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	All options will require traffic management. Option 17 and 1Bi will require more work within active roadway than other three options.
			Duration of closure of east west connection across the rail corridor	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Temporary crossing for Option 1 / 2b - location of this bridge would require further development.
			Duration of station closure	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Too difficult to assess at this stage.
	Construction and Delivery Average Score			0.0	-0.7	-0.8	-0.7	-0.7	-0.8	

12.5%	Critical Requirements	Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servicing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.	Impact on the Water treatment plant and related pipe network	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Station has a 5m buffer allowance around treatment plant and avoids all below ground services. Further design will need to continue to avoid and provide opportunity for pipe maintenance or replacement in the future
			Impact on the Waiwhetū Aquifer and groundwater	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	All options can be taken forward without impacting the Aquifer based on the information known at this stage for the depth of the aquifer (approx 15m).
	Critical Requirements Average Score			0	0	0	0	0	0	
12.5%	Technical requirements	Meets the technical requirements necessary for the construction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Impact on underground services	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (ve)	Slight negative (- ve)	Slight negative (- ve)	Options with platform changes have an impact but all workable. Overhead options have a lesser impact on services below ground, and at Trafalgar Sq. Refinement to what can be mitigated to be further developed.
			Risk of station assets and access flooding from current day rainfall events, groundwater intrusion, watermain bursting	Neutral	Neutral	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Neutral	Platforms above flood levels (inc. future). Option 5b & 17 have lesser risk due to being above ground level.
			Visual impact of the proposed station and associated built components, when assessed against the future urban enivronment	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate negative (-ve)	Slight positive (+ve)	Moderate positive (+ve)	Overpass provides legibility for connection over the rail corridor. Lesser impact for 17 as the bridge does not cross the road. Bridge over road is more out of character.
			Visual impacts of station builit elements on Trafalgar Square	Neutral	Slight negative (-ve)	Moderate negative (-ve)	Large negative (ve)	Large positive (+ve)	Large positive (+ve)	Options which require adaption to Trafalger Square for increase ramp area and the overpass at Cambridge terrace are considered to have greater visual impact.
			Traffic impacts and turning circles to and from the Bus interchange	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Slight negative (- ve)	Slight negative (- ve)	Pedestrians crossing at grade will have impact on bus / road network as this is the only option which has a controlled intersection. There are ways this might be a positive for future networks. Working on the assumption that there would be a lighting interchange. Consideration is required for the future use & development.
			Station Horizontal and vertical weather protection for users	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight negative (- ve)	Slight negative (- ve)	All stations provide better weather protections in the station. The differentiator for Option 17 is the reduced protection across Cambridge Terrace.
			Legibility and wayfinding for users, e.g. easily identified entrances.	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large positive (+ve)	Large positive (+ve)	Option 17 provides a more legible and accessible route to the station, as it is at grade (eye level).
			Safety and Crime prevention thorough design of station. Also applies to area around station	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight negative (ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large overbridge on option 5B across Cambridge Terrace may encourage loitering and poor lines of sight for security outside of the station. All other options can be monitored and improve existing condition.
			Impact on number of park and ride car parks against baseline	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	These will all be less than base case - not a key differentiator between the options and no. of car parking spaces is prescribed in technical req. the same across all options.Parl an
			Ability to construct fare line in the future	Neutral	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	All options enable a fare line to be constructed in the future. Current condition will require adaption for this.
			frequency and ability for infrastructure and systems to be maintained with ease	Neutral	Slight negative (-ve)	Slight negative (-ve)	Large negative (ve)	Moderate negative (-ve)	Slight negative (- ve)	New Mechanical and lifts will require additional maintenance
			Adaptation to the effects of climate change e.g.: flooding, storm events, drought/heat waves	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Neutral	All options where the underpass is retained are considered a risk for flooding events, but are no worse than the existing condition.
	Technical Requirements Average Score			0	0.4	0.3	-0.1	0.7	0.6	
12.5%	Sustainability	Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused (Proxy for carbon emissions)	Neutral	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (- ve)	All options require some changes to the existing structure, options which do not retain the underpass will require decommissioning of the underpass, and the greates amount of new structure.
			Achieving stormwater neutrality and quality	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	This can be achieved with all options, and improves existing condition.
			Access to sun, for light and provision of passive solar warmth	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Neutral	More natural light provided with the new canopy not covering the train tracks. Overpass able to access natural light and passive solar
			Use of energy efficient building services & PV panels for power generation	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	All options enable opportunities for solar generation, and are better than the existing condition.
			Minium area of soil disturbance and amount of earth needing disposal	Neutral	Moderate negative (-ve)	Large negative (-ve)	Slight negative (ve)	Slight negative (- ve)	Moderate negative (-ve)	Platform alignments, Introduction of lifts and options with ramps require large excavations / soil disturbance.
	Sustainability Average Score			0	-0.2	-0.4	0	0	-0.2	

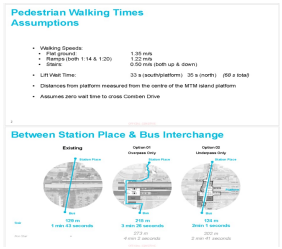
				Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
	Unweighted TOTAL SCORE			0	6	4	1	16	11	
100%	Weighted Total AV SCORE			0.0	0.3	0.3	0.3	0.7	0.5	
Decision (Progress or Discount)				Discount	Discount	Discount	Discount	Progress	Discount	

Community Connections

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI - Short Underpass	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI - Short Underpass	
Maintains a safe walkable community connection across rail the rail corridor at Waterloo Station and Cambridge Terrace at all times for the community, particularly school children walking to and from school.	Maintain the safe community connection from East to West (across rail corridor and Cambridge Terrace)		More direct and legible. No change from do min. Compatible with all bus interchange options.	Retains community connection, does not require adjustment of user habits.	Underpass removed, stairs and vertical transport only. Could be affected by the height of the overpass as this will impact length of time to cross, and customer perception is a longer distance. Retains access at all hours - no difference to current usability.	Same as base case. -Additional pedestrian crossing introduces interface with cars on a busy road, assumes signalised crossing	More direct and legible. Aurecon: No change from do min. Compatible with all bus interchange options.	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	
	Ability to achieve step free access for the community connection from East to West (across rail corridor and Cambridge Terrace)		Lifts provide for grade change. Lift but no ramp.	Option introduces accessible ramps and vertical transport (to the platforms only) which is considered more beneficial for accessible connection (eg. Wheelchair users). Same as 1B but ramps provide options.	Has vertical transport which enables step free access. No ramps therefor the introduction of lifts offsets the measure against addition of the vertical transport. Same as Option 1.	lifts for level change, improved line of sight from Cambridge, better access for bus users. Negates need to traverse (under / over) across Cambridge Terrace.	lifts for level change, improved line of sight from Cambridge, better access for bus users. Negates need to traverse (under / over) across Cambridge Terrace. Would be large positive with ramps.	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Ramps vs lifts and stair, channels for bikes over stairs. Sub-option for a shortened underpass beneath Cambridge Terrace - would increase underpass options to moderate positive. Crossing of Cambridge would be on-grade Would be improved with ped crossing across Cambridge direct to entrance and allows removal of T Square stairs/underpass/lift.
Average Score								0.0	1.0	1.5	1.0	1.5	1.5	

step free access

average user					
mobility impaired	non compliant	123 seconds (lifts)	123 seconds (lifts)	132 seconds (lifts)	100 seconds (lifts)
walking (using stairs)		79 seconds (stairs)	79 seconds (stairs)	115 seconds (stairs)	83 seconds (stairs)
cyclists			124 seconds (ramps)		
parents with prams					
people with baggage					



Transport Interchange

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Optoin 1Bi	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Optoin 1Bi	
Provides a transport interchange for a range of transport modes that delivers minimum walking distances between modes and minimum connection times between scheduled services (e.g. bus to rail) that is consistent with the station hierarchy	Shortest walking distance route measured in minutes between transport modes.	Baseline Scoring	Better connection between bus interchange and Platform 2, Lift provides quicker connection to interchange compared to the ramps. Underpass location is not as centrally located along Platform 2 as do-minimum	Better connection between bus interchange and Platform 2, Lift provides quicker connection to interchange compared to the ramps.	Less distance compared to underpass ramps in the base case	Significantly Less distance compared to underpass ramps in the base case	Significantly Less distance compared to underpass ramps in the base case	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	1B - harder for bike change without ramps. Buses and walking slight improvement. 2 - Buses and walking slight improvement. Easier for bikes to navigate. Would be large pos with fewer switchbacks and at-grade crossing. 5B - same as 1B 17 - signficant improvement for walking cycling connection At grade. improve on bus.
	Minimum number of level and direction changes required to traverse between transport modes e.g. bus to rail.	Baseline Scoring	Same as base case	Improvement from do min base case with new public ramps and stairs.	Lifts for level change	Direct line of sight and direction. Level change via lift and stairs. Significant improvement to the pedestrian connection on the east of the station and bus interchange with Cambridge Terrace and Trafalgar Square	Direct line of sight and direction. Level change via lift and stairs. Significant improvement to the pedestrian connection on the east of the station and bus interchange with Cambridge Terrace and Trafalgar Square	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	1B - step alignment an improvement, more direct onto oxford tce. 2 - same as 1B but more turns on the ramp if bike/wheelchair. Would be mod pos with fewer switchbacks. 5B - same as 1B (slightly higher distance) 17 - direct and fewer level changes
Average Score								0.0	0.5	1.0	1.0	2.0	2.0	

Enabling Commercial Development

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	
Has the smallest possible footprint (area and geometry) and avoids the need to use property in the immediate precinct (including property not under control of GW) for station operations so that it occupies a minimum land holding (having regard to forecast growth requirements), is decoupled from property not under control of GW and maximises the area of the land immediately adjoining the station for TOD related commercial and community uses.	The Station including bus interchange occupies the smallest possible area measured in sqm.		Small reduction of area compared to Base Case. ramps removed - improvement from base case.	No change to base case - except minor extension of ramps.	Small reduction of area compared to Base Case. Slightly larger stair footprint than 1B	Releases Trafalgar Square from any impact from the station smallest	Releases trafalgar square completely	Neutral	Slight positive (+ve)	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	
	The Station including bus interchange has a geometry that is compact and minimises disturbance to land holdings and assets		Aligned platforms and bus interchange geometry more efficient	Similar to base case.	Aligned platforms and bus interchange geometry more efficient	Aligned platforms and bus interchange geometry more efficient. introduction of the ped crossing releases Trafalgar Square from any impact from the station	Aligned platforms and bus interchange geometry more efficient	Neutral	Slight positive (+ve)	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	
	The station and bus interchange is decoupled from the use of property not under control of GW		Same as base case, easy to convert south eastern car park to bus interchange	Similar to base case.	Over pass impact Hutt City Council land and impacts to existing building at Trafalgar Square	Level crossing of Cambridge Terrace will need approval from Hutt City. Option removes underpass ramps on Trafalgar Square - removes impact on the Trafalgar Square - should be better	Level crossing of Cambridge Terrace will need approval from Hutt City. Option removes underpass ramps on Trafalgar Square	Neutral	Neutral	Neutral	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	
Average Score								0.0	0.7	0.0	0.0	0.7		

Stageable and Adaptable

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Is demand led so that provides sufficient capacity, targeting a Level C level of service for rail passengers in the peak 15 minutes in the representative week in the busiest month (excluding disruptions) in 2025 and forecast passenger demand in its planned opening year of 2030 and by 2045 and 2060.	Provision of sufficient rail station capacity to achieve Level Service C for 2030, 2045 & 2060		Current underpass meets LoS C for up to 2060 at current width. This may not if seismic strengthening is required and reduces width. -Addition of lifts to platforms improves LOS from Base Case. Existing underpass performs to a LOS C under normal conditions to 2060, but only 2045 under degraded conditions. Expanded underpass under Cambridge Road and stairs adds additional capacity to improve the LOS of that section from present.	Current underpass meets LoS C for up to 2060 at current width. This may not if seismic strengthening is required and reduces width. - Lifts, stairs and ramps offers capacity at a Level C or better up to and beyond 2060. The additional space required for the ramps will remove capacity on the platforms, but unlikely to impact the LOS below a C. -panded underpass under Cambridge Road and stairs adds additional capacity to improve the LOS of that section from present.	Overpass at 4m, allows for LoS C up to 2060. -Addition of lifts plus overpass allows sizing up to 2060 (4.0m) and beyond	Overpass at 4m, allows for LoS C up to 2060. - Addition of lifts plus overpass allows sizing up to 2060 (4.0m) and beyond. Addition of At Grade crossing alleviates pressure on underpass / overpass and gives greater longevity to other station features and overpass could be narrower if required	Current underpass meets LoS C for up to 2060 at current width. This may not if seismic strengthening is required and reduces width. - Addition of lifts to platforms improves LOS from Base Case. Existing underpass performs to a LOS C under normal conditions to 2060, but only 2045 under degraded conditions.	Neutral	Slight positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large positive (+ve)	Slight positive (+ve)	All options are improved with the addition of lifts and with reduced level changes. Unknown seismic performance of the underpass is a risk if the width of the underpass is reduced for future capacity demand. Existing underpass performs to a LOS C under normal conditions to 2060, but only 2045 under degraded conditions.
	Ability for rail station capacity to be staged to match demand in 2030, 2045 & 2060		Further details of seismic analysis required for the underpass, to assess if this meets furture capacity demand. Scored on assumption that underpass is viable. -- Limited options for staging to match demand, as all elements (lifts, stairs, underpass) required from the outset.	Further details of seismic analysis required for the underpass, to assess if this meets furture capacity demand. Scored on assumption that underpass is viable. - Some options for staging - as lifts could be provided ahead of upgrading the ramps and vice versa	Limited options for staging to match demand, as all elements (lifts, stairs, overpass) required from the outset	Limited options for staging to match demand, as all elements (lifts, stairs, overpass) required from the outset	Further details of seismic analysis required for the underpass, to assess if this meets furture capacity demand. Scored on assumption that underpass is viable. - -Limited options for staging to match demand, as all elements (lifts, stairs, underpass) required from the outset.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	no ability for demand led development because of insufficient up lift in demand and the capacity needed for basic requirements on opening day. Possible staging of overpass until that time that the underpass needs replacing. -All options could have passive provision for escalators with the exception of Option 2 (because of the ramps). However, modelling indicates will not be required at 2060
Average Score								0.0	0.5	1.0	1.0	1.5		

Construction & Delivery

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	
Has a construction methodology that is simple and can be completed in the least number of months, therefore has a lower construction cost, and minimises the length of time that the rail network and users will be subject to construction impacts and disruptions	Complexity of construction and staging for delivery	Base case includes upgrades to underpass which have inherent difficulties to waterproof and to complete any other seismic or structural improvements to a underground structure. The underpass will need to be closed during works and a temporary connection (potentially bridge depending on timeframe) may be required to maintain connectivity	Larger scope of work than base case with additional buildings, station works, excavation for vertical transport, platform upgrades, bus interchange and other works that make the work more complex. Construction of voids for vertical transport, works to upgrade underpass, and dependencies with station operations and building works increase complexity. The underpass will need to be closed during works and a temporary connection (potentially bridge depending on timeframe) may be required to maintain connectivity Enables staging with the platform alignmnent which reduced complexity for retaining access during construction. Works to upgrade existing underpass retains complexity element.	Larger scope of work than base case with additional buildings, station works, excavation for vertical transport, platform upgrades, bus interchange and other works that make the work more complex. Construction of voids for vertical transport, works to upgrade underpass, and dependencies with station operations and building works increase complexity. The underpass will need to be closed during works and a temporary connection (potentially bridge depending on timeframe) may be required to maintain connectivity	Construction of a bridge is less complex. Can be staged and integrated with temporary works. Location of overpass would need to be further developed and assessed for efficiencies. Decommissioning of the underpass and how this is achieved would require further investigation of how this is achieved. Option has complexities around dependencies between building and upgrade works with station operations	Construction of a bridge and on grade pedestrian crossing is less complex. Can be staged and integrated with temporary works. Location of overpass would need to be further developed and assessed for efficiencies. Removal of underpass and how this is achieved would require further investigation of how this is achieved. Option has complexities around dependencies between building and upgrade works with station operations	Larger scope of work than base case with additional buildings, station works, excavation for vertical transport, platform upgrades, bus interchange and other works that make the work more complex. Construction of voids for vertical transport, works to upgrade underpass, and dependencies with station operations and building works increase complexity. The underpass will need to be closed during works and a temporary connection (potentially bridge depending on timeframe) may be required to maintain connectivity Enables staging with the platform alignmnent which reduced complexity for retaining access during construction. Works to upgrade existing underpass retains complexity element.	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	All options have construction complexities with maintaining east/west connectivity, station operations, maintaining station operations, and constrained areas of works (especially if station remains open). The underpass upgrades have inherent complexities on waterproofing, construction new connections, and maintaining pedestrian connectivity.
	Duration to complete the overall construction		Additional works such as voids for vertical transport and building works will increase programme duration beyond the base case.	Larger sized voids will increase programme beyond duration expected for Option 1B. Difficulty re underpass connection with new structure re sequencing keeping underpass open	Bridge will need to be constructed before most works can commence so connectivity can be maintained. Size of the bridge extends project duration to be similar to Option 2.	Bridge will need to be constructed before most works can commence but smaller sized bridge can be constructed faster than Option 5B. Thus overall duration will be less	Reduced size of voids and underpass upgrade works will reduce construction programme. Though construction of voids and dependencies with other works will mean duration will be similar to Option 1B.	Neutral	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	All options will require a longer duration than the base case. With options 2 due to larger void sizes, and options 5B due to larger bridge size expected to have the longest durations.
	Duration of rail corridor closures for construction		Assuming only minor disruption re underpass upgrade undertrack & demo works of existing roof	Assuming only minor disruption re underpass ungrade undertrack & demo works of existing roof	Demo of existing + construction/moving of new overpass	Demo of existing + construction/moving of new overpass		Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Works to be constructed outside rail corridors. Closures may be required but these should be able to be accommodated within programmed Block of Line Closures
	Road corridor impacts and Traffic management for construction	Base case will require traffic management for site access and potentially works around Trafalgar Square	Traffic management will be similar to Base Case but in place for a longer period of time. Assuming only minor disruption re underpass upgrade under road	Traffic management will be similar to Base Case but in place for a longer period of time. Assuming only minor disruption re underpass upgrade under road	Traffic management will be similar to Base Case but in place for a longer period of time. Will require additional works for bridge construction over Cambridge Terrace. But apart from occasional closures for beam lifts most works will take place outside of road. Moving of new overpass into postion	Will require traffic management for site access, Option also requires the most live works within a live roadway to construct the pedestrian crossing/signals and other roading works on Cambridge Terrace. Underpass remains open if overpass positioned sympathically	Will require traffic management for site access, Option also requires the most live works within a live roadway to construct the pedestrian crossing/signals and other roading works on Cambridge Terrace	Neutral	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	All options will require traffic management. Option 17 and 1BI will require more work within active roadway than other three options.
	Duration of closure of east west connection across the rail corridor		Limit closure during upgrade	Closing of entrance ways likely during works	Tunnel remain open if overpass positioned sympathically	Tunnel remain open if overpass positioned sympathically		Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Temporary overbridge could be considered for all options.
	Duration of station closure			No new platform ie spare				Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	to difficult to determine at this stage of design
Average Score								0.0	-0.7	-0.8	-0.7	-0.7	-0.8	

Critical Requirements

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	
Does not result in negative impacts on water quality or supply, from the structure, foundations and utilities servicing the rail station and interchange that are in the vicinity the Waiwhetū Aquifer, existing potable water infrastructure network and Waterloo Water Treatment Plant.	Impact on the Water treatment plant and related pipe network		Commercial Development and TOD will clash with 750 dia water transmission main. Foundations would need to bridge the pipe. 525 dia water main will require protection where it runs adjacent to commerical development.	Commercial Development and TOD will clash with 750 dia water transmission main. Foundations would need to bridge the pipe. 525 dia water main will require protection where it runs adjacent to commerical development.	TOD will clash with 750 dia water transmission main. Foundations would need to bridge the pipe. 750dia 525 dia water main will require protection where it runs adjacent to commerical development. 750 dia main runs under stairs from Oxford Terrace	TOD will clash with 750 dia water transmission main. Foundations would need to bridge the pipe. 750dia 525 dia water main will require protection where it runs adjacent to commerical development. 750 dia main runs under stairs from Oxford Terrace	Commercial Development and TOD will clash with 750 dia water transmission main. Foundations would need to bridge the pipe. 525 dia water main will require protection where it runs adjacent to commerical development.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Station has a 5m buffer allowance around treatment plant and avoids all below ground services. Further design will need to continue to avoid and provide opportunity for pipe maintenance or replacement in the future
	Impact on the Waiwhetū Aquifer and groundwater							Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Not going near aquifer under each option, therefore no impact on groundwater and drinking water. Need to stay above 10m deep relative to ground level.
Average Score								0.0	0.0	0.0	0.0	0.0		

Technical Requirements

Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1Bi	
Meets the technical requirements necessary for the construction, operation and consenting of the rail station, bus interchange and ancillary infrastructure and services	Impact on underground services	Baseline Scoring	Looks like structure in Trafalgar Square avoids the wastewater trunk main but will require protection. It will be under the "Play element" 4 x duct comms bank in Trafalgar Square may need relocation (currently runs over underpass). Clash with SW on Platform 2 stairs / void. Not a big issue. Electrical duct bank (6 ducts) and 100 dia chorus duct may clash with lift pit on Platform 1. WTP infastructure assessed elsewhere. Comm bank under platform & tracks - common to all options	Looks like structure in Trafalgar Square avoids the wastewater trunk main but will require protection. Placement of play element better located. 4 x duct comms bank in Trafalgar Square may need relocation (currently runs over underpass). Clash with SW on Platform 2 stairs, ramps and void. Not a big issue. Electrical duct bank (6 ducts) and 100 dia chorus duct may clash with lift pit on Platform 1. WTP infastructure assessed elsewhere. Comm bank under platform & tracks - common to all options	The stair structure will build over the wastewater trunk main in Trafalgar Square. May require sleeving and protection. If stair structure moved sligthly to toward the station this could be avoided and would improve rating. No clash with SW on Platform 2 stairs. Electrical duct bank (6 ducts) and 100 dia chorus duct will clash stairs on Platform 1. WTP infastructure assessed elsewhere. Comm bank under platform & tracks - common to all options	Wastewater trunk main in Trafalgar Square unaffected. Clash with SW on Platform 2 stairs, not a big issue. Electrical duct bank (6 ducts) and 100 dia chorus duct will clash stairs on Platform 1. WTP infastructure assessed elsewhere. Comm bank under platform & tracks - common to all options	Wastewater trunk main in Trafalgar Square unaffected. Clash with SW on Platform 2 stairs / void. Not a big issue. Electrical duct bank (6 ducts) and 100 dia chorus duct may clash with lift pit on Platform 1. WTP infastructure assessed elsewhere. Comm bank under platform & tracks - common to all options	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Rated option 5B assuming the stairs in Trafalgar Square could be moved slightly to avoid WW line.
	Risk of station assets and access flooding from current day rainfall events, groundwater intrusion, watermain bursting	Baseline Scoring	Platforms sit above 100 year flood level. Unerpass will be more vunerable to flooding and will require suitable engineering solutions (ie pumps). Commercial, TOD built structures FFL will need to be set above flood levels. May be flooding in car parks and surrounding streets - depending on final levels -Underpass options will be subject to flooding however any new design will aim to minimise this at underpass entry thresholds	Platforms sit above 100 year flood level. Unerpass will be more vunerable to flooding and will require suitable engineering solutions (ie pumps). Commercial, TOD built structures FFL will need to be set above flood levels. May be flooding in car parks and surrounding streets - depending on final levels -Underpass options will be subject to flooding however any new design will aim to minimise this at underpass entry thresholds	Platforms and overpass sit above 100 year flood level. Commercial and TOD FFL will need to be set above flood levels. May be flooding in car parks and surrounding streets - depending on final levels	Platforms and overpass sit above 100 year flood level. Commercial and TOD FFL will need to be set above flood levels. May be flooding in car parks and surrounding streets - depending on final levels	Platforms sit above 100 year flood level. Unerpass will be more vunerable to flooding and will require suitable engineering solutions (ie pumps). Commercial, TOD built structures FFL will need to be set above flood levels. May be flooding in car parks and surrounding streets - depending on final levels	Neutral	Neutral	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Neutral	
	Visual impact of the proposed station and associated built components, when assessed against the future urban enivronment		looking at positve visual imapct as well as negative. Station main commerical building is an improvement on existing. Contemporary design tidies up current structure.	Same as 1B	Overpass structure is dominant and creates poor outcomes underneath. Limits visual connectivity and integration from outside.	Improvement on existing structure. Dominating overpass is limited to site boundary. Scale is similar to Water Treatment plant. Possible risk of structure imposing at Cambridge end, could be reduced from boundary and better integrated at this side.	Same as Option 17.	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate negative (-ve)	Slight positive (+ve)	Moderate positive (+ve)	
	Visual impacts of station built elements on Trafalgar Square		Structure will dominate existing building and take away existing play space. If the at grade xing was on Cambridge this would score the best of all the options. Even better than the option 17.	Same as 1B but even larger structure.	Significant visual impact across Cmabridge Terrace to accommodate road clearances with overpass .Dominating structure, imposes on existing building and public square. Removes playground.	Space given back to square. Still some visual effect from elevated bridge opposite the square - shading afternoon potential and dominance, but altogether a good outcome. Activating trafalgar square, freeing	Removal of entrance from Trafalger Square improves visual impact.	Neutral	Slight negative (-ve)	Moderate negative (-ve)	Large negative (-ve)	Large positive (+ve)	Large positive (+ve)	All options promote legible and clear wayfinding through improved planning. Canopies will be designed to identify station entry points.
	Traffic impacts and turning circles to and from the Bus interchange	Baseline Scoring	Bus movement access to and from the bus interchange is unchanged from the do-minimum. Pedestian movements maintain physical separation from bus circulation via use of the underpass.	Bus movement access to and from the bus interchange is unchanged from the do-minimum. Pedestian movements maintain physical separation from bus circulation via use of the underpass.	Bus movement access to and from the bus interchange is unchanged from the do-minimum. Pedestian movements maintain physical separation from bus circulation via use of the underpass.	At-grade pedestrian crossing on Cambridge Terrace will cause a movement conflict with operating buses, creating delays to their service.	At-grade pedestrian crossing on Cambridge Terrace will cause a movement conflict with operating buses, creating delays to their service.	Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Slight negative (-ve)	Slight negative (-ve)	Signals at the bus interchange could allow buses to have some priority on exit
	Station Horizontal and vertical weather protection for users					The at-grade crossing over Cambridge Terrace does not provide weather protection		Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Slight negative (-ve)	Option 17 open to elements for Cambridge Terrace ped xing
	Legibility and wayfinding for users, e.g. easily identified entrances.		Improved station frontage and trafalgar entrance more clear.	Improved station frontage and trafalgar entrance more clear.	Overpass has strong legbility.	Overpass has strong legibility. Front of station on Trafalgar side great visibility / legibilty. Signficant improvement on exisitng.		Neutral	Moderate positive (+ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large positive (+ve)	Large positive (+ve)	
	Safety and Crime prevention thorough design of station. Also applies to area around station						Removal of the island escape.	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight negative (-ve)	Moderate positive (+ve)	Moderate positive (+ve)	Large overbridge on option 5B provides a risk of a hiding area.
	Impact on number of park and ride car parks against baseline	Baseline Scoring	Loss of 447 parking bays (788 to 341) due to the TOD opportunity (-158 bays) and bus interchange opportunity (-130 bays) - 57% decrease.	Loss of 447 parking bays (788 to 341) due to the TOD opportunity (-158 bays) and bus interchange opportunity (-130 bays) - 57% decrease.	Loss of 447 parking bays (788 to 341) due to the TOD opportunity (-158 bays) and bus interchange opportunity (-130 bays) - 57% decrease.	Loss of 447 parking bays (788 to 341) due to the TOD opportunity (-158 bays) and bus interchange opportunity (-130 bays) - 57% decrease.	Loss of 447 parking bays (788 to 341) due to the TOD opportunity (-158 bays) and bus interchange opportunity (-130 bays) - 57% decrease.	Neutral	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	All options require a reduction in the existing available parking.
	Ability to construct fare line in the future							Neutral	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	Large positive (+ve)	All options enable a fare line to be constructed in the future. Current condition will require adaption for this.
	frequency and ability for infrastructure and systems to be maintained with ease	Baseline Scoring	Increased maintenance associated with lifts	Increased maintenance associated with lifts	Increased maintenance associated with lifts. Maintenance introduced above road and train tracks. Overpass structures may require fully glazed walls and will require additonal maintenance. Noting this option has extensive facades	Increased maintenance associated with lifts. Mainatenance introduced above train tracks. Overpass structures may require fully glazed walls and will require additonal maintenance	Increased maintenance associated with lifts	Neutral	Slight negative (-ve)	Slight negative (-ve)	Large negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	New Mechanical and lifts will require additional maintenance. All options would be designed to ensure facades and roofs can be accessed and provide safe methods for access and maintenance
	Adaptation to the effects of climate change e.g.: flooding, storm events, drought/heat waves		Flooding risk of underpass not significantly improved.	Flooding risk of underpass not significantly improved.	Mitigated risk of flooding. Increased risk of solar gain in the overpass, this can be rduced by using natural ventilation	Mitigated risk of flooding. Increased risk of solar gain in the overpass, this can be rduced by using natural ventilation	Flooding risk of underpass not significantly improved.	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Neutral	
Average Score								0.0	0.4	0.3	-0.1	0.7	0.6	

Sustainability

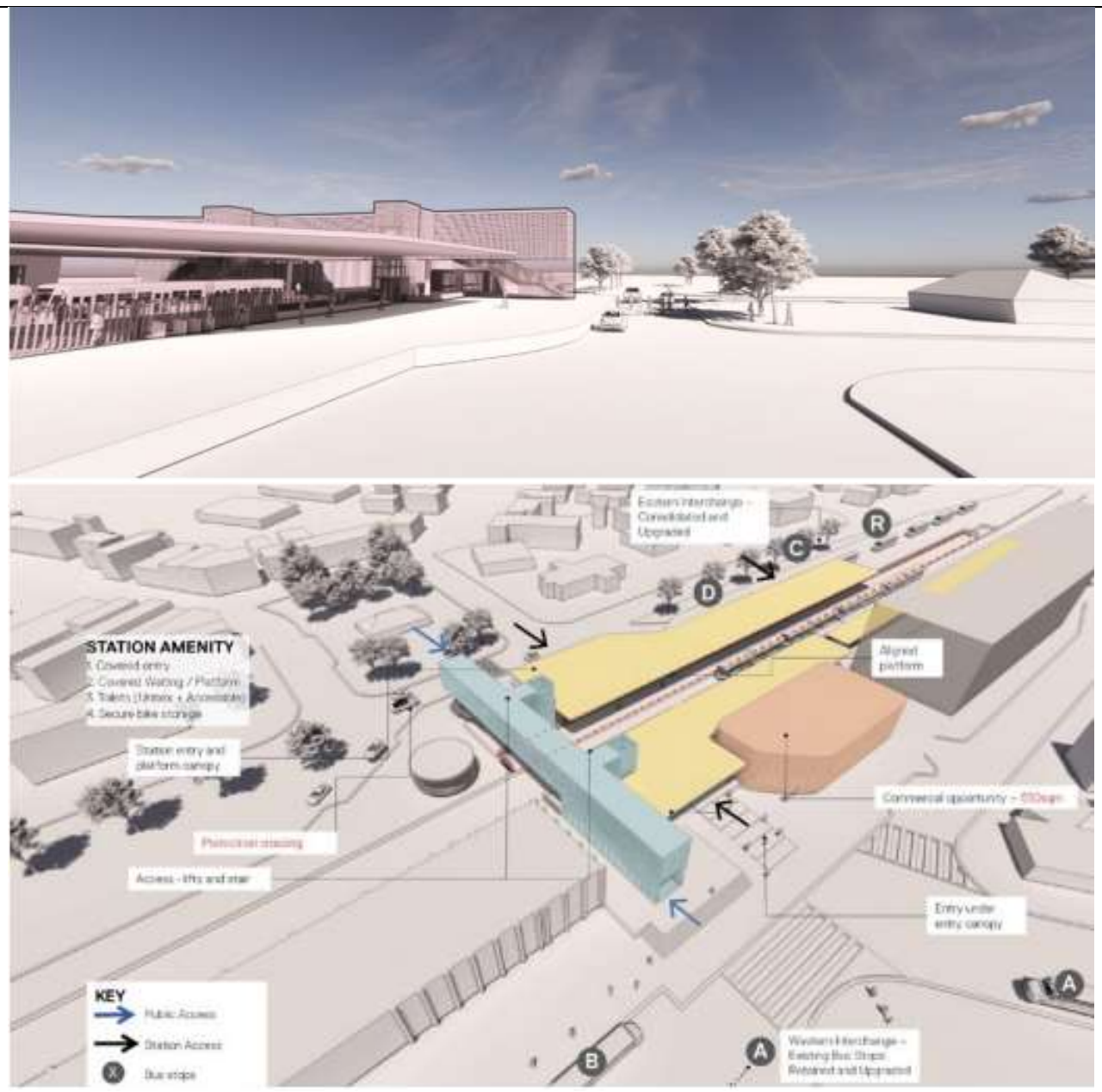
Assessment Criteria Measure	Description of metric	Comment on Performance in Qualitative or Quantitative terms to justify Magnitude score						Option Score						Comments
		Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17	Option 1BI	Do Min (Base Case)	Option 1B	Option 2	Option 5B	Option 17		
Minimises or avoids environmental impacts and additional greenhouse gas emissions during construction and operation by maximising the reuse of existing infrastructure and building elements, disturbing or removing the least amount of earth needing disposal, achieving stormwater neutrality, using energy efficient building services and the use of PV panels for power generation.	Greatest amount of existing infrastructure that can be reused (Proxy for carbon emissions)		Retaining existing platform has a lesser impact from a sustainability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.	Retaining existing platform has a lesser impact from a sustainability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.	Removal of underpass, new infrastructure to go over the road - less re-use of the existing in comparison to the basecase.	Removal of underpass, new infrastructure to go over the road - less re-use of the existing in comparison to the basecase.	Retaining existing platform has a lesser impact from a sustainability perspective. No disruption to services inside of station footprint, assumed not impact mains infrastructure network. Minimal changes to basecase from a structural and geotech perspective.	Neutral	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	Moderate negative (-ve)	Slight negative (-ve)	
	Achieving stormwater neutrality and quality		Opportunity to maintain or mitigate neutrality and SW treatment objectives across all options, including the TOD. Likely improve current situation	Opportunity to maintain or mitigate neutrality and SW treatment objectives across all options, including the TOD. Likely improve current situation	Opportunity to maintain or mitigate neutrality and SW treatment objectives across all options, including the TOD. Likely improve current situation	Opportunity to maintain or mitigate neutrality and SW treatment objectives across all options, including the TOD. Likely improve current situation	Opportunity to maintain or mitigate neutrality and SW treatment objectives across all options, including the TOD. Likely improve current situation	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	
	Access to sun, for light and provision of passive solar warmth		More natural light provided with the new canopy not covering the train tracks	More natural light provided with the new canopy not covering the train tracks	More natural light provided with the new canopy not covering the train tracks Overpass able to access natural light and passive solar	More natural light provided with the new canopy not covering the train tracks Overpass able to access natural light and passive solar	More natural light provided with the new canopy not covering the train tracks	Neutral	Neutral	Neutral	Slight positive (+ve)	Slight positive (+ve)	Neutral	
	Use of energy efficient building services & PV panels for power generation		Large roof surface areas for PV panels circa 4400m2. No shadowing in the north south direction.	Large roof surface areas for PV panels circa 4400m2. No shadowing in the north south direction.	The overpass may provide shadow over the roof minimising useful PV space. Lower avalible roof space due to overpass	The overpass may provide shadow over the roof minimising useful PV space. Lower avalible roof space due to overpass	Large roof surface areas for PV panels circa 4400m2. No shadowing in the north south direction.	Neutral	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	Slight positive (+ve)	
	Minium area of soil disturbance and amount of earth needing disposal		Lift pits for the underpass and proximity to rail corridor will have a greater impact than base case. Platforms moved requiring more earthworks.	Lift pits for the underpass and proximity to rail corridor will have a greater impact than base case.	Platforms moved requiring more earthworks. Lift pits and foundations limited to "shallow" excavation. Ability to use underpass for spoil disposal	Platforms moved requiring more earthworks. Lift pits and foundations limited to "shallow" excavation without proximity to rail corridor. Ability to use underpass for spoil disposal	Lift pits for the underpass and proximity to rail corridor will have a greater impact than base case. Platforms moved requiring more earthworks.	Neutral	Moderate negative (-ve)	Large negative (-ve)	Slight negative (-ve)	Slight negative (-ve)	Moderate negative (-ve)	
Average Score								0.0	-0.2	-0.4	0.0	0.0	-0.2	

Magnitude	Definition for: Objectives, Constraints and Critical Issues	Numeric
Large positive (+ve)	Significant positive effect	3
Moderate positive (+ve)	More than minor positive effect	2
Slight positive (+ve)	Minor positive effect	1
Neutral	No impact or no discernible difference	0
Slight negative (-ve)	Minor adverse effect	-1
Moderate negative (-ve)	More than minor adverse effect	-2
Large negative (-ve)	Significant adverse effect	-3
Fatal Flaw	Techincal fatal flaw	
Not scored		

Decision
Progress
Discount

Attachment 3 – Options Comparison

Option 2		Option 2 is defined by the following key configuration elements that differentiate it from other options: • Platform: Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant. • Cross-corridor Access: upgraded underpass providing access Oxford Terrace through to Trafalgar Square, for both commuters and the wider community. • Vertical Circulation: 3 sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with lifts for accessibility
Option 3		Option 3 is defined by the following key configuration elements that differentiate it from other options: • Platform: Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant. • Cross-corridor Access: upgraded underpass providing access Oxford Terrace to Cambridge Terrace, pedestrian crossing between Cambridge Terrace and Trafalgar Square, serving both commuters and the wider community. • Vertical Circulation: 2 sets of new enclosed sheltered entries with compliant stairs to provide more direct and legible access and connectivity, with lifts for accessibility.

Option 4		Option 5B is defined by the following key configuration elements that differentiate it from other options: • Platform: Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant. • Cross-corridor Access: underpass remove, New overpass providing access Oxford Terrace through to Trafalgar Square, for both commuters and the wider community. • Vertical Circulation: 3 sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.
Option 5		Option 5 is defined by the following key configuration elements that differentiate it from other options: • Platform: Aligned and upgraded platforms, with Platform 2 repositioned to align with Platform 1, while maintaining the required 5m clearance from the Water Treatment Plant. • Cross-corridor Access: underpass remove, new overpass providing access Oxford Terrace to Cambridge Terrace, pedestrian crossing from Cambridge Terrace to Trafalgar Square, for both commuters and the wider community. • Vertical Circulation: 2 sets of new enclosed sheltered entries with compliant stairs and lifts for accessibility.

Council
21 August 2025
Report 25.354

For Information

REGIONAL PEST MANAGEMENT PLAN OPERATIONAL PLAN 2025/26

Te take mō te pūrongo
Purpose

1. To inform the Council about the alignment of the Regional Pest Management Plan 2019-39 and the Regional Pest Management Operational Plan for 2025/26.

Te horopaki
Context

2. Section 100B of the Biosecurity Act 1993 (the Act) states the requirements for an operational plan that implements a Regional Pest Management Plan (RPMP). Greater Wellington Regional Council (Greater Wellington), as the management agency under the Act, must:

    a Prepare an operational plan annually and, if deemed appropriate, amend it; and then provide a copy to the council.

    b Prepare an annual report on the operational plan, including on the effectiveness of implementation, not later than five months after the end of each financial year; and provide a copy of this annual report to the council.

    c Make copies of the annual operational plan and annual report available to the public.

3. In addition, sections 100B(4) and (5) of the Act provide, in effect, that:

    a The Council may give Greater Wellington written notice that the Council intends to disallow all or part of the operational plan on the ground that the Council believes that the whole, or part of the, operational plan, is inconsistent with the RPMP;

    b The written notice must be given before, or within 20-working days after, the Council receives the operational plan or an amended version.

Te tātaritanga
Analysis

4. The application of the requirements of sections 100B(4) and (5) of the Act to Greater Wellington's context means that:

a Officers provide the annual operational plan to the Council to consider as its specific responsibilities include "oversee[ing] the development and review of Council's environmental … plans, programmes, and initiatives…";

b The 20-working day period under section 100B(5) starts when the Council receives the report on the annual operational plan.

5. If the Council considers that all or part of the RPMP Operational Plan for 2025/26 (**Attachment 1**) is inconsistent with the RPMP, then it may move and recommend that Council issues a related written disallowance notice. A report will then be prepared for Council's next meeting on 18 September 2025 and will include a rewritten RPMP Operational Plan for 2025/26.

Alignment of the RPMP and the annual operational plan

6. To assist the Council to consider the alignment between the RPMP and the RPMP Operational Plan for 2025/26, the following table indicates the relationship between the RPMP's objectives and the related activities in the RPMP Operational Plan for 2025/26:

RPMP objective	**Related RPMP Operational Plan activities for 2025/26**
Minimise the actual or potential adverse or unintended effects associated with these organisms	Identify new incursion sites Respond to reports from the public within set timeframes Develop and implement response plans Visit management sites and undertake control on best practice basis
Maximise the effectiveness of individual actions in managing pests through a regionally coordinated approach	Support pest management in the region by providing advice and support to the public and communities on pest control and impacts. Build and maintain relationships with private landowners and Territorial Local Authorities (TLA) within the region through the Key Native Ecosystems (KNE) programme and provision of Biosecurity Services
Make a pest-free status of a considerable area of the Wellington Region a reality	Maintaining a biosecurity status by eliminating all incursions of target species (rats, mustelids and possums) on land within the boundaries of Phase 1 (Miramar Peninsula). Ongoing elimination of target species in Phase 2 (Island Bay to CBD) of the Predator Free Wellington initiative.

7. Officers consider the RPMP Operational Plan for 2025/26 (Attachment 1) is consistent with the RPMP and considers that no written disallowance notice is required under section 100B(4) of the Act.

Ngā hua ahumoni
Financial implications

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

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

9. Mana whenua and Māori make an important contribution to biosecurity. For mana whenua this includes involvement in biosecurity as an important part of exercising kaitiakitanga over their whenua. Māori also carry out significant pest management through their primary sector economic interests and as landowners and/or occupiers.

10. Activities carried out under the RPMP provide for the protection of the relationship between Māori and their ancestral lands, waters, sites, wāhi tapu and taonga, and the protection of those aspects from the adverse effects of pests. This protection is specifically required under the Act.

11. The RPMP Operational Plan for 2025/26 aligns with the intentions of the RPMP on this aspect due to the nature of the activities specified in it.

Te whakatūtakitaki
Engagement

12. Engagement was carried out, as required by section 72 of the Act, as part of the process of developing the RPMP, which the annual operational plan implements. Due to an extensive consultation process in the review stages of the RPMP process there is no requirement to engage with public or stakeholders in developing the annual operational plans.

13. Section 100(1)(d) of the Act requires that copies of the annual operational plan, and every amended version, are made available to the public. An electronic version of RPMP Operational Plan for 2025/26 (Attachment 1) is ready to be made available on the Greater Wellington's website and a printed version is available upon request. A copy will also be supplied to both the Minister for Biosecurity and the National Library.

Ngā tūāoma e whai ake nei
Next steps

14. If the Council does not exercise its powers of disallowance the annual operational plan will be made available to the public in accordance with Section 100B(1)(d) of the Act.

15. If the Council does exercise its powers to disallow part of the annual operational plan, that part(s) will be rewritten and the plan resubmitted to Council at the 18 September 2025 meeting.

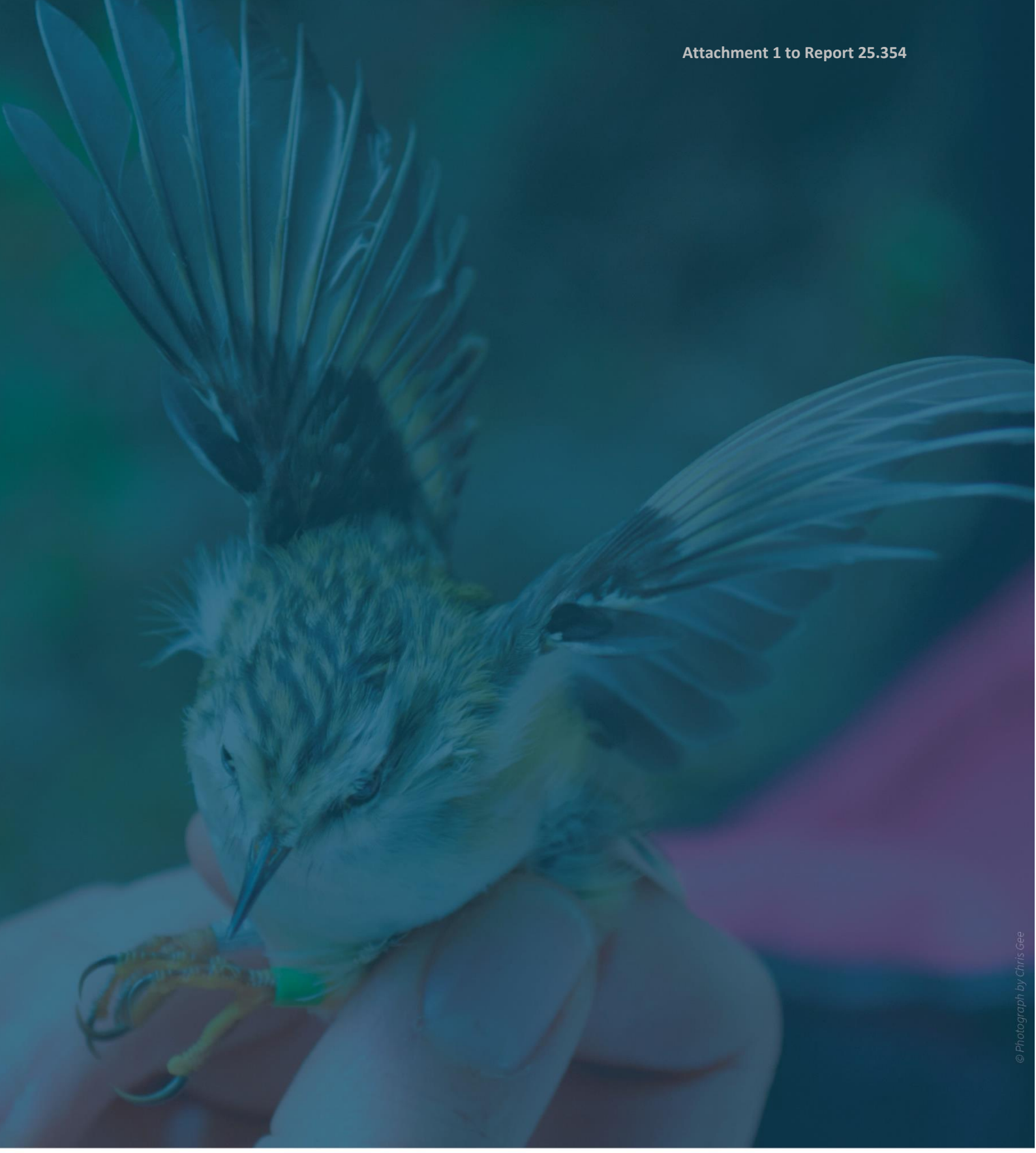
Ngā āpitihanga
Attachment

Number	Title
1	Regional Pest Management Plan Operational Plan for 2025/26

Ngā kaiwaitohu
Signatories

Writer	Katrina Merrifield – Biosecurity Advisor
Approvers	Myfanwy Hill - Manager Environment Operations Jack Mace – Director Delivery Lian Butcher – Kaiwhakahaere Matua, Taiao | Group Manager Environment

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference Council has retained the power under section 100B(4) of the Biosecurity Act 1993 to disallow all or part of the RPMP Operational Plan for 2025/26 if Council believes that the whole operational plan, or the part of it, is inconsistent with the RPMP.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies The RPMP Operational Plan for 2025/26 is intended to implement the RPMP's objectives for 2025/26.
Internal consultation In writing this report, we have engaged across Environment Operations.
Risks and impacts - legal / health and safety etc. There are no specific risks relating to the matters for decision, but there are environmental risks around the implications to the environment of not taking action. These key risks are the possibility of loss of native plants and animals; reduced productivity for farming and horticulture; public nuisance; and a failure to protect the ancestral lands, waters, sites, wāhi tapu and taonga of Māori. Specific risks are listed for each pest species stated in RPMP under the heading 'Adverse effects'.



© Photograph by Chris Gee

TE MAHERE Ā-ROHE KAUPARE RIHA
MAHERE MAHI 2025/26

REGIONAL PEST MANAGEMENT PLAN
OPERATIONAL PLAN 2025/26

Greater Wellington
Te Pane Matua Taiao

TE MAHERE Ā-ROHE KAUPARE RIHA – MAHERE MAI 2025/26

REGIONAL PEST MANAGEMENT PLAN – OPERATIONAL PLAN 2025/26

1. Kupu Arataki/Introduction

1.1 Regional Pest Management Plan

The Regional Pest Management Plan 2019-2039 (RPMP) was prepared in accordance with the Biosecurity Act 1993 and became operative on the 2nd of July 2019.

This Operational Plan has been prepared in accordance with section 100B of the Biosecurity Act 1993. This plan identifies and outlines the nature and scope of activities that the Greater Wellington Regional Council (GW) intends to undertake in the implementation of its RPMP for the financial year 2025/26.

The RPMP contains objectives specific to individual pests and outlines how we, as the Management Agency, will achieve those objectives. The RPMP has clearly defined rules to be met by all land occupiers. It is our responsibility to ensure land occupiers are aware of, and meet, their obligations for pest management on their properties. We can also undertake pest control operations where there is recognised regional benefit.

1.2 Implementation

The purpose of this plan is to implement the RPMP region-wide by:

Monitoring for the presence of declared pests in the Wellington Region.

Minimising the actual and potential adverse or unintended effects associated with the specified organisms.

Eradicating certain organisms, reducing the extent of others, and containing those species that are already well established.

1.3 Areas of responsibility

This plan and the RPMP are based on the following core areas of our responsibilities:

Regulation (standards and enforcement)

Standards, rules and restrictions are set, and compliance enforced with penalties, when and where necessary.

Inspection

Regular property inspections ensure that rules and regulations are being met and changes in pest densities are determined over time.

Surveillance

Undertaking surveillance (also referred to as monitoring) for pests in the region to determine their presence, distribution and effects, and to measure the extent to which the objectives of the RPMP are being achieved.

Direct control

Funding and undertaking pest control in some circumstances as a service for regional benefit.

Advice and education

Free advice is given to raise awareness of pest problems and to provide land occupiers with the information to control their own pests.

Community initiatives

Guidance and support are provided for community driven initiatives to control pests.

Cost recovery

A full cost recovery operational service is available for pest control.

Biological control

As approved biological control agents become available, we may utilise them. Biocontrol is currently a key tool in the management of rabbits, various pest plants and other harmful species.

1.4 Integration with Annual Plan and Environment Business Plan

The Operational Plan is integrated with the GW Annual Plan and the Environment Group Business Plan. The Annual Plan sets the overall priorities and work programmes for the organisation and provides an overview of related pest management activities for the 2025/26 year. The Environment Group Business Plan is a more detailed plan for the year and includes implementation costs.

1.5 Implementation report

A report on the RPMP Operational Plan and the summary of its implementation will be prepared no later than five months after conclusion of the financial year. Copies of the report will be made available to the public.

1.6 Review

This plan will be reviewed and reported on annually. The plan may be amended to ensure that the objectives of the RPMP will be achieved within its terms. Section 100G of the Biosecurity Act allows us to make minor changes to the RPMP, provided we are satisfied that the changes will not have any significant effects on the rights and obligations of any persons.

2. Kaupapa - tirohanga whānui/Programme overview

2.1 Species led programmes

There are four species led programmes that are outlined in the RPMP:

Exclusion programme: To prevent the establishment of a species that is present in New Zealand but not yet established in an area.

Eradication programme: To reduce the infestation level of a species to zero levels in an area in the short to medium term.

Progressive Containment programme: To contain or reduce the geographic distribution of a species.

Sustained Control programme: To provide ongoing control of a species to reduce its impacts on values and spread to other properties.

Additionally, we are involved in four programmes that are part of national agreements and/or are funded nationally:

National Pest Plant Accord: To prevent the sale, distribution and propagation of a set list of pest plants (approximately 135 named species) within New Zealand.

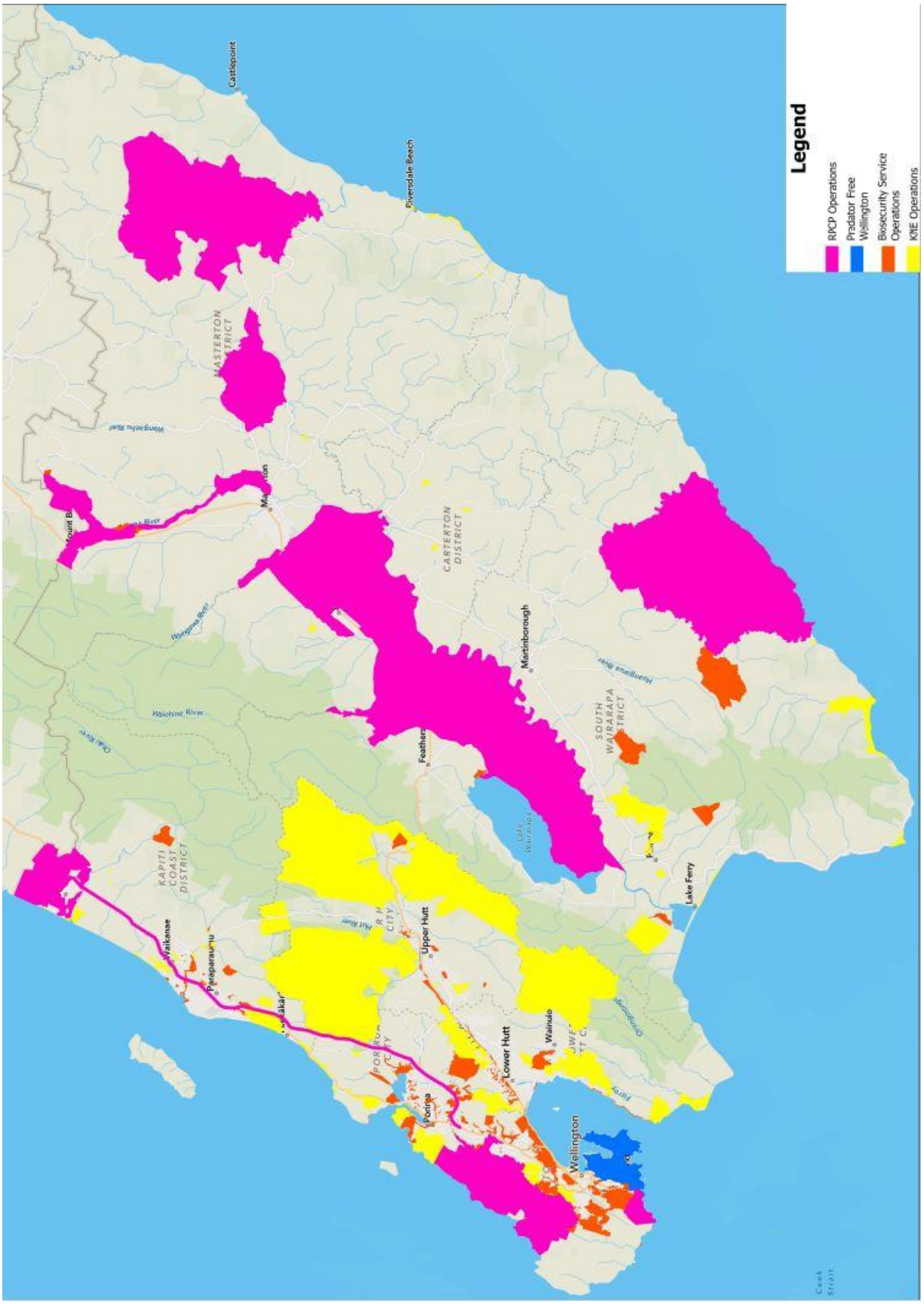
National Interest Pest Response programme: To eradicate certain species (currently just Manchurian wild rice) from the Wellington Region.

Check, Clean, Dry: To keep our waterways clean and free of invasive freshwater pests.

Biocontrol programme: To fund biocontrol programmes for prioritised pest species.

2.2 Site led programmes

There are four site led programmes that are delivered through the RPMP (see Map 1, next page).



Map 1: 2025/26 Site led programme coverage of the region

Predator Free Wellington Project (PFW): Aims to eliminate mustelids, possums and rats from Wellington City, focussing on the area designated Phase two in the CBD and maintain the areas already cleared of predators in this Phase two area and the Miramar Peninsula. Predator Free Wellington is a project funded by the Wellington City Council, GW, Predator Free 2050 and the NEXT Foundation and other smaller funders/sponsors. Once the rate of progress is known, Predator Free Wellington will gather permission to operate on private land in the subsequent Phased areas.

Regional Predator Control Programme (RPCP): To maintain or enhance indigenous biodiversity through control of possums and other predators that are a serious threat to our native biodiversity and economy. The areas we work in are chosen based on protecting the best biodiversity ecosystems outside of the Key Native Ecosystem programme. Formerly this programme was driven largely by declarations of bovine Tb freedom.

Biosecurity Services programme: This activity aims to provide biosecurity delivery services across the region. This includes maintaining a buffer for predators around Pūkaha/Mt Bruce, providing cost recovery services to Territorial Authorities and landowners. Activities such as these lead to biodiversity gains for the region by reducing the impact of pest and invasive species.

Key Native Ecosystem programme (KNE): To protect and restore representative examples of original indigenous ecosystem types of high value in the Wellington Region through effective biodiversity management. This involves the development of strategic operational plans, planning operational activities, working with management partners and delivery of management activities including pest control.

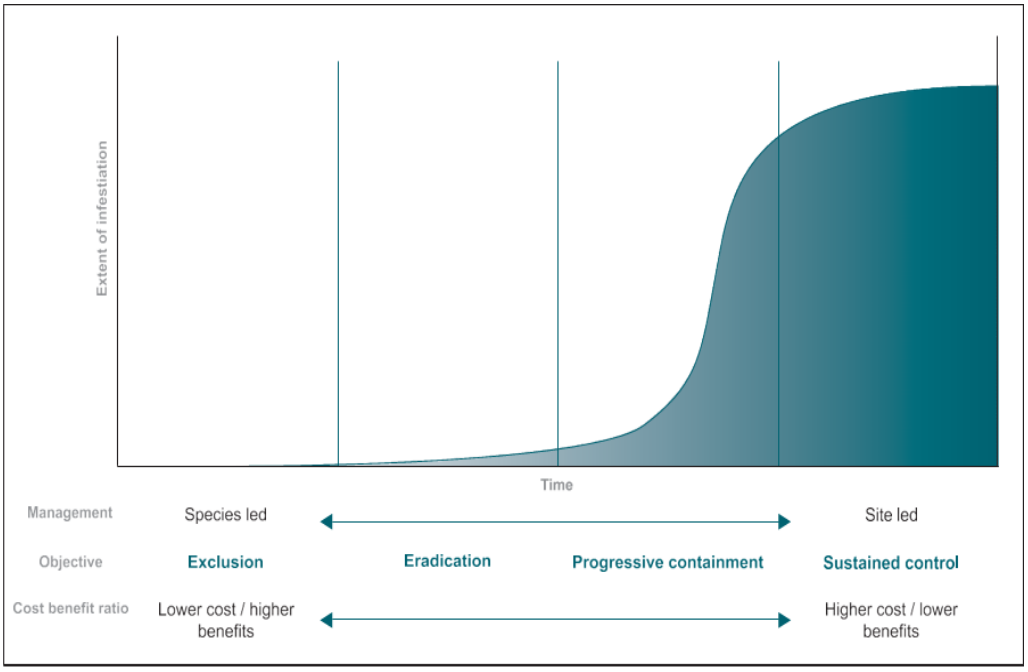
2.3 Pest control methods

We use a range of methods and tools to control pest plants and pest animals within the region. All control operations are undertaken by trained staff, contractors or volunteers using industry accepted best practice techniques. Our methodology considers innovation, environmental and humane factors alongside cost-effectiveness and practicality. Where chemical-based pest control methods are utilised, the most effective and least harmful option is always preferred, with all chemical application following best practice and manufacturer instructions, as endorsed by the New Zealand Environmental Protection Authority.

2.4 How were the pest species decided?

A cost-benefit analysis (CBA) was undertaken for all species proposed for the RPMP. This process decided what control, if any, was to be undertaken and what level of management was needed for the species. The CBA works in conjunction with the invasion curve, which designates the different management programmes.

Table 1: The Invasion Curve



Management programmes	Infestation phase	Phase characteristics
Exclusion	**Absent**	Pest not yet established in the Wellington Region, or it has been eradicated from all known sites in the region.
Eradication	**Lag**	Pest numbers low, rate of population increase low, distribution limited.
Progressive Containment	**Explosion**	Rapid growth in pest population size and range.
Sustained Control	**Established**	Pest is abundant and/or widespread.

Figure 1: Pest infestation phases through time in relation to its appropriate management. Adapted from our Regional Pest Management Plan 2019-39

3. Tipu Riha/Pest Plants

3.1 Exclusion programme

Alligator weed (*Alternanthera philoxeroides*), Chilean needle grass (*Nassella neesiana*), Nassella tussock (*N. trichotoma*).

Aim: Prevent the establishment of exclusion plant species in the Wellington Region.

Performance Measures
Identify new sites Identify new incursion sites of exclusion plant species.
Incident investigation and response Undertake initial investigations for all reports within five working days. Develop and implement response plans within 20 working days.

3.2 Eradication programme

Moth plant (*Araujia hortorum*), Senegal tea (*Gymnocoronis spilanthoides*), Spartina (*Sporobolus anglicus, S. alterniflorus*), Velvetleaf (*Abutilon theophrasti*), Woolly nightshade (*Solanum mauritianum*).

Aim: Destroy all known infestations of eradication plant species in the Wellington Region.

Performance Measures
Identify new sites Identify new sites of eradication plant species.
Incident investigation and response Respond to reports from the public on eradication plant species within five working days and complete actions within 20 working days.
Best practice management Conduct routine control visits to all management sites in accordance with scheduled best practices.

3.3 Progressive Containment programme

Purple loosestrife (*Lythrum salicaria*), Wilding conifers: European larch (*Larix decidua*), Douglas fir (*Pseudotsuga menziesii*) and pine species (*Pinus spp*.).

Aim: Progressively contain and reduce the geographic distribution of progressive containment plant species in the Wellington Region.

Performance Measure
Incident investigation and response Undertake initial investigations for all reported sightings or discoveries of • Purple loosestrife (in wetlands or waterbodies identified as natural and/or outstanding waterbodies and wetlands in the Natural Resources Plan for the Wellington Region), and • Wilding conifers (in Pakuratahi Forest KNE where the alpine and sub-alpine ecosystems are at risk) within five working days and document decisions within 20 working days.
Best practice management Conduct routine control visits to all management sites in accordance with scheduled best practices.

3.4 Sustained Control programme

Blue passionflower (*Passiflora caerulea*), Boneseed (*Chrysanthemoides monilifera*), Climbing spindleberry (*Celastrus orbiculatus*), Eelgrass (*Vallisneria spiralis, V. gigantea*).

Aim: Control sustained control plant species to reduce their spread and minimise adverse effects.

Performance Measures
Incident investigation and response Undertake initial investigations for all reported sightings or discoveries of sustained control plant species within 10 working days and document decisions within 20 working days.
Best practice management Conduct routine control visits to all management sites in accordance with scheduled best practices.

3.5 Site led programme

Banana passionfruit (*Passiflora mixta*, *P. mollissima*, *P. tripartita*), Cathedral bells (*Cobaea scandens*), Old man's beard (*Clematis vitalba*)

Aim: Control and reduce the geographic distribution and/or extent of these species within the Hutt City Council Territorial Authority boundary (programme delivered by the Hutt City Council).

Performance Measure
Incident investigation and response Provide compliance enforcement assistance to the Hutt City Council within 10 working days of receiving a request from Hutt City Council.

3.6 National Pest Plant Accord

Aim: Prevent the sale, distribution and propagation of a set list of plants within the Wellington Region.

Performance Measures
Incident investigation and response Undertake initial investigations for all reports of pest plants on the National Pest Plant Accord list within five working days.
Events Monitor platforms and events that sell plants and visit retail outlets.

3.7 National Interest Pest Response programme

Aim: Eradicate National Interest Pest Response (NIPR) plants from the Wellington Region, as directed by the Ministry of Primary Industries.

Performance Measure
Identify new sites Identify new incursion sites of National Interest Pest Response plants.
Incident investigation and response Respond to reports from the public on National Interest Pest Response plants within five working days and complete actions within 20 working days.
Best practice management Visit all Manchurian wild rice management sites and undertake control on scheduled best practise rotation.

Attend nation-wide Manchurian wild rice Best Practice workshop for stakeholders.

3.8 Biocontrol programme

Aim: Undertake Biocontrol for prioritised target weeds in the Wellington Region.

Performance Measures
Release and transfers of biocontrol agents Release biocontrol agents (directly from Manaaki Whenua Landcare Research) or transfer from other translocation sites.
Progress towards establishment Monitor agents until it is determined that a given agent has successfully established and is self-spreading or has failed to establish.

Image 1. Successful establishment of Tradescantia yellow leaf spot fungus

3.9 Check, Clean, Dry programme

Aim: Keep waterways in the Wellington Region free of invasive freshwater pests.

Performance Measures
Promote CCD message Attend outdoor/freshwater events. Regularly produce social media posts during summer. Distribute CCD resources to relevant retailers and event organisers in the region.

Waterside CCD signs maintained

Review and maintain 76 waterside signs at least once over the season.

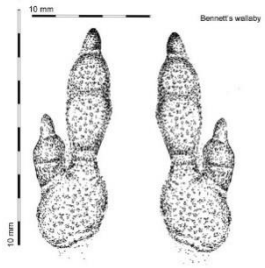
4. Kīrearea/Pest Animals

4.1 Exclusion programme

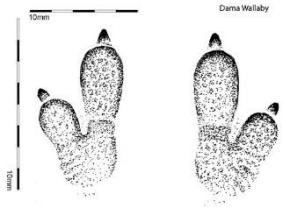
Wallaby (*Macropus rufogriseus*, *Macropus eugenii*).

Aim: Prevent the establishment of wallabies in the Wellington Region.

Performance Measures
Identify new sites Identify new wallaby incursion sites.
Incident investigation and response Undertake initial investigations for all reports within five working days. Develop and implement response plans within 20 working days. Continue to work with the Ministry for Primary Industries and provide surveillance activities for any new sightings in the region.
Wallaby surveillance sites Report on sites of interest/recent investigations.



Bennett's Wallaby footprints (credit: S. Frimmel, Pest Detective)



Dama Wallaby footprints (credit: S. Frimmel, Pest Detective)

4.2 Eradication programme

Rook (*Corvus frugilegus*)

Aim: Eradicate all rooks from the Wellington Region.

Performance Measures
Identify new sites Survey historic rookeries and any new reported rookeries.
Best practice management

Undertake control (by aerial nest treatment or ground control) of rooks at all known sites.

4.3 Sustained Control programme

Feral rabbit (*Oryctolagus cuniculus*), Wasps (common wasp – *Vespula vulgaris*, German wasp – *V. germanica*, Australian paper wasp – *Polistes humilis*, Asian paper wasp – *P. chinensis*).

Aim: Sustained control of feral rabbits to minimise adverse effects to the environment and maintain populations below Level 5 McLeans Scale (See Appendix 1).

Performance Measure
Public enquiries Respond to public enquiries about feral rabbits within 10 working days.
Cost-recovery management Undertake appropriate control at sites, as resources allow.
Monitoring Carry out regional trend monitoring using Modified McLean Scale, Kilometre night counts and fly testing for Rabbit Haemorrhagic Disease presence.

Aim: Sustained control of wasps to minimise adverse effects to the environment and protect human health.

Performance Measures
Public enquiries Respond to public enquiries about wasps within 10 working days.
Management Ensure appropriate wasp control is undertaken at sites to protect human health.

5. Kaupapa - whakahaere ā-pae/Site led programmes

5.1 Predator Free Wellington

Mustelids (ferrets – *Mustela furo*, stoats – *M. erminea*, weasels – *M. nivalis*), Possum (*Trichosurus vulpecula*), Rats (*Rattus norvegicus*, *R. rattus*).

Aim: Eliminate and maintain elimination of mustelids, possums and rats from land contained within the boundaries of the Predator Free Wellington initiative (Phase one - Miramar Peninsula, Phase two – Island Bay to CBD).

Performance Measures
Community engagement Gain permission from landowners/occupiers to work on private land. Enable and train community to continue predator control work in Phase two and maintain the successes in Phase one – Miramar Peninsula. Maintain and advocate for community support for the project.
Progress towards eradication Maintaining a biosecurity status by eliminating all incursions of target species (rats, mustelids and possums) on land within the boundaries of Phase one (Miramar Peninsula). Ongoing elimination of target species in Phase two (Island Bay to CBD).

5.2 Regional Predator Control Programme

Mustelids (ferrets – *Mustela furo*, stoats – *M. erminea*, weasels – *M. nivalis*), Possum (*Trichosurus vulpecula*), Pest cat (*Felis catus*).

Aim: Control possums and other predators that are a serious threat to our native biodiversity and economy.

Performance Measure
Possum Control Complete planned control at all management sites.
Predator Control Complete planned control at all management sites.
Possum Monitoring Monitor possum populations at selected sites.

5.3 Biosecurity Services programme

European hedgehog (*Erinaceus europaeus occidentalis*), Feral deer – fallow, red and sika (*Dama*, *Cervus elaphus*, *C. nippon*), Feral rabbit (*Oryctolagus cuniculus*), Mustelids (ferrets – *Mustela furo*, stoats – *M. erminea*, weasels – *M. nivalis*), Pest cat (*Felis catus*), Possum (*Trichosurus vulpecula*), Rats (*Rattus norvegicus*, *R. rattus*).

Aim: Provide biosecurity delivery services across the Wellington Region.

Performance Measures
Small mammal management Complete cost recovery bait station and trapping operations at agreed Territorial Authority and other sites.
Small mammal management Complete predator trapping operations in the Pūkaha/Mount Bruce buffer and Wairarapa Moana area.
Feral rabbit management Complete cost recovery feral rabbit control baiting and night shooting control at all agreed Territorial Authority sites, Pūkaha /Mt Bruce and Recloaking Papatūānuku sites.
Ungulate management Complete planned cost recovery control at all deer, goat and pig management sites as agreed with relevant Territorial Authorities and other sites. Implementation of the Wainuiomata/Orongorongo zero ungulate project operational plan.
Magpie enquiries Respond to owners/occupiers wanting to undertake magpie control with 15 days of receiving a request for information and/or assistance.
Magpie control Undertake control of magpies within 10 working days where there is a threat of injury to people.

5.4 Key Native Ecosystem programme

European hedgehog (*Erinaceus europaeus occidentalis*), Feral deer – fallow, red and sika (*Dama*, *Cervus elaphus*, *C. nippon*), Mustelids (ferrets – *Mustela furo*, stoats – *M. erminea*, weasels – *M. nivalis*), Pest cat (*Felis catus*), Possum (*Trichosurus vulpecula*), Rats (*Rattus norvegicus*, *R. rattus*).

Aim: Protect and restore representative examples of original indigenous ecosystem types of high value in the Wellington Region as per KNE plans. Pest control component as follows.

Performance Measures: Pest Animals
Small mammal management Complete bait station and trapping operations at KNE sites and other special KNE projects.
Small mammal monitoring Undertake small mammal monitoring at selected sites.
Possum management (aerial) Complete the Wainuiomata/Orongorongo aerial 1080 operation. Undertake possum population monitoring as required for aerial operational areas. Plan for a winter 2026 Akatarawa Forest aerial 1080 operation.
Ungulate management Complete planned control at all deer, goat and pig KNE management sites.
Performance Measures: Pest Plants
Ground based weed control Complete ground-based weed control at 55 KNE sites.
Aerial based weed control Complete aerial-based weed control at up to four KNE sites.

6. He Tohutohu, He Mātauranga, He Whakaaanga/Advice, Education and Engagement

Aim: Provide advice, attend events and undertake publicity campaigns to increase public awareness of pests and harmful organisms

Performance Measure
Response to public enquiries Provide information to landowners about their responsibilities for pest control. Provide information and advice to the public regarding pest identification, impacts and control, through website information, social media, events and site inspections. Provide advice and support to community groups undertaking pest control. Provide up to date information on all RPMP pest species on our website.

7. Tahua/Budget for 2025/26

Table 2: 2025/26 budget for implementing this Plan.

Species or Site led	Programme	Pest Animals or Pest Plants	Budget
Species led	RPMP	Pest Animals	$3,278,858
		Pest Plants	$2,340,066
	National	Pest Plants	$38,000*
Site led	PFW	Pest Animals	$3,489,465*
	RPCP	Pest Animals	$2,004,914
	Biosecurity services	Pest Animals	$280,634
	KNE	Combined	$1,813,789

*external revenue for this work included in budget

Ngā Āpitihanga/Appendices

Appendix 1: Modified McLean Scale

Scale	Rabbit Infestation
1	No sign found. No rabbits seen.
2	Very infrequent sign present. Unlikely to see rabbits.
3	Pellet heaps spaced 10m or more apart on average. Odd rabbits seen; sign and some pellet heaps showing up.
4	Pellet heaps spaced 5-10m apart on average. Pockets of rabbits; sign and fresh burrows very noticeable.
5	Pellet heaps spaced 5m or less apart on average. Infestation spreading out from heavy pockets.
6	Sign very frequent, with pellet heaps often less than 5m apart over the whole area. Rabbits may be seen over the whole area.
7	Sign very frequent, with two or three pellet heaps often less than 5m apart over the whole area. Rabbits may be seen in large numbers over the whole area.
8	Sign very frequent, with three or more pellet heaps less than 5 metres apart over the whole area. Rabbits likely to be seen in large numbers over the whole area.

For more information, please contact Greater Wellington:

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PO Box 11646
Wellington 6142

Upper Hutt office
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Upper Hutt 5018

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August 2025

Council
21 August 2025
Report 25.382

For Decision

LIVING WAGE ACCREDITATION: APPROVAL FOR APPLICATION AND MILESTONE PLAN

Te take mō te pūrongo
Purpose

1. To provide Council with:
   a the result of the investigation into the financial or other implications of becoming an accredited Living Wage Employer with Living Wage Aotearoa; and
   b an update on the proposed milestone plan for payment of the Living Wage across Greater Wellington contracts.
2. Based on that information, to seek confirmation from Council that it still wishes to apply for accreditation as a Living Wage Employer from Living Wage Aotearoa.

He tūtohu
Recommendations

That Council:

1 **Notes** the investigations detailed in the previous report (Living Wage Accreditation Update – Report 24.348) determined that suppliers, other than in public transport, engaged by Greater Wellington on contracts for services and falling within accreditation requirements are already paying Living Wage and as a consequence, Greater Wellington will not incur additional cost to initially 'uplift' payments to accommodate for payment of the Living Wage.

2 **Notes** that Living Wage payments associated with rail operator sub-contracts will not be factored into the rail operator contracts until 2031 and, therefore, the financial impact will be from 2031 onwards and will be higher due to the increase in Living Wage over time.

3 **Notes** the milestone plan aligns with contract retendering dates to enable the costs to be accommodated in the 2027/28 Long Term Plan funding requests and proposes that Greater Wellington will be paying Living Wage in all contracts by 2031.

4 **Agrees** to apply for accreditation with Living Wage Aotearoa to become an accredited Living Wage Employer.

5 **Notes** that should Greater Wellington not meet its agreed milestones and continue to pay the Living Wage, it will lose accreditation status resulting in reputational impact.

Te tāhū kōrero
Background

3. In August 2023 Council agreed to pursue Living Wage Accreditation in a staged approach. Officers were required to notify Council of any financial or other implications that may require reconsideration of that decision during implementation.
4. Working with Living Wage Aotearoa, officers determined which of Greater Wellington's contracts fell within agreed definitions of a 'continuing service' to Greater Wellington and to what level it would be expected to trace down the supply chain for 'indirect employees'. Between March and September 2024 all impacted contracts were identified. All costs to uplift were calculated except for our rail operator which required further investigation. A mid-point report was presented to Council on 26 September 2024 (Living Wage Accreditation Update - Report 24.348) with an agreement to continue with the investigation process and to return to Council when the cost implications for the rail operator contract was confirmed.
5. Further investigations into the rail operator contracts determined that while direct employees of the rail operator were being paid Living Wage, indirect employees under two key sub-contracts were not. As the cost to immediately provide uplift funding to enable Living Wage payments to indirect employees was considered to be prohibitive in the currently constrained environment, officers undertook to identify an alternative milestone approach to accreditation with Living Wage Aotearoa.
6. This report details the final outcomes of the investigation for 'indirect employees', and the final milestone plan to uplift contracts over time, which will be built into the Accreditation License.

Te tātaritanga
Analysis

Milestone Plan

7. Officers have worked with Living Wage Aotearoa to develop and agree to a milestone plan (**Attachment 1** – Milestone Plan) for uplifting and requiring Living Wage in existing contracts. This means that Greater Wellington can be accredited in September 2025 and for as long as reasonable efforts are made to meet the milestones, or, Greater Wellington withdraws from the programme.
8. As agreed with Living Wage Aotearoa, Greater Wellington would be paying Living Wage to all relevant employees and subcontracted employees from 2031, when the last contract that requires uplift is retendered.

Impact on Public Transport Contracts

9. In line with the decision-making requirement on Council to make decisions that are fiscally prudent, the approach to achieving payment of Living Wage in Public Transport contracts pragmatically focuses on:

    a Building Living Wage requirements into new contracts only (no variations).

    b Securing funding for Living Wage costs alongside wider programme funding through the upcoming Long Term Plan process.

    c Contract clauses can be framed to require Living Wage as long as Greater Wellington is accredited, in the event accreditation needs to end.

10. Greater Wellington's rail operator, Transdev, already pays all direct employees at least the Living Wage as noted in the previous Council Report (Living Wage Accreditation Update - Report 24.348). The milestone to complete the uplift to accommodate payment of Living Wage in relation to the key sub-contracts is set for 2031, when the current rail operator contract ends. It is intended that the future rail operator contract will have Living Wage requirements built in.

11. Incorporating Living Wage rates across all roles may create pay equity uplifts in other core roles to maintain relativity. At this stage the impact of any relativity adjustments is unknown. In practice, costs are likely to increase between now and 2031 and cost increase may include Living Wage (refer to paragraph 17 onwards for analysis of the forecasted costs).

Impact on other contracts

12. As noted in Living Wage Accreditation Updated - Report 24.348:

    a One supplier on both the Biosecurity Services and the Restoration Services Panel has agreed to begin paying Living Wage from 1 September 2025

    b The Waste Management contract will require Living Wage when retendering in 2028. This is a small contract that does use Living Wage as a benchmark.

    c Contracts that have been retendered or newly established in the past 12 months have continued to require Living Wage when they meet the criteria.

    d Greater Wellington owned supplier panels have had their terms updated to reflect the Living Wage requirement.

    e No other impacts in relation to non-public transport contracts have been identified.

Nga kōwhiringa
Options

13. Working with Living Wage Aotearoa, officers have developed two reasonably practicable options for consideration by Council. In addition to assessment against cost implications, significance and the initiatives' ability to benefit Māori, officers have also assessed these two options against the following criteria.

	Option 1: **Continue and become accredited (recommended)**	**Option 2: Do not become accredited**
Council Strategic Direction	The milestone plan enables positive outcomes in line with Council strategic direction.	Not in line with stated direction.
Costs	Minimum uplift in cost of $680,000 in 2031 which equates to a 0.2% rate increase or if supported by NZTA FAR, 0.1% There are a number of financial risks associated with making this decision that cannot be fully calculated as detailed at paragraph 17 below. If accreditation and maintaining and Living Wage rates become unaffordable, the accreditation can be ended.	Cost avoidance if Council chooses to not seek accreditation and not otherwise pursue Living Wage. Potential ability to spread cost if Council wishes to pursue Living Wage implementation over a longer period of time (and not meet 2031 deadline). However, regardless of Council's approach, the market for services falling within the ambit of the accreditation programme are trending towards improvement of pay conditions generally. This may inevitably progress towards payment of Living Wage and higher costs may be incurred in the future regardless of accreditation.
Benefits and community outcomes	Greater Wellington becomes the first Public Transport Authority to be accredited. More people in the Wellington Region are paid a Living Wage given the general (but not total) localisation of service delivery to the Wellington Region.	No immediate additional benefits. If costs to uplift the rail contract are delayed until the next most practicable point in time the benefits would be achieved over a longer period of time or through market movements.
Reputational	Potential reputational impacts possible if accreditation is gained and then withdrawn or lost in the future due to affordability. Potential reputational impacts if Living Wage is considered to	Equal reputational risk of not seeking accreditation and withdrawing from Living Wage initiatives or delaying implementation.

	be an extravagance in current cost constrained environment.	

14. The recommended approach provides Council with an avenue to obtaining accreditation balanced with pragmatic cost management considerations and the ability to exit the programme should the affordability of the initiative become an issue.

15. A further option of delaying application for accreditation has been reviewed. This would mean waiting to apply for accreditation until after budgets are secured for the contracts requiring uplift. However, this will limit the ability to budget effectively for Living Wage and therefore accreditation is not achievable over time.

Ngā hua ahumoni
Financial implications

16. Living Wage Accreditation has a current membership fee of $1,500 paid at the time of application and then on an annual basis for as long as Accreditation criteria are met. The fee is based on number of staff and type of organisation.

17. The current Living Wage Rate is $27.80 an hour until 31 August 2025. The Living Wage Rate from 1 September 2025 is $28.95 an hour. Calculations in this report use the $28.95 figure as we are unable to accurately predict future Living Wage rates up to 2031, being that year within which the last public transport operator contracts will go to market. Therefore, a significant increase in the Living Wage rate and/or unknown changes to contract conditions as a result of negotiation remain as potential risks that cannot be fully addressed in this report.

18. Noting the assumptions and risks at paragraph 17, an estimated uplift costs for the rail operator contract is provided below.

Contract	**Initial uplift to meet Living Wage (then required annually)**	**Date of Initial Uplift**
Rail Operator Contract	$680,000	2031

19. The rail operator contract is co-funded by the New Zealand Transport Authority Waka Kotahi through the Financial Assistance Rate (FAR). Factoring in wage inflation from the FY25-26 Living Wage, an uplift in 2031 would equate to an estimated 0.2% rates increase. With the FAR this would be 0.1%. At this stage we cannot predict the position of NZTA on Living Wage being covered by the FAR in 2031 or the Living Wage Rate in 2031.

20. The affordability of maintaining accreditation can be reviewed through the 2027/28 Long Term Planning and adoption process and following that, annual planning. If officers consider that affordability constraints have or may become relevant, this could be raised with Council through that processes, public consultation could be undertaken within that process to inform a decision.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

21. Living Wage will have positive effects on all who work in traditionally low wage roles. Evidence shows these roles have a high proportion of Māori and Pasifika people.

22. Māori businesses that are in Greater Wellington's supply chain and considered to be 'in scope' for the requirement to pay Living Wage in order to work with Greater Wellington were engaged with to understand any potential impacts to their business. No known negative impacts have been found.

23. Mana whenua partnership funding is not affected by the Living Wage requirement as it is structured as a funding agreement. Te Rūnanga O Toa Rangatira is already Living Wage Accredited.

24. No further implications for Māori were found from previous report.

Ngā tikanga whakatau
Decision-making process

25. The matters requiring decision in this report have been considered by officers against the requirements of Part 6 of the Local Government Act 2002 (the Act).

Te hiranga
Significance

26. Officers have considered the significance of the recommendation, taking into account the Council's *significance and engagement policy* and *decision-making guidelines*. Officers consider that the matters to be considered have medium significance due to the importance of supporting the economic wellbeing of the region.

27. Officers have taken into account the principles set out in section 14 of the Act and the need to manage the Council's resources in a fiscally prudent manner. In particular, the ability to choose to let accreditation lapse in the event that a future Council determined that the cost impact could not be managed prudently and the ability to incorporate further cost decisions into the Long Term Plan/Annual Plan processes was a key consideration in determining significance. The recommended approach takes this into account.

Te whakatūtakitaki
Engagement

28. Engagement has been undertaken with all impacted suppliers who are currently providing contracted services to Greater Wellington.

Ngā tūāoma e whai ake nei
Next steps

29. If decision is in favour:

a Officers will apply for accreditation

b The decision will be communicated with key programme owners impacted by the decision

c Officers will begin planning for Living Wage in Long Term Planning.

d A media release will be planned to celebrate becoming Living Wage Accredited.

30. If decision is against:

a The programme will be reduced and requirements will be removed from the procurement process for new contracts post decision.

Ngā āpitihanga
Attachments

Number	Title
1	Milestone Plan

Ngā kaiwaitohu
Signatories

Writers	Kareena Harris – Senior Procurement Advisor – Social Procurement/Living Wage
Approvers	Julie Knauf – Kairwhakahaere Matua, Ratonga Rangapū | Group Manager Corporate Services

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference Officers confirm that the work programme described in this report fit within Council's legislative local community wellbeing role under the Local Government Act 2002
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies The information in this report will impact the Long Term Plan in a financial capacity due to the forecasted increase in rates from 2031 onwards.
Internal consultation Extensive internal consultation has been undertaken with affected departments within Greater Wellington to develop this report.
Risks and impacts - legal / health and safety etc. There is financial risk in not knowing the future increases to Living Wage for the whole milestone plan, however, this is tempered by Living Wage Accreditation being voluntary. Accreditation is an annual subscription and if it becomes unaffordable, there is an option to withdraw and end Accreditation at the end of the current 12 month period.

Milestone Plan to pay Living Wage in all relevant contracts as part of Accreditation License

Contract services	Business Area	Contract End Date	Planned milestones	Estimated annual cost to uplift if uplifted in FY25-26
Biosecurity Panel Master Services Agreement (MSA)	Delivery - Environment Group	2026 with right of renewal until 2028	**Supplier to meet criteria from 1 Sep 2025**	**N/A**
Restoration Services Panel MSA	Delivery - Environment Group	2033	**Supplier to meet criteria from 1 Sep 2025**	**N/A**
Waste Management Services	Corporate Services	2028	**Meet criteria at retendering 2028**	**Minimal**
Rail Operation	Rail - Metlink	2031	**Meet criteria at retendering in 2031**	**$680,000**
Bus and depot operation	Bus - Metlink	TBD	**Meet criteria at retendering as part of Future Bus programme starting from 2028**	Uplift for FY24-25 was $22,000, but uplift was postponed to focus on new contracts therefore uplift is dependent on new contract structure and successful suppliers

Contracts not listed here are either: Living Wage already; Living Wage has been budgeted for as a new contract; or Living Wage is not required.

Council
21 August 2025
Report 25.395

For Decision

COUNCIL'S RESPONSE TO PORIRUA CITIZENS ASSEMBLY RECOMMENDATIONS

Te take mō te pūrongo
Purpose

1. For Council to note and provide a response to the recommendations made by the Porirua Citizens Assembly on Climate in May 2025.

He tūtohu
Recommendations

That Council:

1 **Acknowledges** its support of the six recommendations of the Porirua Citizens Assembly on Climate.

2 **Notes** the activities Greater Wellington is already undertaking which align to the assembly recommendations (Attachment 1).

3 **Recommends** that the key opportunities/programmes identified in paragraph 26 of this report should be considered by the incoming Council in the process of preparing the 2027-37 Long Term Plan.

4 **Agrees** that a letter is prepared which provides a formal response from the Chair and Chief Executive, on behalf of Greater Wellington, to Helmut Modlik, on behalf of the Porirua Citizens Assembly, reflecting the decisions Council agrees to based on this report.

Te tāhū kōrero
Background

2. On 22 October 2024, Greater Wellington received a letter from Helmut Modlik, Tumu Whakarae of Te Rūnanga o Toa Rangatira (Ngāti Toa), advising that Ngāti Toa, Te Reo o Ngā Tangata (The People Speak), and Porirua community leaders were planning a Te Tiriti Porirua Citizens Assembly on Climate (The Assembly) in early 2025.

3. Greater Wellington was invited to support this kaupapa and consider how we would address any recommendations that come from this Assembly.

4. The same letter was also sent to Porirua City Council (PCC) and the Ministry for the Environment.

5. A response letter was sent from the Council Chair and Chief Executive to Helmut Modlik on 3 December 2024, proposing that Greater Wellington would support the Assembly as follows:

    a Provide appropriate staff support at the Assembly sessions between mid-February and mid-March 2025. This will include staff from our Climate Change, Mātauranga Taiao and Rōpū Taiao teams.

    b Receive the recommendations that come from the Assembly and discuss them with Councillors within three months of receiving them.

    c Prepare a Council report for a meeting within one month of the Council workshop, to confirm which recommendations will be adopted by Greater Wellington and which will be amended or not adopted, with rationale for each decision noted. This responds to the request that our response process and results will be made public.

    d Write back to the Assembly outlining Greater Wellington's response to the recommendations within one week after the Council meeting.

The Porirua Citizens Assembly on Climate Process

6. A Citizens Assembly is a time-bound, subject-specific focussed form of deliberative democracy. It brings a representative group of people together for a fixed period of time to discuss and debate a topic and arrive at a set of recommendations to present back to community leaders and government.

7. The Porirua Citizens Assembly on Climate was a Te Tiriti participatory democracy approach to a traditional Citizens Assembly. This Assembly was developed by Ngāti Toa and The People Speak over the course of two years and was run between February and May 2025. It was concluded in mid-June 2025 when the final recommendations were formally presented to the Porirua Leaders Forum.

8. The problem statement that this Assembly was set up to address was "learning to live with Porirua's changing world together: how do we connect and respond as our climate changes?".

9. The Assembly ran across four Saturdays in February and March (15 and 22 February, and 15 and 29 March 2025), with a subsequent session in late May 2025 to refine their recommendations. There was also an online Experts Q&A session on 11 March 2025 to support Assembly participants to further understand the topics they were covering in the Assembly process.

10. The process was led by Ngāti Toa and consisted of two separate Assemblies: The Community Assembly, made up of 50 representatives from across the broader communities of Porirua; and the Mana Whenua Assembly, made up of Ngāti Toa Rangatira uri. On the final day (29 March) the two assemblies came back together to develop the recommendations that would then be handed over to Porirua Community Leaders, as well as PCC and Greater Wellington.

11. Further to the Community and Mana Whenua Assemblies, there was a rangatahi Rōpū that met prior to the main assembly process and led the second session (22 February 2025) of the Assembly process. This group have subsequently established themselves as 'Future Unity' a Porirua-based rangatahi rōpū.

12. At the first Assembly session (15 February 2025), Ngāti Toa acknowledged the two-three years of preparation for this Assembly and the support of volunteers such as Te Reo o Ngā Tangata, as well as Porirua City Council and Greater Wellington, and Enviroschools.

13. Greater Wellington staff supported the process throughout, with several presentations to The Assembly across their first two sessions, and the online Experts Q&A session.

14. A report was provided to the Climate Committee on 27 March 2025 (Report 25.126) which informed Councillors of the process to date and what the anticipated next steps were. It outlined what happened across the first three assembly sessions.

15. The final recommendations were presented by the Assembly to the Porirua Leaders Forum (which the Council Chair attended on behalf of Greater Wellington) on 14 June 2025 and were published to the Assembly's webpage within Ngāti Toa's website[1].

16. Officers have considered the Assembly recommendations and also connected with officers at Porirua City Council to align our approaches to responding to the recommendations.

17. The Assembly's final recommendations, and how Greater Wellington could respond to them, was discussed with Councillors at their workshop on 5 August 2025.

Te tātaritanga
Analysis

The Assembly Recommendations

18. The Porirua Citizens Assembly on Climate presented six overarching recommendations, each with a set of sub-recommendation actions:

    a RANGATAHI (Youth): Intentionally include, enable and empower our rangatahi to set their own kaupapa and participate meaningfully and equitably in design, decision-making and implementation.

    b WEAVING PORIRUA TOGETHER (Resilient People Network): To sustain and support the momentum for courageous, bold and collaborative action by establishing a sustainable network that connects, strengthens, and leverages existing Community-led rōpū (e.g. Porirua Community Leaders Forum).

    c TE TAIAO (Our Environment): Protect and restore the mauri of our whenua, taonga and our wai, including our waterways, flora and fauna, local food systems, native forests, harbour and shorelines.

    d HOW WE ROLL (Approach and Implementation): Develop an evidence-based, community-informed, Iwi-led action plan, ensuring present and intergenerational commitment from everyone with skin in the game in Porirua.

[1] https://www.ngatitoa.iwi.nz/s/Porirua-Assembly-Recommendations-compressed.pdf

e KNOW MORE DO MORE (Action Through Education and Awareness): Guarantee equitable access to environmental education and lifelong learning that enables people to connect with te taiao and act.

f HOW STUFF WORKS (Resilient Infrastructure): Invest in water, waste, energy, health and transport systems infrastructure that reflect the needs of our people and place – driven by indigenous and local innovation and solutions. The Assembly recommendations are very broad, and cross cutting.

19. There are sub-recommendations/actions associated to each of the six recommendations which range from even broader considerations or very specific actions. There is no prioritisation of the Assembly recommendations or specific accountabilities assigned to any particular parties.

20. The document that captures the final Assembly recommendations[2] acknowledges that the Assembly agreed that all six recommendations are essential and interdependent; and that Porirua's response must be rangatahi-centric, equitable, holistic, and iwi-led.

21. The Assembly also developed a call to action for the three groups that they identified as having a role to play in tackling the problem statement (see paragraph 8 above) and responding to the recommendations – the Porirua Community, Mana Whenua, and Government.

22. The call to action for 'Government' is described as follows: Elected representatives and officials must step up to future-proof Porirua. We call on local, regional and central government to centre rangatahi and prioritise bold, community-informed, iwi-led action in water, transport, waste, education, health, and energy. It's time to invest in what matters—our people, our environment, and our future.

Greater Wellington's Response to the Assembly Recommendations

23. Officers have identified work already underway that align to the six assembly recommendations. These were discussed with Councillors at the Council workshop on 5 August 2025 and are outlined in **Attachment 1**.

24. There are several programmes which touch on some or all of the assembly recommendations, for example: the ongoing programme of work undertaken by Enviroschools; our role supporting the Porirua Harbour Accord (through programme collaboration and implementation with partners); provisions within the Regional Policy Statement and the Natural Resources Plan; involvement in Mauri Tūhono; supporting the Wellington Regional Leadership Committee's Regional Adaptation Project; delivering on our own Regional Climate Emergency Action Plan; implementing the Regional Public Transport Plan, Metlink's Accessibility Action Plan, and Asset Control Strategy; to name a few.

25. Officers noted that in responding to the Assembly recommendations, this is also an opportunity for Greater Wellington to improve our communication with the Porirua community on the work we already do in Porirua, in particular the things we

[2] https://www.ngatitoa.iwi.nz/s/Porirua-Assembly-Recommendations-compressed.pdf

do in partnership with Ngāti Toa and/or Porirua City Council and community groups.

26. Officers have also identified several key opportunities/programmes which could be further considered for support by the new Council through the 2027-37 Long Term Plan process. These would further align with the Assembly recommendations or strengthen and focus activities already underway:

    a **Supporting the delivery of the Porirua Harbour Accord Action Plan** – as a coordinated response in collaboration with Accord partners, other stakeholders and the community

    b **Progressing Greater Wellington's Energy Transformation Initiative** – working with our mana whenua partners to explore opportunities for renewable energy such as solar farms that would have co-benefits for Greater Wellington's energy requirements as well as for mana whenua.

    c **Building our engagement practices to improve youth engagement** – working with rangatahi to identify opportunities to improve youth engagement with Greater Wellington and making this a consistent part of our engagement process.

    d **Supporting the Wellington Regional Leadership Committee's Regional Adaptation Project** – to ensure that the project's outputs (including a regional adaptation framework and toolkit) effectively support community resilience and adaptation planning and are embedded and sustainable across the region.

Citizens Assemblies as a means of deliberative democracy

27. The Porirua Citizens Assembly on Climate is an example of deliberative democracy, and with a Te Tiriti approach applied to it (a first for Aotearoa). The Assembly convenors were documenting the whole process as they went, capturing lessons learned, and will be preparing a toolkit to share with others about the running of a process like this as well as reflecting on the things they would do differently the next time they run one. The tools in the toolkit will include establishing a community of practise, hosting online webinars, and producing a 30-minute documentary, to guide others in running similar processes.

28. When mana whenua and our communities lead initiatives such as the Porirua Citizens Assembly, they contribute more than insights, recommendations and actions. They provide Greater Wellington the opportunity to re-examine how we make decisions, strengthen our democratic processes, and value-based outcomes for te taiao and amplify diverse voices.

29. This model of deliberative democracy is something that could be explored further by Greater Wellington in terms of how we could support other mana whenua partners and communities to run similar sessions across our region in the future which would provide a different way of understanding local priorities and feeding these into our planning processes.

30. Citizens Assemblies could be a useful tool to support active community participation in engaging on a particular topic. This could be place-based, like the

Porirua Citizens Assembly was, or topic/challenge related and more cross-region focussed. They should be considered as an investment in smarter, fairer, and more future-ready decision-making:

a Strategic tools: Helping define what future-focused investment looks like for the next generation

b Prioritisation forums: Enabling communities and mana whenua to guide councils toward enduring value, rather than short-term savings

c Innovation incubators: Uncovering grassroots solutions that are often more adaptive, cost-effective, and culturally grounded than top-down approaches

31. Greater Wellington could consider setting up and running citizens assemblies on targeted topics, however, citizens assemblies that are initiated and run by mana whenua and citizens, with council support (funding and or resources) rather than being council-led, are a more genuine Citizens Assembly process – as they are about citizens being able to voice their views and priorities on their own terms rather than on council's. Positioning local government as a supporter or enabler rather than a convenor will ensure that citizen voices are clearer.

Other things to note

32. Porirua rangatahi rōpū *Future Unity* are also currently working through what the Assembly recommendations mean to them. They have indicated to officers that they would like to invite the Council to connect with them at a yet to be determined future date to engage directly with them on the Assembly recommendations. Given the timing of Local Government Elections, we expect this will take place in early 2026 with the new Council.

33. Three participants of the Porirua Citizen's Assembly are running as candidates in the Porirua City Council elections 2025.

Ngā hua ahumoni
Financial implications

34. The matters for decision are administrative in nature so do not have any direct financial implications.

35. Any future opportunities proposed for further exploration will be considered through the 2027-37 Long Term Plan process which will include the financial implications.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

36. The Porirua Citizens Assembly on Climate was an opportunity to hear from community leaders on their terms. The insights gathered from this Assembly will help us to better understand the priorities of both Ngāti Toa and the Porirua community in their own words. We understand that this initiative was a first for Aotearoa – bringing together a Tiriti-based process, an internationally proven deliberative democratic process, and in response to the global climate emergency.

We can learn from this model and support all our mana whenua partners if they should choose to adopt this initiative and implement it in their rohe.

37. Ngāti Toa led this Assembly process and have been the key liaison between the Assembly and the Council throughout the process and since the completion of the process.

38. A significant amount of the active programmes Greater Wellington is currently pursuing that support the Assembly recommendations are programmes we are partnering with Ngāti Toa on within the Porirua area.

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

39. The matters for decision are administrative in nature so do not have a direct impact on climate change.

40. The Porirua Citizens Assembly on Climate was considering the problem statement of "Learning to live in Porirua's changing world together – How do we connect and respond as our climate changes?" and the six recommendations which came out of the Assembly process are focussed predominantly on climate resilience and mitigation.

41. Greater Wellington's response to these Assembly recommendations covers climate action we are already undertaking and areas where we could explore further opportunities in this space. Any further matters for decision that arise from progressing these other opportunities will be subject to their own consideration of climate change assessment.

Ngā tikanga whakatau
Decision-making process

42. 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

43. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of the matters for decision, taking into account Council's Significance and Engagement Policy and Greater Wellington's Decision-making Guidelines. Officers recommend that these matters are of low significance, as they are acknowledging and responding to a commitment already made to the Porirua Citizens Assembly on Climate to receive and respond to the recommendations that came out of their Assembly process.

Te whakatūtakitaki
Engagement

44. Engagement was undertaken with the convenor of The Assembly to confirm the approach to Greater Wellington's response to the Assembly recommendations.

45. Officers also connected with colleagues at Porirua City Council to align our approaches to responding to the Assembly recommendations and connect on what work we are both already doing that aligns with the recommendations.

46. Officers have also met with representatives of *Future Unity* to understand their expectations in terms of Council's response to the recommendations (see paragraph 32 above).

47. Given that the matters for decision respond to recommendations that have arisen from a deliberative democracy process, and have been assessed as of low significance, no further engagement is considered necessary.

Ngā tūāoma e whai ake nei
Next steps

48. Prepare a formal response letter to send to Helmut Modlik, acknowledging the Assembly process and their recommendations, and anything else the Council indicates through this paper that they wish to include in the letter. This letter will need to be sent within one week of this meeting date, as per the commitment made in December 2024 (see paragraph 5 above).

49. Ensure that the actions Greater Wellington agrees to take will be captured in our upcoming 2027-37 Long Term Plan processes and monitored through our annual reporting process.

Ngā āpitihanga
Attachments

Number	Title
1	Summary of GW alignment to Porirua Citizens Assembly Recommendations

Ngā kaiwaitohu
Signatories

Writers	Zofia Miliszewska – Kaiwhakahaere Matua | Head of Strategy & Performance Ana Nicholls – Hautū Mātauranga Taiao | Director Matauranga Taiao
Approvers	Monica Fraser – Te Pou Whakarae | General Manager Māori Outcomes Luke Troy – Kaiwhakahaere Matua Rautaki | Group Manager Strategy

He whakarāpopoto i ngā huritaonga
Summary of considerations

Fit with Council's roles or with Committee's terms of reference

As representatives of the communities that make up the Wellington Region, democratic processes include hearing directly from the community on matters of importance to them. The recommendations that have come from the Porirua Citizens Assembly on Climate provide an opportunity for the Council to hear directly from one of its communities on what action they wish to see from the Council to support resilience against the changing climate in their part of the region.

Contribution to Annual Plan / Long Term Plan / Other key strategies and policies

Greater Wellington's four focus areas of its strategic direction, as adopted through the 2024-34 Long Term Plan are:

- Leading action for climate resilience and emissions reduction
- Active mana whenua partnerships and participation for improved outcomes for Māori
- Improved access to services and equity of outcomes through participation with communities
- Holistic approaches to delivery and improved outcomes for te taiao

The matters for decision in this report are relevant to all four of our strategic focus areas – the Assembly recommendations are climate and te taiao focussed, as well as highlighting the importance of mana whenua partnership and participation for successful outcomes for a local community, and provides an opportunity for a community to share their priorities with their Council on their terms in their own words.

Internal consultation

Staff from our Climate Change, Mātauranga Taiao, Rōpū Taiao, and Metlink teams have been involved in the analysis of the Assembly recommendations and capturing of what activities are already being undertaken across Greater Wellington which align (Attachment 1).

Risks and impacts - legal / health and safety etc.

There are no identified risks or impacts related to the matters for decision.

Attachment 1: Summary of GW alignment to Porirua Citizens Assembly Recommendations

Learning to live in Porirua's changing world together - How do we connect and respond as our climate changes?

Recommendation 1: RANGATAHI – Youth

Intentionally include, enable and empower our rangatahi to set their own kaupapa and participate meaningfully and equitably in design, decision-making and implementation.

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Reestablish a Youth Council to give rangatahi (12-24) power and voice within regional decision making: • PCC to fund a Youth Council designed by youth • Good recruitment process in place to make the application to Youth Council fair for all of Porirua • Have two Youth Council seats on PCC that can be filled by any standing member of the Youth Council	Targeting rangatahi through Greater Wellington's engagement processes (e.g. 2024-34 Long Term Plan consultation process – primary schools were engaged with, early engagement for Regional Land Transport Plan 2027 so far includes targeted workshops with intermediate aged students and is planned to include more students and young people under 18 and similar processes for other plans and projects). Enviroschools programme across the region currently works with ECE to secondary schools supporting young people to learn about and taken action for the environment. Community Facilitators who have the connections with schools and are experienced in working with young people have had some involvement with the engagements above, and the Porirua Facilitator has supported the Assembly's Rangatahi Rōpū, which has now evolved to 'Future Unity'. Travel Choice have built a web platform (Kura Kete) to provide a resource for engagement with schools and educators on sustainable transport.
Reinstate and expand tamariki and rangatahi wānanga across a range of ages focused on sustainable practices (e.g. the Mātiti Tamariki wānanga)	
Support the 'Make It 16' youth voting campaign	

Recommendation 2: WEAVING PORIRUA TOGETHER – Resilient People Network

To sustain and support the momentum, for courageous, bold and collaborative action by establishing a sustainable network that connects, strengthens, and leverages existing Community-led rōpū (e.g. Porirua Community Leaders Forum).

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Lead innovation for kai, wai and energy sovereignty across our rohe, e.g. food security through widespread community gardens	Enviroschools connects schools and young people to community spaces and groups by facilitating local learning opportunities such as gardening and composting, through to taking action via restoration planting and involvement in council processes. Kaupapa Investment 2024/25: • Iwi-led Maara Kai ki Takapūwāhia - Kai sovereignty to support building food gardens in homes[1] Co-design and co-delivery of Whaitua (Catchment) planning and implementation – Porirua Harbour Accord Travel Choice – Pedal Ready and school travel programmes (including Movin' March and Kura Kete) support ways for people to travel without needing a car. Wellington Regional Leadership Committee Regional Food System Plan (useful resource). Wellington Regional Emergency Management Office (WREMO) Regional Project: Co-create and deliver tailored Marae Emergency Response Plan. WREMO explored emergency self-sufficiency options out of tsunami zone including water, food, sanitation, shelter, power, and communications at their ARC (Aitua Response Containers) sites. Mauri Tūhono - Kaipupuri ki te ao Whānui framework implementation includes climate actions.
Develop marae resilience support programmes for current and future marae	
Investigate more 'marae' that are fit for purpose (incl. 'pop up' marae) to be used in emergencies and in the face of climate change	
Support marae and communities to lead and innovate in emergency response and preparedness	
Collaborate and lead climate action across our rohe with ngā hapori katoa	
Invest in broader manaaki/support initiatives for the wider community	
Develop focus groups to work on Climate Change initiatives for and with local councils across key stakeholders: • Establish a Porirua Avengers/Fly-in Squad for action, response, etc. - community-led and driven • 'Wakanda' - connectors (indigenous-led, circular, self-sustaining communities)	
Coordinate a peak body that networks and connects new and existing initiatives	
Establish succession planning to ensure we have climate action leaders	

[1] This is external funding administered by Greater Wellington but is actually DIA funding

***Recommendation 3*: TE TAIAO – Our Environment**

Protect and restore the mauri of our whenua, taonga and our wai, including our waterways, flora and fauna, local food systems, native forests, harbour and shorelines. Initiatives should include collaboration between PCC, community groups, environmental organisations, schools, kura and Ngāti Toa, ensuring a kaitiakitanga approach.

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Integrating traditional ecological knowledge and community-led restoration, Porirua will foster a greener, healthier, more fire-resistant future, while strengthening cultural and environmental connections Restore waterways & integrate nature-based solutions Increase resourcing, support and visibility of native afforestation initiatives that focus on restoring indigenous ecosystems, enhancing biodiversity, and improving environmental resilience, e.g. Ngahere Korowai Investigate opportunities to incentivise private landowners to encourage native afforestation, e.g. carbon credits, regenerative planting for all new developments, converting deforested land into native bush	Enviroschools and Travel Choice i.e. hands-on catchment demonstrations and delivery of 'Active Travel Action' project[2] Mauri Tūhono ki te Upoko o te Ika is a collaborative project that has developed a taiao framework for the Wellington region. The Kaipupuri ki te ao Whānui framework implementation supports mana whenua, agencies and community-based initiatives to contribute at every locality, to collectively enhance biodiversity throughout the region, including Porirua, mai uta ki tai, from the mountains to the sea. Existing Delivery programme focused on maintaining and enhancing Key Native Ecosystem sites around Porirua Kaupapa Investment 2024/25 -investing in Kaitiaki monitoring and environment restoration with TRoTR, including: • Whaitua (Catchment) planning and implementation – Porirua Harbour Accord Monitoring and research programme for the Porirua Harbour • Fish passage • Recloaking Papatūānuku • Whitireia – pest plant control and operational planning with TRoTR Spatial planning at Belmont Regional Park with TRoTR Toitū Te Whenua Parks Network Plan Action delivery The Regional Policy Statement (RPS) recognises that the resource management system plays an important role in addressing climate change, and that climate change and the decline of ecosystem health and biodiversity are inseparably intertwined. The primary climate-related objective of the RPS is that the Wellington Region is a low-emission and climate resilient region. The RPS also seeks that nature-based solutions are an integral part of climate change mitigation and climate change adaptation, improving the health, well-being and resilience of people and communities, indigenous biodiversity, and natural and physical resources.[3] The Natural Resources Plan (NRP) for the Wellington Region includes a number of objectives that will aid in the protection and restoration of Te Awarua-o-Porirua. Objectives set will restore the health and function of estuaries and protect sites with significant indigenous biodiversity values, outstanding values and/or sites with significant mana whenua values, of which there are many within Te Awarua-o-Porirua. The NRP also includes a policy framework to achieve these objectives through both regulation (rules) and non-regulation. Plan Change 1 of the NRP (PC1) focuses on freshwater and coastal water quality and ecosystem health and sets objectives to maintain, or where identified, improve water quality and ecosystem health within Te Awarua-o-Porirua.[4] GW Regional Climate Emergency Action Plan: Action # 3: Research nature-based solutions to ensure their use is effective in storing carbon and/or increasing resilience to extreme weather events such as storms, flooding and droughts. Prioritise and implement them where appropriate Funding provisions: • GW Community Environment Fund • GW Environment Group programmes incentivise landowners to retire land, plant and fence off waterways • Currently partnering with PCC riparian programme to offer greater incentives Existing GW restoration programmes • Recloaking Papatūānuku (Regional Parks restoration programme) • Wellington Regional Erosion Control Initiative (WRECI)

[2] This has now become the Kura Kete Online Portal / toolkit for schools
[3] The RPS includes regulatory and non-regulatory methods such as a long-term freshwater vision for Te Awarua-o-Porirua; identifying nature-based solutions for climate change; support and funding for protecting, enhancing, and restoring indigenous ecosystems and nature-based solutions; and preparing a regional forest spatial plan to support an increase in regional forest cover, identifying the most appropriate areas and types of indigenous forest to prioritise.
[4] PC1 identifies regulatory and non-regulatory measures to achieve these objectives with specific focus on wastewater, stormwater, rural land use activities, forestry and earthworks.

Recommendation 4: HOW WE ROLL – Approach & Implementation

Develop an evidence-based, community-informed, Iwi-led action plan, ensuring present and intergenerational commitment from everyone with skin in the game in Porirua.

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Establish a Te Tiriti o Waitangi model of governance for Porirua beyond the Harbour Accord	Wellington Regional Leadership Committee (WRLC) Regional Economic Development Plan 2022-2032. WRLC Regional Adaptation Project. GW Regional Climate Emergency Action Plan. Regional Policy Statement Climate Change Chapter. Greater Wellington's Significance and Engagement Policy – internal working group looking at improving engagement practices across Greater Wellington. (Links with transport related initiatives listed below).
Investigate improving council engagement with the community requires further in-depth investigation e.g. using Citizens Assemblies to understand the community's needs and views, and how to increase voter participation in elections as well as genuine representation: Look at past work to improve engagement with communities; e.g. Village Planning, Te Rā Nui etc	
Create incentives (subsidies, rewards etc) for businesses and citizens to support community connectedness, climate resilience, reduced waste and circular economies: incentivise businesses and citizens to provide internships, local employment opportunities, reliable and accessible transport options, more accessible waste management systems (free or subsidised rubbish bags to reduce illegal dumping alongside increased recycling initiatives) and kai and food security initiatives	
Economic analysis of climate adaptation across our rohe	
Bring in additional, accessible communication approaches to share information about community events, council engagement and initiatives	
Have greater transparency in council candidates' motivations for standing for PCC and better ways to engage with potential council candidates	
Lead the implementation of climate actions with clear strategic alignment to deliver broad outcomes that are mapped out for delivery	
PCC and property developers to include climate planning and environmental assessments (i.e. build for the future/long term - footpaths, cycle ways, planting, drainage, solar power, water storage, keep existing gardens, build up not out).	

Recommendation 5: KNOW MORE DO MORE – Action Through Education and Awareness

Ensuring equitable access to educate ourselves, understand our part to play and to understand, act and connect to te taiao.

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Learn and wānanga with whānau, our own people, and the wider community to raise awareness, build capability and understand our part to play	Enviroschools and Ki Uta Ki Tai. Travel Choice: the Kura Kete Web Portal for schools to access Greater Wellington information that supports travel behaviour change. Amongst other environmental knowledge and insights, Greater Wellington commissions reports which help us understand future climatic changes we are likely to experience in the region. We also undertake a seasonal update for our communities, especially those involved in the primary sector. Greater Wellington commissions a regional emissions inventory for us to understand the sources of our emissions at a district/city and regional level. Wellington Regional Leadership Committee's Regional Climate Adaptation Plan – Geospatial Resilience Information Tool (GRIT) will provide an online portal to access a range of hazard risk information at both regional and property levels. Kaupapa investment 2024/25: • Support for community environment work. Community environment fund advice with community groups in Te Awarua-o-Porirua • Support in assessing applications.
Strengthen resourcing and support for life-long environmental education	
Collaborate and understand lessons learned with other iwi and indigenous communities across the world: set up secondments to other iwi and indigenous communities to share learnings and lessons	
Investigate further alternative pathways, such as internships; career skills; cohesive local curriculum; emphasise indigenous views and practices; integrated civics studies	
Run kura reo focused on taiao and climate change	
Setup monitoring and evaluation of investment and achievement in environmental education to demonstrate progress	

Recommendation 6: HOW STUFF WORKS – Resilient Infrastructure

Ensure water, waste, energy, health and transport infrastructure and its management are equitable and optimal for our people and our place through indigenous and local innovation and solutions. Embed tikanga Māori & equity in planning.

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Water: Fix the wastewater discharge into the harbour and ensure wastewater does not damage the environment: Improve stormwater management; Implement sponge city design	Regional Policy Statement Climate Change Chapter includes a focus on climate responsive development such as managing the effects of stormwater runoff on freshwater ecosystem health. Natural Resources Plan includes provisions which require network utility operators to obtain resource consent for discharges from wastewater and stormwater networks and work towards objectives that seek to improve water quality within Te Awarua-o-Porirua. Harbour Accord Action Plan has a key focus on reducing contaminants and pollutants with Wellington Water Limited (WWL) as partner. Existing programmes like WWL "Know your pipes" targets cross connections. Greater Wellington's 30-year Infrastructure Strategy reflects Greater Wellington's role in enabling a low carbon and climate resilient region. This involves managing $2.2 billion of assets in water supply, and flood resilience.
Water: Invest in energy efficient water capture and processing (investigate water neutrality)	
Water: Invest in water solutions at a hyper-local level, support distributed water supply, e.g. water tanks in homes. Ensure fairness and equity in distributing water tanks, with a focus on the most vulnerable and/or at risk first	
Water: Invest in hyper-local septic tanks to prevent overflows and breakdowns	
Water: Ensure equity so that no one is left behind (e.g. incl. water security in Healthy Home Standards and local resource management, i.e. all Kainga Ora homes to have water tanks, all new builds and new developments to have water tanks	
Water: Investigate further into what is required to make Porirua self-sufficient re. water security, i.e. local reservoirs, scaled up community tanks, house-hold tanks etc	

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Waste: Make the waste management of Porirua easy, accessible, affordable and environmentally friendly: Communicate a clear visual system of waste disposal, particularly for hard-to-dispose-of items (e.g. tyres, batteries); Subsidised or free rubbish bags for low-income communities alongside education and initiatives to encourage waste minimisation (with a vision to phase out single use plastics)	Enviroschools is beginning a contract with PCC to increase the delivery of Waste education in Porirua schools and ECE. The Regional Policy Statement includes waste-related policies including supporting and encouraging efficient use and conservation of resources; and promoting and assisting actions on information about waste management.
Waste: Encourage green waste and composting to keep this away from landfills - integrated into community gardens	
Waste: Follow the 5 R principles: Refuse, Reduce, Reuse, Recycle, and Responsibility	
Waste: Have a vision to phase out single use plastics: More accessible recycling centres in Porirua; Promote corporate responsibility and citizen behaviour in relation to Porirua's changing climate; Manufacturer responsibility for disposal of waste	

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Energy: Develop and expand renewable energy access, resilience and community energy initiatives: increase solar panel and wind turbine installations in homes and community spaces; support shared solar and battery storage systems in neighbourhoods to create hyper-local resilience	Greater Wellington's Energy Transformation Initiative – looking at options for Greater Wellington to secure supplies of renewable electricity from new generation assets (such as solar farms) to meet its current and future electricity needs. The Regional Policy Statement includes a range of energy-related policies including recognising benefits from renewable energy and regionally significant infrastructure; promoting efficient use of water and energy in buildings and infrastructure; recognising benefits from renewable energy; increasing the proportion of energy generated and used from renewable sources; and promoting and enabling … small scale and community scale renewable energy generation.
Energy: Ensure renters benefit: implement policies requiring landlords to provide energy-efficient housing	
Energy: Provide financial support for energy security and resilience: offer grants, subsidies, and incentives	

Sub-recommendation Actions	Active programmes Greater Wellington is pursuing that support the Assembly recommendations
Transport: Encourage the use of public transport with improved 'last-mile' connectivity (e.g. community bike share, portal for carpooling), improved parking at train stations, better local bus connections, and on-demand buses, and investigating what people need	Travel Choice programme. Regional Land Transport Plan. Metlink: • Regional Public Transport Plan • Accessibility Action Plan • Asset Control Strategy • Decarbonisation of the Bus Fleet. Wellington Regional Leadership Committee (WRLC) Future Development Strategy – contains spatial guidance on where growth should happen and what infrastructure would be required to be more efficient and effective. WRLC Regional Climate Emissions Reduction Plan Wellington Transport Emissions Reduction Pathway. The Climate Change chapter of the Regional Policy Statement addresses many of these recommendations including reducing Greenhouse Gas emissions associated with transport demand and infrastructure; ensuring that built environments include integrated transport infrastructure and active transport access; establishing incentives to shift to low and zero-carbon multi-modal transport including public transport and active modes; promoting the decarbonisation of the public transport vehicle fleet through the Regional Land Transport Plan (RLTP); advocating for the use of transport pricing tools; promoting travel choice assessment and local thresholds in district plans; and promoting affordable high quality active mode and public transport services through the RLTP. Regional Climate Emergency Action Plan Action #4 Implement the Wellington Transport Emissions Reduction Pathway, RLTP and Regional Public Transport Plan… to reduce dependence on private vehicles and reduce transport-related emissions. Organisational Climate Emergency Action Plan Action #5 Electrify the entire Public Transport system as rapidly as is feasible, including buses, trains, ferries, and shuttles. Achieve an all-electric bus fleet by 2035.
Transport: Support the transition of mass transport to renewable energy e.g. electric buses	
Transport: Accelerate the transition to using mass transport through better and cheaper public transport that is universally accessible (including disability accessible)	
Transport: Create realistic action plan to reduce carbon emissions	

Council
21 August 2025
Report 25.399

For Decision

LOCAL GOVERNMENT (SYSTEM IMPROVEMENTS) AMENDMENT BILL

Te take mō te pūrongo
Purpose

1. To advise the Council of the changes proposed by the Local Government (System Improvements) Amendment Bill and seek approval of the Council's submission on Bill.

He tūtohu
Recommendation

That Council:

1 **Approves** its submission on the Local Government (System Improvements) Amendment Bill (Attachment 1).

2 **Delegates** to the Council Chair authority to approve minor editorial changes for the purpose of finalising the submission.

Te horopaki
Context

2. On 14 July 2025 the Local Government (System Improvements) Amendment Bill (the Bill) was introduced to the House.
3. The purpose of the Local Government Act 2002 is to provide for democratic and effective local government by stating the purpose of local government, providing the framework and powers for activities local authorities undertake, and promoting accountability to communities.
4. The proposed changes largely revert to the settings that were in place prior to the 2019 amendment Bill (that was when the well-beings were re-introduced), with a few additional changes designed to streamline accountability, transparency and governance practices.
5. The Bill notes that the Government is investigating tools for limiting council expenditure on certain activities, such as the rate peg (maximum percentage amount by which a council may increase its general income for the year) used in New South Wales. We anticipate further proposed legislative amendments related to this to be brought forward by the Government in December 2025.
6. Submissions are due to the Governance and Administration Committee by 27 August 2025.

7. A draft submission is provided for the Council's consideration as **Attachment 1**.

Te tātaritanga
Analysis

The key changes proposed in the bill include:

A re-focused purpose of Local Government

8. Removes all references to the four aspects of community well-being.

9. Reinstates as a purpose of local government being focused on cost-effectiveness, provision of good-quality local infrastructure and public services.

10. Reinstates the specific core services a local authority must have particular regard[1] to in performing its role.

Defining and requiring prioritisation of Core Services

11. Defines core services as (a) network infrastructure; (b) public transport services; (c) waste management; (d) civil defence emergency management; (e) libraries, museums, reserves, and other recreational facilities.

12. Requires local authorities to have particular regard to the contribution that core services make to communities – this is reiterated with an additional financial management principle meaning the local authority must have particular regard to the purpose of local government and the core services of a local authority when determining its financial management approach.

Regulation of Activity Groups and Activities

13. The Bill shifts the specific groups of activities and activities that local authorities must plan for and report on into regulations.[2]

14. It also maintains the allowance for local authorities to treat activities not prescribed by regulations as groups of activities.

Standardising accountability and transparency provisions including by prescribing council Code of Conduct and Standing Orders

15. Empowers the Secretary of Local Government to issue a standardised code of conduct and set of standing orders, both of which would be binding on all local authorities.

16. Requires local authorities to include the standardised code of conduct in statutory briefings of newly elected members and extends the code's application to community board members.

[1] Note: "particular regard" in legislation terms means genuine thought and attention that is weighed into the advice and decisions.

[2] To date, Groups of Activities have been defined in Section 10 as water supply, sewerage and treatment and disposal of sewerage, stormwater drainage, flood protection and control works, provision of roads and footpaths.

17. Requires chief executives of local authorities to facilitate information sharing between the local authority and elected members (and creates a regulation-making power for prescribing some of the processes associated with information requests).

18. Emphasises, in the local governance principles, freedom of expression and the responsibility of elected members to work collaboratively to set the direction of their respective local authorities.

Provisions that lay the framework for a government driven performance measurement framework including requiring reporting on consultant and contractor spend

19. Expands an existing regulation-making power to enable benchmarks to be set in areas of local authority activity beyond financial performance and asset management.

20. Requires local authorities to report on contractor and consultant expenditure.

21. Makes the issuing of rules for performance measures by the Secretary for Local Government (the Secretary) discretionary rather than mandatory.

Some further regulatory changes

22. Modernises public notice requirements.

23. Removes the requirement for 6-yearly service delivery reviews.

24. Clarifies the authority of an acting or interim chief executive to sign certificates of compliance for lending arrangements.

25. Clarifies that third-party contributions to capital projects for which development contributions are charged can be targeted to specific project drivers.

26. Removes the requirement for councils to consider the relevance of tikanga Māori knowledge when appointing council-controlled organisation directors.

27. Extends the maximum length of a chief executive's second term, without the position being advertised, to five years.

Submission

28. A Council submission has been prepared by officers for Council's approval which highlights key issues (**Attachment 1**).

29. The submission provides an overview of our role and responsibilities as a regional council, affirms the importance of our partnerships to deliver long term outcomes for the environment and our communities.

30. It also expresses support for the Te Uru Kahika submission which has been developed on behalf of the regional sector. Our submission aligns with the Te Uru Kahika submission and highlights issues from a Greater Wellington specific perspective.

31. Our submission highlights:

    a Removal of the four wellbeings may lead to further deficits in the long term

    b Further explanation is needed to understand and apply the proposed purpose of local government

c That stronger consideration of core services delivery under other enactments is needed

d We support modernising public notice requirements but recommend it is done across multiple Acts to achieve the policy intent

e Tikanga Māori knowledge ensures that directors can support council-controlled organisations to uphold Māori rights and interests

f Adequate transitionary provisions are needed to support effective implementation.

32. A pressing issue presented by the Bill, is the definition of Core Services. Much of what regional councils do is performed under a wide range of statutes, and the Bill fails to specially acknowledge this in its proposed definition. This is important because, by introducing the principle that we must have particular regard to the *purpose of local government* and *core services* when determining our financial management approach, it relates to how local authorities are required to manage their finances. It would also be a significant issue if the proposed definition of *core services* was used to develop any further financial controls for limiting local authority expenditure.

33. We also address governance specific impacts. That is that Greater Wellington has a strong and effective culture and is proactive about sharing information and working collaboratively and therefore do not see the need for a standardised approach to Standing Orders and Codes of Conduct.

Ngā hua ahumoni
Financial implications

34. There are no financial implications associated with the Council making a submission on the Bill.

35. However, there may be financial impacts resulting from the changes presented in the Bill. This is being monitored within existing planning and reporting processes.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

36. The Council's adoption of a submission does not have implications for Māori.

37. However, the Bill raises matters of direct interest for Māori which, if put into effect, could have implications. The draft submission (Attachment 1) comments directly on these matters.

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

38. The Council's adoption of a submission does not have climate change implications.

Ngā tikanga whakatau
Decision-making process

39. 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

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

Te whakatūtakitaki
Engagement

41. No external engagement was undertaken in the preparation of the Council's draft submission.

Ngā tūāoma e whai ake nei
Next steps

42. Subject to the incorporation of any additions or amendments determined by Council, the finalised submission will be lodged with the Select Committee.

Ngā āpitihanga
Attachment

Number	Title
1	Draft Council submission on the Local Government (System Improvements) Amendment Bill

Ngā kaiwaitohu
Signatories

Writer	Gemma Robinson - Kaitohutohugrat Matua | Senior Strategic Advisor
Approvers	Zofia Miliszewska - Kaiwhakahaere Matua | Head of Strategy and Performance Luke Troy - Kaiwhakahaere Matua Rautaki | Group Manager Strategy

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference The Council has responsibility to approve submissions to external organisations on matters relating to Greater Wellington's statutory roles and responsibilities. The Local Government (System Improvements) Amendment Bill touches directly on Greater Wellington's roles and responsibilities under the Local Government Act 2002 so it is appropriate for the Council to approve this submission.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies Implications of the proposed Bill will have an impact on the way Greater Wellington delivers on its statutory planning, budgeting and reporting. If the Bill goes through as proposed, the impacts will directly impact the preparation of the 2026/27 Annual Plan and 2027-37 Long Term Plan.
Internal consultation Greater Wellington business groups and Executive Leadership Team were consulted in the preparation of the draft submission.
Risks and impacts - legal / health and safety etc. There are no risks associated with Council adopting this submission.

FINAL DRAFT FOR COUNCIL APPROVAL

By email

Committee Secretariat
Governance and Administration Committee
Parliament Buildings
Wellington

21 August 2025

Tēnā koutou

Local Government (System Improvements) Amendment Bill

Te Pane Matua Taiao | Greater Wellington Regional Council (Greater Wellington) thanks the Governance and Administration Committee for the opportunity to make a submission on the Local Government (System Improvements) Amendment Bill (the Bill).

As a regional council Greater Wellington is responsible for environmental management, flood protection and land management, provision of regional parks, public transport planning and provision (through Metlink), regional strategy and planning (spatial planning, transport planning and economic development), regional emergency management and metropolitan bulk water supply. We work in partnership with mana whenua and our diverse communities throughout the region to ensure positive environmental outcomes, connected mobile communities and a prosperous and resilient regional economy that serves people now and, in the future.

Greater Wellington's partnership with our six mana whenua partners spans well over a quarter of a century. These relationships are central to our success in protecting the environment and delivering infrastructure that meets the needs of our region. We recognise that local government plays a critical role in giving effect to Te Tiriti o Waitangi, and we take seriously our position as part of the broader system of government in our communities.

We support the underlying intent to improve transparency and accountability, to bolster connection between council and community and to provide regulatory relief to councils to enable greater efficiencies. However, we have concerns that some of the proposed amendments will not achieve these policy intentions due to increased complexity, uncertainty and disconnection to the wider legislative system. There may also be cost implications without adequate transitionary provisions to apply the changes appropriately.

Greater Wellington
Te Pane Matua Taiao

FINAL DRAFT FOR COUNCIL APPROVAL

We want to acknowledge and support the submission Te Uru Kahika has made on behalf of the regional sector.

Key recommendations

To summarise, the key recommendations of this submission are:

- To provide clarification of the intended interpretation of Local Government Act (LGA) s10(1)(c) within the Act.
- That definitions of *cost-effectiveness* and *good quality* are provided to ensure councils are supported when interpreting and applying the provisions of the Act.
- That the statutory functions of councils under other enactments is specifically referenced within LGA s11A(1).
- That the Secretary issues standardised documents and enables councils to either adopt the standard documents or make amendments to the standard documents OR that the Secretary for Internal Affairs issues minimum guidance which allows for local variation to reflect local tikanga, and other customary or cultural requirements. The charging for the use by local authorities and the public of any standardised Codes of Conduct and Standing orders be prohibited.
- That the definition of "publicly notified" in section 2 of the Local Government Official Information and Meetings Act 1987, be either deleted (in which case the "public notice" definition of the Legislation Act 2019 will apply), or otherwise amended to align with the "public notice" definition contained in the Legislation Act 2019.
- That the requirement to consider tikanga Māori knowledge when appointing directors of council-controlled organisations is not removed.
- To include transitional provisions with all consequential changes delayed until 1 July 2027.
- That adequate transitionary provisions are built into the amendments to ensure appropriate processes can be implemented when applying the changes presented in the Bill.
- That any of the proposed changes that impact on planning and reporting should have a due transition period that enables councils to embed change within existing processes and timeframes. It is particularly important that prescribed Groups of Activities be defined at least one year before an LTP is required to be adopted.

DRAFT

Greater Wellington
Te Pane Matua Taiao

FINAL DRAFT FOR COUNCIL APPROVAL

Our submission

RE-FOCUSED PURPOSE OF LOCAL GOVERNMENT

Removal of the four wellbeings may lead to further deficits in the long term

We are concerned that removing all the references to the four aspects of community well-being removes the requirement for councils to consider the long-term impacts for our communities. This could have unintended consequences and lead to further deficits in the long term. For example, this could disproportionately impact innovative long-term initiatives such as Predator Free Wellington and conservation planting practices; while not easily measured in economic terms, they have a large positive impact on the community, region, and future cost reduction in providing services to our community.

The findings published in the Regulatory Impact Statement reference the Review into the Future for Local Government; this alongside departmental feedback from agencies, such as the Infrastructure Commission and the Ministry of Housing and Urban Development further highlight the risk of increased long term costs. They conclude that that removing the four well-beings could be seen as disempowering local government, and focusing councils on low rates would likely come at the expense of key council services, infrastructure development, and ultimately lead to higher costs. This is illustrated through the spending required for three waters which has been made much worse by deferred spending to keep short term rates rises low.

We are concerned that removing the four wellbeings removes one of the available levers for the recognition of Māori cultural and environmental wellbeing. We acknowledge our obligations to Māori endure, including providing opportunities for Māori participation in decision making and taking into account the relationship of Māori with whenua (land), wai (water) and other significant sites and taonga (treasures). Irrespective of the removal of the four wellbeings, our obligations to uphold te Tiriti and our partnerships and other commitments to our mana whenua partners remain and are essential to delivering long term outcomes for our communities and environment.

Further explanation is needed to understand and apply the proposed purpose

It is important to also highlight that the new purpose could have various interpretations. While it reinstates similar wording to the 2012-2019 legislation, the definition of good quality is omitted. Further, the relationship between the clauses has been complicated with the proposed introduction of LGA s10(1)(c) "*to support local economic growth and development by fulfilling the purpose set out in paragraph (b)".* The intention is explained as *"to help balance the need for investment with rates affordability"* however

this should be better explained in the Act (not just in the supporting narrative of the Bill) to reduce complexity and avoid extra costs for councils through seeking additional legal advice to understand and mitigate risks.

Recommendation: Provide clarification on the intended interpretation of LGA s10(1)(c) within the act.

Recommendation: That definitions of *cost-effective* and *good quality* are provided to ensure councils are supported to interpret and apply the provisions of the act.

PRIORITISATION OF CORE SERVICES

Stronger consideration of core delivery under other enactments is needed

A large proportion of the statutory functions that regional councils perform is through legislation other than the Local Government Act. This includes, but is not limited to, our resource management, biosecurity, maritime safety and navigation, soil conservation, rivers control and flood protection functions, and Treaty settlement responsibilities, land transport strategy and planning, and delivery of public transport. Also, in Greater Wellington's case there is bespoke legislation relating to the council's unique bulk water supply function.

These functions delivered through other statutes are currently recognised in s11 which states the role of a local authority is to *"perform the duties, and exercise the rights, conferred on it by or under this Act and any other enactment"*. However, because regional councils provide many core services defined in other statutes this should be recognised in the proposed s11A definition of core services.

The proposed approach also adds complexity when determining our approach to financial management. And, if future rates capping legislation uses the proposed definition of core services as part of the regulatory framework without s11 considerations, this could have significant unintended implications, particularly for delivery of significant programmes of work outside of the proposed 'core services'.

Recommendation: That the statutory functions of councils under other enactments specifically is referenced within LGA s11A(1).

COUNCIL ACCOUNTABILITY AND TRANSPARENCY

Greater Wellington has a strong and effective culture and is proactive about sharing information and working collaboratively. We support changes to improve how councils share information, conduct themselves and work collaboratively but in our context, we don't see a need for a standardised approach.

Greater Wellington
Te Pane Matua Taiao

FINAL DRAFT FOR COUNCIL APPROVAL

Local authorities endeavour to develop Standing Orders and Codes of Conduct that, to the extent practicable, give effect to a positive organisational and council culture. However, there is a risk that standardisation doesn't align with or support development of cultural dynamics that the process fosters. Negotiating and agreeing on the Code of Conduct and Standing Orders is a culture building activity, where the collective comes together to establish preferred ways of working and decision making. This also contributes to council governance autonomy.

A one-size-fits-all also doesn't reflect mana whenua governance values, which are grounded in locally evolved tikanga. It would be valuable to allow flexibility in codes to ensure tikanga Māori principles inform meeting structure and conduct.

We also have concerns that some of the powers proposed could carry additional costs for councils. It is important the standardised document templates for the Code of Conduct and Standing Orders are available to local authorities and the public without cost to ensure that regulatory relief is not counteracted and transparency is maintained.

Recommendation: That the Secretary issues standardised documents and enables Councils to either adopt the standard documents or make amendments to the standard documents OR that the Secretary for Internal Affairs issues minimum guidance which allows for local variation to reflect local tikanga, and other customary or cultural requirements.

Recommendation: The charging for the use of any standardised Codes of Conduct and Standing orders be prohibited.

COUNCIL PERFORMANCE

We support the intent of providing communities with consistent and comparative information about local government. We also generally support the proposal to report expenditure on consultants and contractors in addition to the current reporting on employee levels and remuneration. However, it is critical that transition timing is built into the approach to support successful implementation within existing processes.

REGULATORY RELIEF

We generally support regulatory relief offered through removal of service delivery reviews, changes to authority for lending arrangements and extension of the second term for Chief Executives.

We support modernising public notice requirements but recommend it is done across multiple Acts to achieve the policy intent.

DRAFT

The Explanatory Statement to the Local Government (System Improvements) Amendment Bill includes the following: "To provide regulatory relief to councils, the Bill— modernises public notice requirements ...." Clause 5(2) of the Bill provides: "In section 5(1), repeal the definition of public notice." Through the proposed repeal of the public notice definition in the Local Government Act 2002, the provisions of the Legislation Act 2019 will then apply to the public notices required under the Local Government Act 2002.However, this leaves the Local Government Official Information and Meetings Act 1987 definition of "publicly notified" unchanged, and it is under that definition that local authorities incur significant ongoing costs in the public notification of their Council and committee meetings.

It appears that the Bill has not given effect to the Government's policy intention: the policy intention is stated in the attached report to the Cabinet Economic Policy Committee, at paragraph 29.3, as: "Modernising public notice requirements across multiple Acts (including the Local Government Official Information and Meetings Act 1987) so councils are not compelled to publish public notices in newspapers."

Recommendation: That the definition of the term "publicly notified" in section 2 of the Local Government Official Information and Meetings Act 1987, be either deleted (in which case the "public notice" definition of the Legislation Act 2019 will apply), or otherwise amended to align with the "public notice" definition contained in the Legislation Act 2019.

Tikanga Māori knowledge ensures that directors can support council-controlled organisations to uphold Māori rights and interests

Te Tiriti o Waitangi is a cornerstone of our constitutional arrangements. We support maintaining mechanisms that uphold Māori rights and interests and a Te Ao Māori worldview. We are concerned cultural competency could be diminished by removing the requirement for councils to consider tikanga Māori knowledge when approving council-controlled organisation directors.

There are no cost savings or benefits from removing the requirement to consider tikanga Māori knowledge when approving council-controlled organisation directors.

Recommendation: That the requirement, to consider tikanga Māori knowledge when appointing directors of council-controlled organisations, is not removed.

TIMING AND LACK OF TRANSITIONAL PROVISIONS THROUGHOUT THE BILL

Adequate transitionary provisions are needed to support effective implementation

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Greater Wellington
Te Pane Matua Taiao

FINAL DRAFT FOR COUNCIL APPROVAL

Almost all the Bill takes effect the day after Royal assent. Based on the date Select Committee has been asked to report the Bill back (18 November 2025), this suggests a commencement date before the end of 2025.

s97 of the Local Government Act requires local authorities to amend their long term plans to reflect any changes including ceasing significant activities or reducing levels of services. This process includes obligations to consult and to have amendments audited. There are significant costs associated with making amendments, consulting and engaging audit. This would go against the intent of the Bill to expect changes to come into effect this year. We are in the first year of our 2024-34 Long Term Plan and starting to prepare for the development of the 2027-37 Long Term Plan, which must be adopted by July 2027. Consequential amendments resulting from the proposed changes should be delayed until 1 July 2027.

Recommendation: That adequate transitionary provisions are built into the amendments to ensure appropriate processes can be implemented when applying the changes presented in the Bill.

Recommendation: In particular, that any of the proposed changes that impact on planning and reporting should have a due transition period that enables councils to embed change within existing processes and timeframes. It is particularly important that prescribed Groups of Activities be defined at least one year before an LTP is required to be adopted.

FURTHER CONTACT

Te Pane Matua Taiao thanks you for the opportunity to comment on the Local Government (System Improvements) Amendment Bill.

On any matters arising from this submission, contact should in the first instance be made with:

[Name, position, and contact details for primary point of contact]

[We wish / do not wish to be heard in support of our submission.]

Nāku māua noa, nā

Daran Ponter
Chair
Greater Wellington Regional Council

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Council
21 August 2025
Report 25.397

For Decision

SUBMISSION ON THE GOING FOR HOUSING GROWTH PROPOSALS

Te take mō te pūrongo
Purpose

1. To advise the Council of the proposed submission on Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development's *Going for Housing Growth* (GfHG) proposals in the Discussion Paper[1] on urban development under the new resource management system.

He tūtohu
Recommendations

That Council:

1 **Approves** the submission, provided in Attachment 1, responding to the Going for Housing Growth proposals.

2 **Delegates** to the Council Chair the ability to make minor editorial changes to the document prior to submission being finalised and sent.

Te horopaki
Context

2. Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development is seeking feedback on the Government's GfHG Pillar 1 proposals. Feedback is being sought directly by government officials, rather than directly by Ministers at this stage.
3. The Government states that the GfHG work programme aims to advance policy and regulatory changes intended to address New Zealand's current housing supply and growth challenges.
4. The GfHG programme is structured around three pillars spanning several legislation reform and work programmes occurring across government. The three pillars are:

    a Pillar 1 – Freeing up land for urban development, including removing unnecessary planning barriers.

[1] https://www.hud.govt.nz/assets/Uploads/Documents/Going-for-Housing-Growth/Discussion-document/GfHG-Phase-3-discussion-document.pdf

b Pillar 2 – Improving infrastructure funding and financing to support urban growth.

c Pillar 3 – Providing incentives for communities and councils to support growth.

5. Pillar 1 is currently open for consultation and is the subject of this submission. Proposals for Pillars 2 and 3 are expected to be released later in 2025, with legislation to implement all three pillars anticipated by mid-2026.

6. The Pillar 1 proposals, as set out in the Discussion Paper[2], include:

a Replacing Future Development Strategies with Regional Spatial Plans and introducing specific spatial planning requirements.

b Requirements for removing restrictions on greenfield growth and out of sequence/unanticipated development proposals.

c Strengthening existing intensification requirements, including:

i Increasing intensification around key public transport corridors.

ii Enabling greater height limits, and introducing minimum height limits, along key transport corridors and areas in proximity to centres.

iii Defining walkable catchments in a prescriptive way.

d New housing growth targets based on high population growth, plus a 20% contingency.

e Requirements to enable a greater mix of uses across urban environments.

Te tātaritanga
Analysis

7. The proposed Council submission (**Attachment 1**) supports the Government's objective to increase housing supply but raises concerns about proposals that would further enable greenfield development. The submission emphasises that greenfield expansion carries substantial environmental, climate, and infrastructure costs, while delivering less efficient growth outcomes. By contrast, increasing housing density in areas already served by public transport and core infrastructure offers a more cost-effective, sustainable, and economically efficient approach to accommodating growth.

8. Among other matters, the Council's submission highlights the following key areas of concern:

a Rural-Urban Boundaries and Greenfield Management:

i Council opposes blanket prohibition on rural-urban boundaries.

ii Strategic limits on greenfield expansion are essential to protect productive land, infrastructure efficiency, and environmental values.

[2] https://www.hud.govt.nz/assets/Uploads/Documents/Going-for-Housing-Growth/Discussion-document/GfHG-Phase-3-discussion-document.pdf

iii Council recommends that rural-urban boundaries should be evidence-based, aligned with the Regional Spatial Plan, and not arbitrary growth caps.

b Unanticipated or out of sequence development proposals:

i Council supports consideration of unanticipated/out of sequence proposals only if aligned with the Regional Spatial Plan.

ii Responsive planning should be secondary to the strategic approach set by the Regional Spatial Plan and 30-year growth targets.

iii Local authorities should not be required to fund infrastructure for developments outside planned areas. Developers must demonstrate how growth will be self-funded ("growth pays for growth").

c Responsibility for spatial planning:

i Council supports replacing Future Development Strategies with Regional Spatial Plans to coordinate growth across boundaries.

ii Council recommends Regional Councils lead spatial planning, in partnership with territorial authorities, iwi/Māori, and central government.

iii Council also recommends that governance roles and responsibilities must be clearly defined in legislation to avoid duplication, delays, or conflicts.

Ngā hua ahumoni
Financial implications

9. There are no financial implications arising directly from this report, but it is anticipated that there will be implications once the proposals become law and the Council is required to implement them.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

10. The submission raises concerns that some proposals, such as mandating specific planning regulations and standardised zones, could undermine mana whenua participation, local decision-making arrangements, and Treaty settlement commitments. It also notes the absence of explicit reference to Te Tiriti o Waitangi in the proposals, risking the deprioritisation of Treaty-based partnerships in planning.

11. Council emphasises the need to retain strong cultural and environmental protections, highlighting that increased flexibility in land use could harm culturally significant sites, taonga species, and ancestral landscapes without robust safeguards.

12. The submission recommends embedding Te Tiriti obligations in the new system, requiring cultural impact assessments for significant developments, preserving iwi

participation in regional planning, addressing Māori housing needs, and strengthening protections for taonga species and ancestral landscapes.

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

13. The submission notes that expanding greenfield growth carries significant environmental costs, including exacerbating climate change by promoting car-dependent development. It recommends focusing growth within existing urban areas, where public transport can be more readily accessed.

Ngā tikanga whakatau
Decision-making process

14. The matters requiring decision in this report were considered in accordance with 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 this matter, taking into account Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers recommend that this matter is of low significance, as it involves providing a submission directly to government officials on a non-statutory document containing a mixture of both broad and specific housing-related proposals.

Te whakatūtakitaki
Engagement

16. Due to the low significance of the matters for decision and due to this being a submission on an external document, engagement has relied on gathering feedback from internal parts of Greater Wellington, including from:

    a Environment Group.

    b Te Hunga Whiriwhiri.

    c Metlink.

    d Strategy.

Ngā tūāoma e whai ake nei
Next steps

17. The Council's submission is due on 22 August 2025. This is an extension from the original due date of 17 August 2025.

18. We request that approval be given to the Chair to make minor editorial changes as required prior to submission.

Ngā āpitihanga
Attachments

Number	Title
1	Submission on Going for Housing Growth Pillar 1 Proposals

Ngā kaiwaitohu
Signatories

Writers	Josh Patterson – Project Lead – Housing and Business Capacity Assessment and Future Development Strategy.
Approvers	Jaine Lovell-Gadd – Head of Secretariat Wellington Regional Leadership Committee. Luke Troy – Group Manager Strategy.

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference The Council has responsibility to approve submission to external organisations on matters relating to Greater Wellington's statutory roles and responsibilities. Given the broad reaching nature of the GfHG proposals, whole of Council is considered appropriate for approving this submission.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies The submission relates to the Council's ability to deliver on its statutory functions including environmental regulation and consenting, and Te Tiriti obligations. The proposals would have an impact on the Greater Wellington region's Future Development Strategy and broader strategic growth planning.
Internal consultation The submission has been written with input from key parts of Council, including from the Environment Group, Te Hunga Whiriwhiri, Metlink, and Strategy.
Risks and impacts - legal / health and safety etc. There are no known risks.

Greater Wellington
Te Pane Matua Taiao

To	Ministry of Housing and Urban Development -Te Tūāpapa Kura Kāinga
From	Greater Wellington Regional Council - Te Pane Matua Taiao
Date	22/08/2025

Submission on Proposed Changes to National Direction

Introduction

1. Greater Wellington Regional Council - Te Pane Matua Taiao (Greater Wellington) thanks the Ministry of Housing and Urban Development -Te Tūāpapa Kura Kāinga (the Ministry) for the opportunity to make a submission on the Going for Housing Growth Pillar 1 proposals.

2. As a regional council, our role is to protect and enhance te taiao while supporting the cultural, social, and economic aspirations of our communities in the Greater Wellington region. Our statutory functions, particularly in environmental policy, planning and regulation, are directly relevant to the proposals. We are responsible for plan-making, resource consenting, compliance monitoring and enforcement under the RMA, implementing the National Policy Statement for Freshwater Management (NPS-FM), the National Policy Statement for Indigenous Biodiversity (NPS-IB), and associated regulations. In addition to this we are also responsible for planning and delivering public transport services across the region by operating a network of bus, train, and harbour ferry services.

3. The Council supports the intent to increase the supply of housing but has concerns about proposals that further enable greenfield development. In particular, the infrastructure costs associated with expanding into new areas, including roads, public transport, water, and wastewater networks, are significant and often borne by ratepayers long after the initial development has occurred. This approach can lead to inefficient investment and higher lifetime costs for councils and communities. In contrast, increasing housing density in areas already supported by public transport and core infrastructure represents a more cost-effective, sustainable, and economically efficient pathway for growth.

4. This submission provides feedback on the overall proposals and seeks to answer the questions as set out in the discussion document. These questions have been numbered in accordance with how they appear in the discussion document.

Summary

5. **Responsibility for spatial planning**
    a. Council supports replacing Future Development Strategies with Regional Spatial Plans to coordinate growth across boundaries.
    b. Council recommends Regional Councils lead spatial planning, in partnership with territorial authorities, iwi/Māori, and central government.
    c. Council also recommends that governance roles and responsibilities must be clearly defined in legislation to avoid duplication, delays, or conflicts.

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6. **Unanticipated or out of sequence development proposals.**
    a. Council supports consideration of unanticipated/out of sequence proposals only if aligned with the Regional Spatial Plan.
    b. Responsive planning should be secondary to the strategic approach set by the Regional Spatial Plan and 30-year growth targets.
    c. Councils should not be required to fund infrastructure for developments outside planned areas. Developers must demonstrate how growth will be self-funded ("growth pays for growth").

7. **Rural-Urban Boundaries and Greenfield Management**
    a. Council opposes blanket prohibition on rural-urban boundaries.
    b. Strategic limits on greenfield expansion are essential to protect productive land, infrastructure efficiency, and environmental values.
    c. Council recommends that rural-urban boundaries should be evidence-based, aligned with the Regional Spatial Plan, and not arbitrary growth caps.

Future Development Strategy (FDS) and Spatial Planning

Recommendations:

1. Regional Councils be given statutory responsibility to lead Regional Spatial Plans (RSPs), with clearly defined governance arrangements.

2. That the RSP planning horizon remain at 30 years.

3. That RSPs be given strong legal weight in land transport planning and funding decisions.

4. That national guidance requires RSPs to include minimum infrastructure planning content, including green open space.

Context:

8. The Council supports the proposal to replace the FDS with Regional Spatial Plans (RSPs). Regional Spatial Planning is necessary to ensure growth is being provided in the right places across the region. A joined up regional approach reduces the risk of growth planning being done in isolation across a region which has many interconnectivities.

9. Council considers that Regional Councils are best placed to lead and facilitate spatial planning, given their regional mandate, role in key strategic infrastructure, networks, and services (like public transport, flood protection and biosecurity) and understanding of cross-boundary issues. Regional Councils can work collaboratively with Territorial Authorities to ensure Regional Spatial Plans align local priorities with the broader strategic interests of the region.

10. The Council supports spatial plans being given greater weight in regulatory, transport and funding plans. This will assist in ensuring they are effective and that they will be implemented.

11. The Council has concerns regarding spatial planning on a 50-year timeframe. Predicting growth and infrastructure needs to a 50-year timeframe is highly uncertain and may result in spending that is not required, or alternatively under-spending. Whilst also uncertain, Council considers that the existing 30-year timeframe in the National Policy Statement for Urban Development 2020 (NPS-UD) is appropriate and should be retained for RSPs.

12. The Council supports the minimum infrastructure content to inform spatial planning. The quality of infrastructure planning under FDS's and spatial planning has been limited in the past. Alongside main trunk network infrastructure, Council also supports any guidance on green open space and parks as an essential infrastructure component.

13. The Council supports the need for more consistent and stronger requirements for implementation plans in Spatial Plans. These should focus on matters that will be effective such as the need to identify Priority Development Areas in Implementation Plans. Focussing on key matters will be beneficial for ensuring councils efforts are focussed in the right areas which will have the greatest impact on protecting the environment whilst providing for growth.

Discussion Document Question

14. ***Question 2: How should spatial planning requirements be designed to promote good housing and urban outcomes in the new resource management system?***

15. Spatial planning should enable integrated, long-term decision-making at the regional level, aligning land use with infrastructure and protection of the environment. To be effective, RSPs should:
    a. Clearly assign responsibility and establish consistent governance across the country, with Regional Councils and Urban Growth Partnerships best placed to lead.
    b. Allow flexibility for local and sub-regional priorities while maintaining national alignment.
    c. Include strong governance mechanisms to support collaboration between councils, iwi/Māori, central government, and the private sector, reducing competition and improving certainty for infrastructure delivery.
    d. Strengthen links to funding decisions under the Local Government Act and Land Transport Management Act to ensure plans are implementable.
    e. Promote compact urban forms by prioritising development near existing infrastructure and public transport, avoiding the high long-term costs of dispersed greenfield growth.
    f. Future-proof transport by designing expansion areas that support efficient public transport networks and walkable access to future corridors.

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Housing Growth Targets

Recommendations:

1. Require 30-year demand planning based on high population projections but review the evidence for the proposed 20% contingency before adopting it.

2. Publish 30-year household projections on a government website to ensure national consistency and comparability.

3. Set growth targets at the regional or urban area scale to avoid competition between councils and support integrated planning.

4. Allow flexibility to transfer targets between councils only within the framework of an agreed Regional Spatial Plan.

5. Ensure housing targets address typology, affordability, and access to services—not just quantity.

Context:

16. The Council supports the proposal to introduce a requirement to provide enough capacity to meet 30 years of demand based on high population projections. However, whilst council agrees with adding a contingency on top of this to mitigate the targets being treated as minimums, the 20% figure appears to be high. Council would like to see evidence as to why a 20% margin is required, and likely cost implications, considering high population projections will be used.

17. Council also supports providing 30-year household projections on a government website. This will help to ensure national consistency and will enable demand and capacity numbers to be more accurately compared on a national basis. Council also considers that allowing higher growth projections to be used is appropriate and agrees that using lower projections should not be an option.

Discussion Document Questions

18. ***Question 5 & 6: Do you agree with the proposed methodology for how housing growth targets are calculated and applied across councils? Are there other methods that might be more appropriate for determining Housing Growth Targets?***

19. Council considers that setting individual growth targets for each council will help to provide clarity and accountability. However, these should avoid reinforcing competition for growth between local councils which results in fragmented planning, particularly within

interconnected urban regions. A system that encourages councils to focus solely on their own targets risks inefficient spatial outcomes and undermines regional integration.

20. Instead, growth targets should be set at the regional or urban-environment scale, reflecting the functional housing and labour market catchment. Within that framework, individual council-level responsibilities can be defined, but must be guided by a shared regional spatial plan and robust governance mechanisms to ensure alignment.

21. Flexibility to transfer targets between councils may have value, but it must be grounded in an agreed strategic plan that ensures housing is in areas with infrastructure capacity, transport accessibility, and alignment with long-term regional objectives. This avoids target shuffling driven by convenience or capacity constraints, rather than optimal urban outcomes.

22. Additionally, focusing only on the number of homes risks missing the mark on what kinds of homes are needed. Spatial planning and housing targets must consider typology, affordability, and access to public services, not just what the market chooses to deliver. In many cases, the market alone does not deliver the types of housing most needed. This is especially true for lower-income households, larger whānau, or those with specific location or accessibility needs. This reflects well-documented market failure in both affordability and diversity of supply. We consider that there is a critical role for central government, mana whenua, and community housing providers to shape outcomes beyond market dynamics.

23. The legislation should promote collaborative regional planning with mechanisms that prevent competition between councils, and ensure that housing delivery supports good urban form, affordability, and equity.

Calculating Development Capacity

Recommendations

1. Undertake a national review of existing HBAs to identify and share best practice.

2. Require all HBAs to include a detailed methodology section, including explicit analysis of limitations.

3. Include infrastructure costs in feasibility modelling to reflect true development viability.

4. Incorporate scenario testing in feasibility modelling to account for changing costs and prices over time.

5. Replace the ‘reasonably expected to be realised’ test with a clearly defined ‘realistic’ capacity test, including guidance on appropriate profit margins for different development types.

6. Develop a nationally consistent, prescriptive methodology for feasibility assessment, with input from economists and industry practitioners.

Context

24. The Council supports the proposals to refine how development capacity is calculated. Council notes that there have been several HBAs prepared under the NPS-UD and a review of these to identify best practice would be beneficial.

25. Council also supports the proposals to require a detailed methodology section for HBAs. HBAs have historically been light on the methodology sections which makes it difficult to interpret the results and have confidence in their accuracy. This has also contributed to capacity assessments being used in incorrect ways. For example, to restrict further growth where demand is greater than supply. To that end, the methodology section should require a detailed analysis of limitations.

Discussion Document Questions

26. ***Question 7: How should feasibility be defined in the new system?***

27. At an elevated level, the current method of calculating purchase price, development costs, sale price, and using a 20% profit margin is appropriate. This approach should include the cost of infrastructure on development. There are now several HBAs across the country. Council considers that an appropriate approach could be arrived at through analysis of these documents.

28. ***Question 8: If the design of feasibility is based on profitability, should feasibility modelling be able to allow for changing costs, prices, or both?***

29. Yes. This is particularly important when councils are projecting out over long timeframes, such as the 30-year horizon required in an HBA.

30. While development feasibility is typically assessed at a single point in time, incorporating scenario testing is essential to account for future variability. Councils should draw on historical trends, such as past economic peaks and troughs, to inform a range of plausible scenarios for both costs (e.g. materials, labour, infrastructure) and prices (e.g. land values, sale prices).

31. This approach ensures that feasibility modelling is not static or overly reliant on current market conditions. It supports more robust and resilient planning decisions, particularly in a volatile economic environment, and helps ensure sufficient feasible capacity is identified under different conditions, not just under the present-day scenario.

32. ***Question 9: Do you agree with the proposal to replace the current 'reasonably expected to be realised' test with a higher-level requirement for capacity to be 'realistic'?***

33. Yes. The current test can be interpreted in different ways. However, the new term 'realistic' needs to be clearly defined to also avoid differing interpretations. This may include specifying specific profit margin requirements for different scenarios of development. For example,

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apartment development is higher risk so commands a higher profit margin than a standalone house development.

34. ***Question 10: What aspects of capacity assessments would benefit from greater prescription and consistency?***

35. Council supports a more prescriptive and standardised approach to measuring development feasibility across the country. Greater consistency would improve the comparability of Housing and Business Assessments (HBAs) between regions and increase confidence in the results.

36. National guidance is needed on how infrastructure costs are incorporated into feasibility modelling. These costs are often poorly accounted for in current assessments, despite being a significant factor in whether development is commercially viable.

37. Council recommends that the methodology for assessing feasibility be developed with input from economists and practitioners with direct experience in development feasibility modelling. This will help ensure the approach is both technically robust and grounded in real-world market dynamics.

Infrastructure Requirements

Recommendations:

1. Recognise infrastructure as a critical enabler of housing and urban growth, ensuring supply is not constrained by inadequate infrastructure.

2. Require both local and central government to maintain a detailed and up-to-date understanding of infrastructure needs to support growth.

3. Improve the quality, level of detail, and accuracy of infrastructure assessments within Housing and Business Assessments (HBAs) and Future Development Strategies (FDSs) nationally.

4. Allow councils to use growth projections they consider most likely when assessing whether there is sufficient infrastructure-ready capacity.

Context:

38. Infrastructure is a critical enabler of growth. Without adequate infrastructure housing supply will always be capped. It is important that both local and central government have a detailed understanding of what infrastructure is required to support growth.

39. Council considers that the quality, level of detail and accuracy of infrastructure assessments under both HBAs and FDSs has been varied nationally. Council supports proposals which would improve the analysis of infrastructure when assessing capacity and growth planning.

40. ***Question 11: Should councils be able to use the growth projection they consider to be most likely for assessing whether there is sufficient infrastructure-ready capacity?***

41. Yes. Local councils are best placed to understand their specific growth drivers and development patterns. Requiring councils to base planning on high-growth scenarios (plus potentially 20%) creates a real risk of over-investing in infrastructure that may not be needed in the near future. This can lead to inefficient spending and long-term costs for ratepayers. Councils should retain the flexibility to use the projection they judge as most realistic, while still being transparent about the assumptions underpinning their decisions.

42. ***Question 12: How can we balance the need to set minimum levels of quality for demonstrating infrastructure capacity with the flexibility required to ensure they are implementable by all applicable councils?***

43. A minimum standard should focus on the availability of trunk or network infrastructure, as this is the most critical indicator of infrastructure readiness. However, flexibility is needed to reflect the varying capabilities of councils. A tiered approach and shared resources would support consistent implementation while accommodating different council contexts.

44. ***Question 13: What level of detail should be required when assessing whether capacity is infrastructure-ready? For instance, should this be limited to plant equipment (e.g. treatment plants, pumping stations) and trunk mains/key roads, or should it also include local pipes and roads?***

45. Council considers that assessments of infrastructure-ready capacity should primarily focus on main trunk or network infrastructure, such as water and wastewater treatment plants, pumping stations, trunk mains, and key transport corridors. These are the critical enablers of development and have the most considerable influence on whether land can realistically be considered ready for growth.

46. In addition, coordination with electricity providers (including electricity generators, lines companies, and retailers) should be explicitly included in the definition of infrastructure-ready capacity. Electricity supply is fundamental to development feasibility, and forward planning with providers is essential to ensure timely and cost-effective delivery of electricity capacity as growth occurs.

47. Local roads and pipes, while important at the subdivision stage, are more easily sequenced and funded, and therefore should not be the primary focus of infrastructure readiness assessments.

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Responding to Price Efficiency Indicators

Recommendation:

1. Price-efficiency indicators are not the only measure used when determining whether sufficient development capacity is being provided.

Context:

48. Council supports using price efficiency indicators as part of a broader set of tools to assess whether sufficient development capacity is being provided. However, they should not be the sole trigger for planning responses. Relying only on price signals risks overlooking important necessary and appropriate constraints such as topography, natural hazards, and areas of high biodiversity value, which can appropriately limit feasible development regardless of market pressures.

Responsive Planning

Recommendations:

1. Keep responsive (out-of-sequence) planning secondary to the strategic approach set out in RSPs.

2. Require all out-of-sequence or unanticipated development proposals to be assessed against RSP objectives, supporting only those that align.

3. Clarify that councils are not required to fund infrastructure for developments outside zoned or anticipated growth areas.

Context:

49. While the council agrees that out of sequence or unanticipated development proposals should be considered, the Council does not support the proposal to strengthen these requirements. Responsive planning should not be the default driver of growth. It must be clearly secondary to the strategic approach set out in Regional Spatial Plans. Regional Spatial Planning and 30-year growth targets will clearly set a staged and strategic approach to development. Council considers that the proposal to strengthen the requirements to consider out of sequence development may undermine both this process and strategic growth planning.

50. Council considers that out-of-sequence or unanticipated development proposals should be assessed against the objectives of the Regional Spatial Plan. Proposals that align with these objectives may be supported; those that do not should be declined.

51. The legislation should also make clear that councils are not required to fund infrastructure for development that sits outside zoned or anticipated growth areas. Instead, any such development must demonstrate how it will fully fund the required infrastructure, including long-term maintenance and climate resilience, to give effect to the principle of 'growth pays for growth.' We note that development contributions do not cover the full costs of development, and a mechanism is needed to ensure growth pays for the full cost of growth.

Rural-Urban Boundaries

Recommendations:

1. Oppose blanket prohibitions on rural-urban boundaries or leapfrogging controls; councils must keep tools to prevent fragmented, inefficient growth.

2. Retain rural-urban boundaries where evidence-based and aligned with Regional Spatial Plans to manage growth efficiently and protect environmental and productive land.

3. Allow flexibility for exceptional cases (e.g., Māori land development or landowner constraints).

4. Use spatial planning as the primary tool for urban expansion, ensuring growth occurs in the right places, at the right time, with aligned infrastructure delivery.

Context and Discussion Document Questions:

52. ***Question 18: Do you agree with the proposal that the new resource management system is clear that councils are not able to include a policy, objective or rule that sets an urban limit or a rural-urban boundary line in their planning documents for the purposes of urban containment? If not, how should the system best give effect to Cabinet direction to not have rural-urban boundary lines in plans?***

53. Council does not support a blanket prohibition on rural-urban boundaries or urban limits in planning documents. Councils must retain the ability to set objectives, policies, and rules that respond to the specific resource management issues in their region or district.

54. While Council agrees that urban containment policies should not be used to arbitrarily restrict growth, Council considers that strategic limits on greenfield expansion are important and appropriate. This is particularly the case where they support spatial planning priorities, reduce long-term infrastructure costs, and protect key environmental and productive values. This includes managing impacts on:

    a. Highly productive agricultural land, especially high-quality food-producing land
    b. Freshwater and climate outcomes
    c. Transport networks and congestion and

d. Areas with natural hazards, rural character, or landscape sensitivity.

55. Rather than removing the ability to use rural-urban boundaries entirely, the new system should require that any such boundaries be evidence-based, aligned with spatial plans, and not used as artificial growth caps. Spatial planning can, and should, guide urban expansion by identifying where development is most appropriate, where environmental protections must be prioritised, and where urban growth is not suitable. This approach provides a balanced way to give effect to Cabinet's direction without undermining councils' ability to manage growth sustainably and efficiently.

56. Greenfield development often comes with significant long-term costs for councils and communities. Extending infrastructure (such as roads, water supply, wastewater, and stormwater systems) and public transport services into new areas is far more expensive than intensifying within existing urban areas. These costs are not just upfront capital costs, they include ongoing maintenance, renewal, and service delivery, which create enduring fiscal pressures on councils and ratepayers.

57. For all the above reasons, councils must retain the ability to manage the scale, pace, and location of greenfield development through spatial planning and regulatory tools, including through rural-urban boundaries.

58. **Question 19: Do you agree that the future resource management system should prohibit any provisions in spatial or regulatory plans that would prevent leapfrogging? If not, why not?**

59. Council does not support a blanket prohibition on provisions that would prevent leapfrogging. While some flexibility is important to respond to unanticipated development opportunities, unplanned leapfrogging can undermine the strategic intent of spatial plans and lead to fragmented, inefficient growth patterns.

60. Development that occurs beyond planned urban edges, without alignment to infrastructure staging, can create significant costs for councils and infrastructure providers, particularly in servicing new areas with roads, water, and public transport. Isolated pockets of development, especially those not aligned with existing public transport corridors, are often costly and inefficient to service. The ability to impose targeted rates or levies for public transport services may assist but could then affect the affordability of new housing in those areas.

61. To maintain the integrity of spatial plans and ensure infrastructure efficiency, councils must retain the ability to limit or manage out-of-sequence and leapfrogging development where it conflicts with coordinated urban growth strategies. Council recognises that there are some circumstances where leapfrogging is appropriate. For example, this may include where landowner complications, such as fragmented land ownership, arise or where Māori wish to develop their land.

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62. **Question 20: What role could spatial planning play in better enabling urban expansion?**

63. Spatial planning could better enable urban expansion by providing a clear, coordinated roadmap for where and when growth should occur, and identifying how infrastructure and services will support that growth.

64. Spatial planning allows councils to identify areas that are suitable for development, based on factors such as infrastructure constraints and reducing infrastructure costs, environmental protection, reducing carbon emissions and protecting highly productive land, and natural hazard consideration. Spatial planning can also give infrastructure providers and developers greater certainty, enabling earlier investment and better alignment of housing and infrastructure delivery. In summary, spatial planning ensures that growth occurs in the right places, at the right time, and in a way that communities can afford to support.

Key Public Transport Corridors

Recommendations:

1. Support the proposed definitions for Categories 1 and 2 key public transport corridors, using the One Network Framework (ONF) classifications of 'spine' and 'primary' corridors for consistency.

2. Apply equivalent intensification requirements to 'spine' bus corridors to current rapid transit corridor requirements (8–10 storeys appropriate for Category 1), with scaled intensification requirements for Category 2 'primary' bus corridors based on service levels.

3. Ensure nationally consistent criteria for corridor definitions to avoid local interpretation, delays, and disputes. A clearer definition of what constitutes 'planned' corridors in the overall transport planning and funding process is also sought.

4. Require local councils to work closely with regional councils (public transport authorities) to confirm existing and planned service levels before applying standardised intensification zones.

Context and Discussion Document Questions:

65. **Question 21: Do you agree with the proposed definitions for the two categories of 'key public transport corridors'? If not, why not?**

66. Yes, Council supports the proposed definitions for the two categories of 'key public transport corridors.' A broader definition beyond just 'rapid transit' is appropriate, as it better reflects areas with high public transport accessibility that should support intensification.

67. Using the One Network Framework (ONF) classifications of 'spine' and 'primary' corridors provides a consistent, nationally recognised basis for linking land use and transport planning. It also reflects the actual function and service levels of key bus routes across the country.

68. Council supports applying the same or similar intensification requirements to 'spine' bus corridors as to rapid transit corridors, given that in many cases these routes offer higher frequencies and better destination choice than some rail lines, despite not having fully separated infrastructure.

69. Requiring intensification, albeit at a lower level, around 'primary' corridors is also supported, as these corridors typically provide regular, all-day service and good accessibility. This means that the legislation recognises their importance whilst also recognising the slightly reduced levels of service as compared to spine corridors.

70. In addition, Council has feedback on the current NPS-UD definition of 'rapid transit service':

71. There is no information in the Discussion Document that addresses how the current definition will be amended in accordance with the Cabinet agreement mentioned in para 97.b. *'Amend the definition of rapid transit service by specifically listing existing rapid transit services.'* Therefore, we seek clarity about what is proposed in terms of the new definition. This will help to avoid the debates around what constitutes rapid transit.

72. Council considers that clearer direction on what constitutes 'planned' is needed. For example, is it a project identified in a strategy or plan (like in a Regional Land Transport Plan or Regional Public Transport Plan)? or at a particular business case stage? Or is it projects identified in the National Land Transport Plan or Long-Term Plan? Or is it projects where funding is 'committed'? Ideally housing intensification would happen in advance of a step up in public transport level of service being delivered, to make its delivery more feasible.

73. **Question 22: Do you agree with the intensification provisions applying to each category? If not, what should the requirements be?**

74. Council agrees with the proposal to increase heights around proposed Category 1 Public Transport Corridors, specifically, council considers 8-10 storeys as cited in paragraph 108 of the Discussion Document, is appropriate. At a general level, council supports intensity/heights that scale up based on the level of accessibility offered by a public transport corridor, or proximity to centres.

75. **Question 23: Do you agree with councils being responsible for determining which corridors meet the definition of each of these categories?**

76. The Council supports fixed, nationally consistent criteria for Category 1 and 2 corridors to avoid local interpretation. In Wellington, experience with vague definitions (e.g. rapid transit in the

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NPS-UD) shows they lead to significant debate, delay, and uncertainty for councils, developers, and communities. Council considers that it would be beneficial for national direction to clearly define the thresholds for service frequency and hours of operation to ensure clarity and consistency.

77. We agree that councils should be responsible for determining which corridors then meet these clear definitions (although listing 'rapid transit' corridors would be helpful) but recommend that local councils are required to work closely with regional councils (who are the public transport authorities) to ensure that the existing and planned levels of service along potential 'key public transport corridors' is well understood before the standardised zone for intensification is applied.

Intensification Catchment Sizes

Recommendations:

1. Support Option 1: 5 - 10-minute walking access (400–800m) which aligns with the Wellington Regional Public Transport Plan and observed walking behaviours.

2. Measure catchments using actual walking routes rather than straight-line distances.

3. Use consistent terminology by referring to 'key public transport corridors' (as per proposed definitions).

4. Enable intensification within:
    a. 800m of stops on rapid transit and Category 1 'spine' corridors.
    b. 400m of stops on Category 2 'primary' corridors.

Context and Discussion Document Question

78. **Question 24: Do you support Option 1, Option 2, or something else? Why?**

79. We support Option 1, as it aligns with the Wellington Regional Public Transport Plan, which uses a 5–10-minute walking access standard, equating to approximately 400-800 metres, for high-quality public transport. This approach is more consistent with observed walking behaviours.

80. However, walkable catchments should be measured using actual walking routes, not straight-line distances. We also recommend using consistent terminology by referring to 'key public transport corridors' (as per the proposed definitions), rather than 'key transit corridors.' Specifically, intensification should be enabled:
    - Within 800m of stops on 'rapid transit' and Category 1 'spine' corridors

- Within 400m of stops on Category 2 'primary' corridors.

Minimum Building Heights to be Enabled

Recommendations:

1. Support increasing minimum heights from 6 to 8–10 storeys in appropriate areas, particularly around key public transport routes and centres.

2. Prioritise intensification within existing urban areas to reduce carbon emissions, minimise infrastructure costs, and make better use of existing networks.

3. Apply strong urban design principles to ensure higher-density developments are liveable, diverse, and contribute to high-quality urban environments.

Context:

81. Council supports minimum building heights in certain areas most appropriate for intensification. This will help to ensure sites are being utilised to at least a minimum level of development and avoid underutilisation of important development sites.

82. Council supports increasing the minimum height limit from 6 storeys to 8-10 storeys. Council supports intensification within existing urban areas and enabling greater heights and densities in appropriate locations, particularly around key public transport routes and centres. This would provide many benefits including reducing carbon emissions and reducing infrastructure costs. Given the significant cost pressures on both central and local government, and the government's directives to limit rates rises, it makes sense to be capitalising on existing infrastructure for new urban growth, rather than increasing the burden on the ratepayer through the provision and maintenance of costly new infrastructure to service unplanned greenfield developments.

83. Council notes that alongside intensification, it is important to apply strong urban design principles and guidance to ensure developments are liveable and contribute to a diverse and high-quality urban environment.

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Offsetting the Loss of Development Capacity

Recommendations:

1. Avoid restricting development in NPS-UD intensification areas by default, especially through unlisted qualifying matters.

2. Recognise the strategic value of intensification areas (close to transport, centres, and employment) as the most suitable locations for growth.

3. Support offsetting lost capacity where restrictions are necessary, with clear national direction and offsetting located geographically proximate to retain key benefits of intensification.

Context:

84. Council considers that restricting development in areas enabled by the NPS-UD for intensification, particularly using unlisted qualifying matters, should not be the default approach.

85. These areas are identified for their strategic value, including proximity to public transport, centres, and employment, and are the most suitable locations for intensification.

86. However, where it is necessary to limit development due to an unlisted qualifying matter, offsetting the lost development capacity may be appropriate. In these cases, Council supports clearer national direction on how offsetting should be applied. Any offsetting should occur in geographically proximate areas to ensure that the key benefits of intensification are still retained where possible.

Enabling a mix of use across Urban Environments

Recommendations:

1. Support enabling a greater mix of uses across urban environments to encourage vibrancy and varied living and recreational spaces.

2. Focus controls on protecting residential amenity, including managing noise, odour, light spill, transport safety, dust, hours of operation, construction impacts, and effects on the 3 waters network.

3. Prioritise mixed-use enabling in key centres and around train stations, while protecting the vitality and viability of existing town centres and main streets facing retail sector challenges.

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Context:

87. Council supports enabling a greater mix of uses across urban environments. This encourages greater variability and increases the attractiveness of places both for living and playing in.

88. Council considers that controls should focus on residential amenity, including noise, odour, light spill, safety of the transport network, dust, hours of operation, construction effects, and maximum floor area. In addition, the impact on the 3 waters network should be considered.

89. The most appropriate areas for enabling mixed use include within key centres and around train stations. However, alongside this, council notes that it is important to protect existing town centres and main streets. These areas are already under strain from changes in the way people shop, online shopping, and the offering from large format retail stores, all of which affect town centre vitality and viability.

Impacts of Proposals on Māori

Recommendations:

1. Engage Māori and mana whenua early and meaningfully throughout the development and implementation of proposals, ensuring their participation is maintained and strengthened.

2. Avoid undermining local Māori decision-making arrangements, Treaty settlement rights, and mana whenua influence over culturally significant sites and land use.

3. Explicitly embed Te Tiriti o Waitangi obligations in the new resource management framework to uphold Māori partnerships and voices.

4. Require cultural impact assessments for all significant developments and embed stronger provisions for Māori environmental values and participation.

5. Consider Māori housing needs and risks of gentrification, preserving iwi roles in regional planning and strengthening protections for taonga species and ancestral landscapes.

Context:

90. The discussion document notes that officials have engaged on the proposals with Treaty Partners at a high-level and that further engagement with Treaty Partners will occur. Council notes that Māori should be specifically engaged with early in the process and encourages further engagement with Māori as the proposals are developed.

91. While Council acknowledges that there will be some positive impacts on Māori, there are several concerns which are highlighted below.

92. Council considers that some proposals, such as mandating specific planning regulations and standardised zones, risk reducing mana whenua participation in planning processes. This includes:
    a. Undermining local decision-making arrangements where mana whenua and Māori communities have negotiated participation through plans, agreements, or other mechanisms.
    b. Limiting influence over land use, particularly where development may affect culturally significant sites, wāhi tapu, or taonga species habitats.
    c. Undermining Treaty settlement arrangements reflected in regional planning.

    Council considers that meaningful engagement with mana whenua, including cultural impact assessments, must remain a core part of land-use decision-making.

93. Council notes that whilst the Discussion Document emphasises efficiency and certainty for councils and developers, it makes no explicit reference to Te Tiriti o Waitangi. This omission risks deprioritising Te Tiriti-based partnerships in planning decisions and diminishing the role of Māori voices in the planning process.

94. Council is concerned that increasing flexibility in land use and removing planning controls may weaken the environmental and cultural protections currently embedded in the RMA. For example, through sediment runoff, habitat fragmentation, or development harming culturally significant areas. Without robust safeguards, large-scale urbanisation risks significant adverse impacts on taonga species, mahinga kai, and ancestral landscapes.

95. The new system must explicitly recognise and protect Māori environmental values. While this is currently supported through mana whenua participation in consent processes, the new system should embed stronger provisions for Māori participation, ensuring cultural and environmental impact assessments are required and Māori values are incorporated in decision-making. To that end, Council recommends:

    a. Embedding Te Tiriti o Waitangi obligations in the new framework.
    b. Considering Māori housing needs and the impacts of gentrification.
    c. Requiring cultural impact assessments for all significant developments.
    d. Preserving iwi participation in regional planning decisions.
    e. Upholding iwi roles within planning as recognised in Treaty Settlements.
    f. Strengthening protections for taonga species and ancestral landscapes.

DRAFT

Transitioning to Phase 3

Recommendations:

1. Continue requiring Housing and Business Capacity Assessments (HBAs) but allow councils greater flexibility to tailor assessments to their key growth planning needs.

2. Consider that new FDSs may not be necessary, given RSPs will replace them soon.

3. Support updating existing FDSs to maintain reliability for the 2027 Long-Term Plan process, avoiding costly full new FDS preparation.

Context:

96. Council considers that there is a convincing case for continuing to require Housing and Business Capacity Assessments (HBAs), but with more flexibility in how this is done. For example, council could tailor the assessments to address the key pieces of information which are most relevant to their growth planning. HBAs are important for informing Long Term Plans, infrastructure investment and determining whether District Plan's are providing enough capacity to meet demand.

97. Council considers that a new FDS may not be necessary, as Regional Spatial Plans will soon replace this requirement. However, we recommend that there are requirements to update the current FDS's to ensure they remain reliable for the 2027 Long-Term Plan process.

Summary

98. Thank you for the opportunity to submit on the proposals outlined in the *Going for Housing Growth* Discussion Document. Overall, Council supports the direction to enable more housing across New Zealand. However, as noted in our submission, we have concerns about certain aspects of the proposals, particularly the overall approach to greenfield development.

99. Council would welcome the opportunity to contribute to Pillars 2 and 3 of the Going for Housing growth work program.

100. If you would like to discuss any of the points raised, we would be pleased to expand on them further. In the first instance, please contact Josh Patterson at Josh.Patterson@gw.govt.nz

DRAFT

Ngā mihi nui,

Councillor Daran Ponter
Chair
Greater Wellington Regional Council

DRAFT

Council
21 August 2025
Report 25.391

For Information

FINANCE UPDATE REPORT - JUNE 2025

Te take mō te pūrongo
Purpose

1. To provide Council with Greater Wellington Regional Council's (Greater Wellington) summary financial reports for the year ended 30 June 2025.

Te tāhū kōrero
Background

2. The Council is responsible for overseeing and evaluating Greater Wellington's performance.
3. Regular review of financial results is needed for effective management enabling informed decision making, performance evaluation, and for compliance and accountability while highlighting potential risks to assets and services.
4. This report and **Attachment 1** provide a summary of the financial performance of Greater Wellington's activities for the 12 months to 30 June 2025. All amounts in this report and attachment are GST exclusive.
5. The financial report is unaudited and subject to change. Any material changes will be advised at the time of presenting the draft annual report at the 9 October 2025 Council meeting.

Te tātaritanga
Analysis

6. The draft result to end of June 2025 is a $24 million operating surplus before fair value movements. Greater Wellington had budgeted for an operating surplus of $55 million. The main drivers for the variance are outlined below.

Operating Revenue

7. Total Operating Revenue is $61 million lower than budgeted. The following paragraphs provide an explanation for this.
8. Grants and Subsidies revenue is lower by $61 million due to reassessed milestones with Lower North Island Rail Integrated Mobility (LNIRIM), delays in the National Ticketing Solution (NTS) project and the decision on the National Land Transport Plan (NLTP) projects. This is partially offset by additional crown revenue for flood

protection and a lower amount payable to the New Zealand Transport Agency (NZTA) for reduced farebox revenue.

9. An additional funding of $17 million was received from NZTA during the year which relates to the loan funding of the Matangi units. Around 50 percent of this funding was applied to reduce the loans while the balance was applied to the current years funding deficit.

10. The rates are $2 million over budget, due to collecting rates on more rating units than anticipated during budgeting, along with higher penalties received.

11. Other Revenue is lower by $2 million, driven by farebox revenue being lower than anticipated ($18 million), materially offset by higher interest revenue, dividends received and subvention payment.

Operating Expenditure

12. Total Operating Expenditure is $30 million lower than budgeted. The following paragraphs provide an explanation for this.

13. Grants and Subsidies are under by $29 million due to, changes in the accounting treatment for the NTS project moving from an expense to a Prepaid Asset and delays in rail network renewals and decarbonisation.

14. Consultants, Contractors and Suppliers are lower than budget by $8 million, primarily due to lower spending across Environment and Public Transport.

15. Depreciation is $5 million above budget mainly due to capitalisation of prior years' work in progress on IT equipment, transport model, park infrastructures, and flood structure assets.

Capital Delivery

16. Year end capital expenditure is $88 million lower than budgeted. The following paragraphs provide an explanation for this.

17. Delays in RiverLink implementation and property acquisitions ($16 million).

18. Delays and changes in project approvals and spending related to NLTP funding decisions ($22 million) and delays in achieving milestones for Southern Bus Depot ($20 million).

19. Delays and rephasing of multiple water capital projects, now scheduled to commence in July 2025 while others are postponed to 2027 to better align with overall network supply constraints. ($31 million).

20. $24 million of the water capital underspends have been carried forward to support delivery in future years - $22 million to FY26 and $2 million to FY27.

21. LNIRIM spend profile and cashflow has changed from the initial business case due to revised revenue recognition milestones. The 24/25 reduction in spend ($8 million from $67 million) does not indicate a material delay or reduction in overall programme cost.

Ngā tūāoma e whai ake nei
Next steps

22. The final Annual Report is expected to be signed off by Council on 9 October 2025.

Ngā āpitihanga
Attachment

Number	Title
1	Council Financial Report – 30 June 2025

Ngā kaiwaitohu
Signatories

Writer	Darryl Joyce – Kaiwhakahaere Matua | Manager Accounting Services
Approvers	Ashwin Pai - Kaiwhakahaere Matua |Head of Finance Alison Trustrum-Rainey – Kaiwhakahaere Matua, Pūtea me ngā Tūraru | Group Manager Finance and Risk

He whakarāpopoto i ngā huritaonga Summary of considerations
Fit with Council's roles or with Committee's terms of reference The Council has governance oversight of the robustness of the organisation's financial performance.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies The report reviews performance against the budget set in the first year of 2024-34 Long Term Plan.
Internal consultation This report has been drafted following contributions from Finance Business Partners of Metlink, Environment and Corporate Services.
Risks and impacts - legal / health and safety etc. There are no risks arising from this report.

Council Report June 2025

This report provides the financials for the year ended June 2025 with,

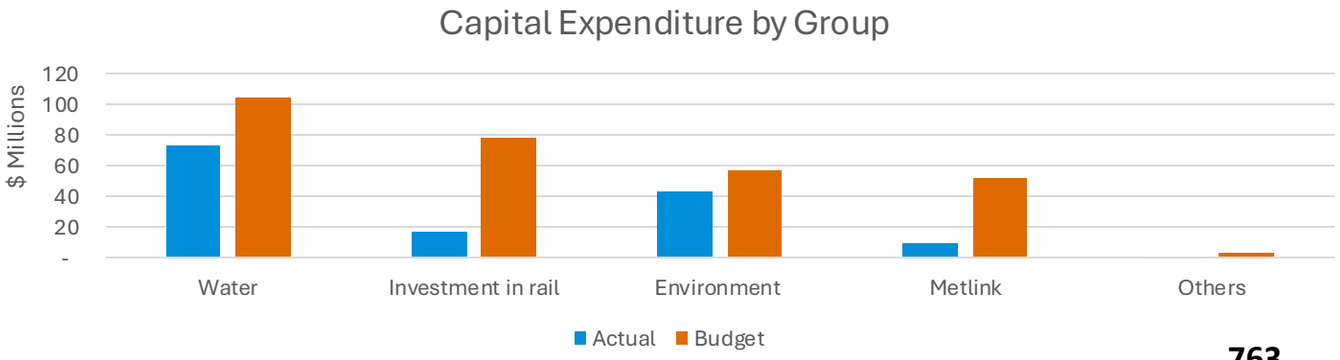
1. Comparisons are to the budget set in the first year of 2024/2034 Long Term Plan and includes re-budgets approved by Council.
2. The figures in this report reflect best accounting practice. The overall funding surplus or deficit will differ due to non-cash items and capital grants.
3. The financial report is unaudited and subject to change. Any material changes will be advised at the time of presenting the draft annual report .

Greater Wellington
Te Pane Matua Taiao

Summarised Profit and Loss as at June 2025

	Full Year			
	Actual	Revised Budget	Variance	
Operating Revenue	**$000s**	**$000s**	**$000s**	
Rates and Levies	323,423	321,531	1,891	1%
Grants and Subsidies	198,074	259,515	(61,441)	-24%
Other Revenue	146,270	147,866	(1,595)	-1%
Total Operating Revenue	**667,767**	**728,912**	**(61,145)**	**-8%**
Operating Expenditure				
Personnel	100,518	101,168	(651)	-1%
Grants and Subsidies	290,572	319,708	(29,136)	-9%
Consultants, Contractors and Suppliers	154,492	162,739	(8,246)	-5%
Finance Costs	58,958	56,154	2,804	5%
Depreciation	39,449	34,149	5,299	16%
Total Operating Expenditure	**643,989**	**673,918**	**(29,929)**	**-4%**
Operating Surplus/(Deficit) before other items	**23,778**	**54,994**	**(31,216)**	**-57%**
Fair Value Movements	(22,716)	-	(22,716)	0%
Operating Surplus/(Deficit)	**1,063**	**54,994**	**(53,931)**	**-98%**
Capital Expenditure	**127,334**	**215,259**	**(87,925)**	**-41%**
Investment in Greater Wellington Rail	**17,347**	**78,315**	**(60,968)**	**-78%**

** Revised budget is budget set in the first year of 2024-34 Long Term Plan plus re-budgets approved by Council



GM Finance and Risk Overview

Economic and Financial Overview

New Zealand's inflation rose slightly to 2.7% year-on-year in the June 2025 quarter, remaining within the Reserve Bank's 1-3% target band. Inflationary pressures are not widespread, supported by falling import prices such as a 5% drop in petrol imports. The economy is experiencing a primary-sector-led recovery, aided by lower interest rates, though growth is expected to remain slow through mid-2026. The Reserve Bank has indicated possible further Official Cash Rate reductions if inflation eases.

For Greater Wellington, with swaps in place and strong treasury management, no further interest rate advantage is expected over the coming year. Our priority remains effective management of finance costs.

Full-Year Forecast Summary

Revenue is below budget due to revised LNIRIM milestones, delays from government NLTP funding decisions, and farebox shortfalls. However, an additional $17 million NZTA funding related to Matangi units was received; about half reduced Matangi loans, with the remainder used to fund Metlink's funding deficit

Potential Risks and Funding Considerations

The 2025/26 Annual Plan includes a 9.72% rates increase, adopted in June. Work on the 2026/27 plan is underway amid ongoing cost pressures. We remain committed to tight cost control and identifying savings to address these challenges.

Capital Expenditure

Capital spending was below the budget by $88 million due to delays in Riverlink and Southern Bus Depot projects, rephasing of Water Supply initiatives, and reductions in the Metlink capital program aligned with NLTP funding cuts.

Treasury Highlights

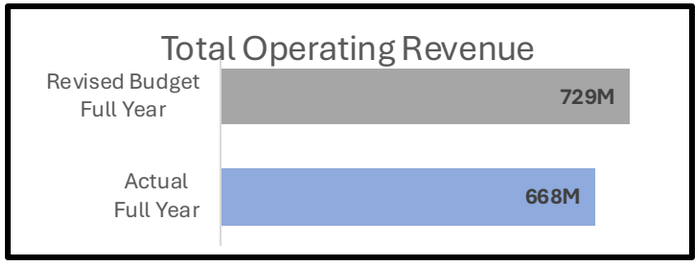
Council's investments (excluding subsidiaries) decreased from **$315 million** at the start of the financial year to **$296 million**, including:

· Water contingency investments: **$56 million** (June 2024: $50 million)
· Pre-funding: **$75 million** (June 2024: $116 million)

Council's gross external debt stands at **$1.16 billion**, with a net debt position of **$860 million**, including **$75 million** in pre-funded debt.

*All amounts in this report are GST exclusive.

Key Variance Commentary



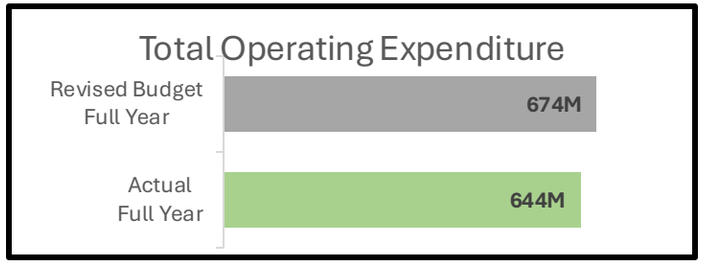
GW - The rates are **$2 million** over budget, driven by wash-up from collecting rates on more rating units than anticipated during budgeting, along with higher penalties received.

Metlink PT – Grants and subsidies revenue are below budget primarily due to reassessed milestones with LNIRIM, the NLTP funding decision and delays in the NTS programme; partially offset by lower amount payable to NZTA for lower farebox revenue , **$71 million**. And offset by Matangi NZTA additional funding **$16m**

Farebox revenue is under by **$18 million** due to changing travel patterns, with fewer longer distance customers lowering the average ticket price and patronage numbers compared to budget assumptions

Environment - Grants and subsidies is **$8 million** above budget mostly relating to Flood Resilience in capex, and the Early Flood Warning System upgrade. There is also higher fees and charges across Riverlink, Flood Operations, Consents, and Environment Restoration; partially offset by Predator Free Wellington, **$3 million**.

Investment – Other revenues are **$15 million** favorable due to higher subvention payments, dividends received and interest revenue**.** This is partially offset by additional financing costs.



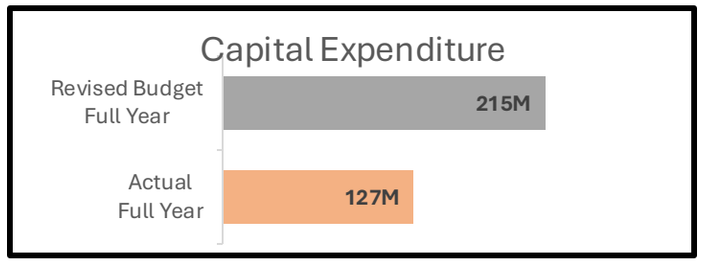
GW – Depreciation is **$5 million** above budget mainly due to capitalisation of prior years' WIP on IT equipment , transport model, park infrastructures, and flood structure assets.

Metlink PT – Grants and subsidies are under by **$30 million** due to changes in the accounting treatment for the NTS project moving from an expense to a Prepaid Asset and delays in rail network renewals and decarbonisation.

Contractors & Consultants are under by **$13 million** due to delays in spending on bus corridors (in contributions with WCC), new bus routes and accessibility projects. Currently NTS project is $19 million behind budget due to Cubic CSAM solution and integration delays.

Environment – Underspend across Knowledge & Insights, Catchment Management, and Pinehaven, **$6 million**. The majority of this is loan funded due to intergenerational benefits of the associated projects.

Investment – Finance costs are **$5 million** higher, mainly due to prefunding. This is offset by additional interest revenue.



Metlink PT – NZTA's decision to withhold funding for NLTP projects delayed their start times while funding prioritisation decisions were made, resulting in a **$22 million** underspend. Southern Bus Depot project milestone delays of **$20 million** contribute to the remaining underspend.

Environment – RiverLink property acquisitions are **$8.8 million** behind budget. RiverLink Implementation is **$7.6 million** under budget due to contractor savings on below ground demolition, rockline works commencing later than planned and $2 million of EVA cable relocation costs delayed until July 2025.

Water Supply – Delays and rephasing of multiple water capital projects, to better align with overall network supply constraints**, $31 million**. $24 million of this $31 million has been carried forward to support delivery in future years - $22 million to FY26 and $2 million to FY27.

Council
21 August 2025
Report 25.339

For Decision

RESOLUTION TO EXCLUDE THE PUBLIC

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

Confirmation of the Restricted Public Excluded minutes of the Council meeting on Thursday 26 June 2025 – Report RPE25.312

Lower North Island Rail Integrated Mobility – Contract Update – Report RPE25.380

Chief Executive performance review for 2024/25 – Report RPE25.326

Chief Executive remuneration review for 2024/25 – Report RPE25.327

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:

Confirmation of the Restricted Public Excluded minutes of the Council meeting on Thursday 26 June 2025 – Report RPE25.312	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
Information contained in these minutes relates to future rail and bus service procurement and contracting in the Wellington Region. Excluding the public from the proceedings of the meeting is necessary as considering this information in public would be likely to prejudice or disadvantage the ability of Greater Wellington Regional Council (Greater Wellington) to carry out, without prejudice or disadvantage negotiations (section 7(2)(i) of the Act). Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would	The public conduct of this part of the meeting is excluded as per section 7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

override the need to withhold the information.	
Lower North Island Rail Integrated Mobility – Contract Update – Report RPE25.380	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
Information contained in this report relates to future rail service procurement and contracting in the Wellington Region. Excluding the public from the proceedings of the meeting is necessary as considering this information in public would be likely to prejudice or disadvantage the ability of Greater Wellington Regional Council (Greater Wellington) to carry out, without prejudice or disadvantage negotiations (section 7(2)(i) of the Act). Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.	The public conduct of this part of the meeting is excluded as per section 7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).
Chief Executive performance review for 2024/25 – Report RPE25.326	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
This report contains information relating to the current Chief Executive's performance agreement. Release of this information would prejudice the privacy of the Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council. Greater Wellington Regional Council has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the Chief Executive's privacy.	The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).

Chief Executive remuneration review for 2024/25 – Report RPE25.327	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
This report contains information relating to the current Chief Executive's remuneration review. Release of this information would prejudice the privacy of the Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council. Greater Wellington Regional Council has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the Chief Executive's privacy.	The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).

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.