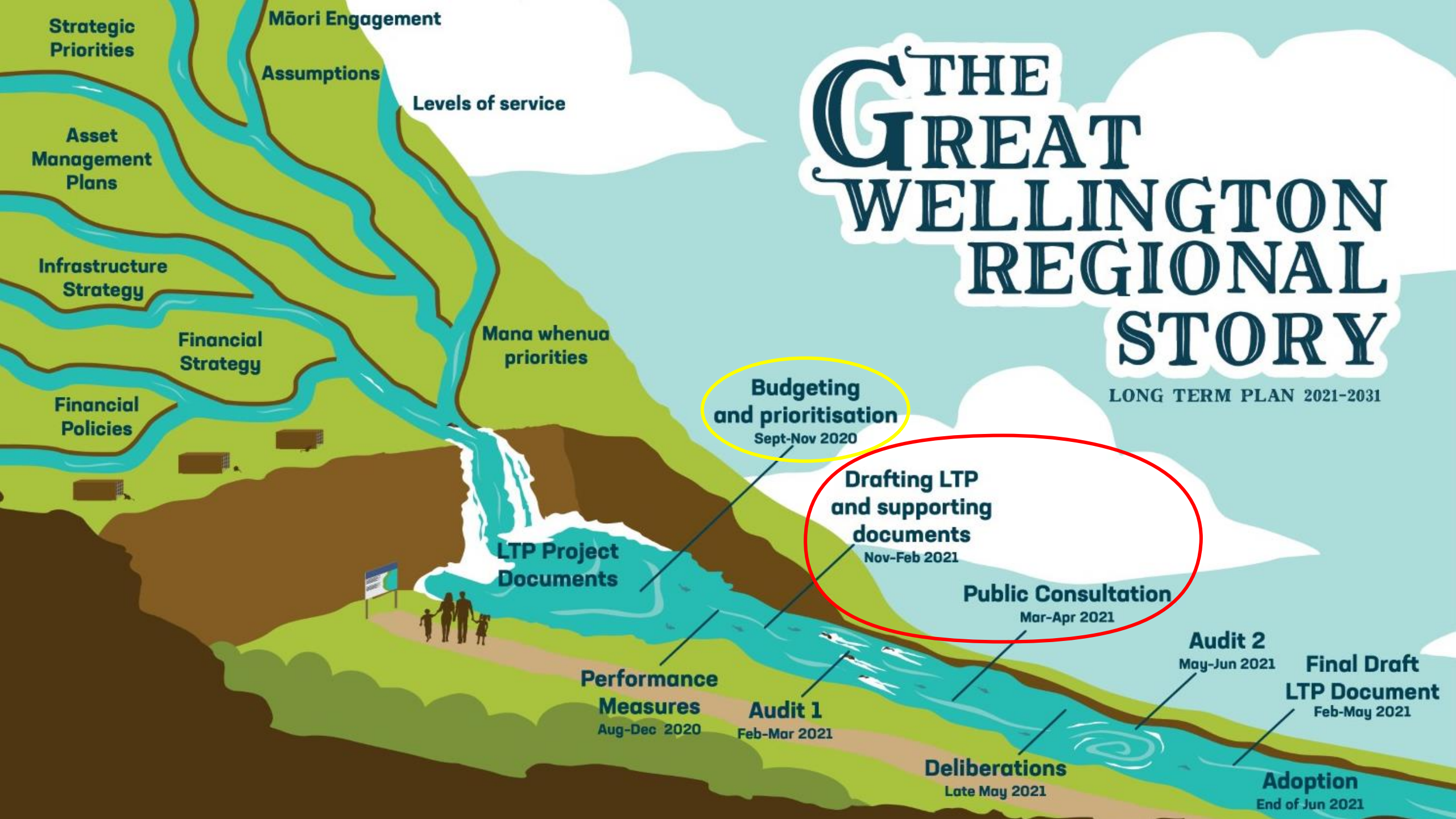


Long Term Plan 2021-31

10 December Council Workshop

Agenda

1	Budget Update	Alison Trustrum-Rainey
2	Water Levy Update	Samantha Gain
3	Financial Strategy Update	Alison Trustrum-Rainey
4	Infrastructure Strategy Update	Nicci Wood
5	LTP Foundation Work <ul style="list-style-type: none">○ Strategic Framework, Activity Structure, Performance Measures	Tracy Plane
6	Māori Outcomes Framework Update	Monica Fraser
7	Consultation Update <ul style="list-style-type: none">○ Consultation questions, engagement approach and support	Luke Troy



THE GREAT WELLINGTON REGIONAL STORY

LONG TERM PLAN 2021-2031

Strategic Priorities

Māori Engagement

Assumptions

Levels of service

Asset Management Plans

Infrastructure Strategy

Financial Strategy

Financial Policies

Mana whenua priorities

Budgeting and prioritisation
Sept-Nov 2020

Drafting LTP and supporting documents
Nov-Feb 2021

Public Consultation
Mar-Apr 2021

LTP Project Documents

Performance Measures
Aug-Dec 2020

Audit 1
Feb-Mar 2021

Deliberations
Late May 2021

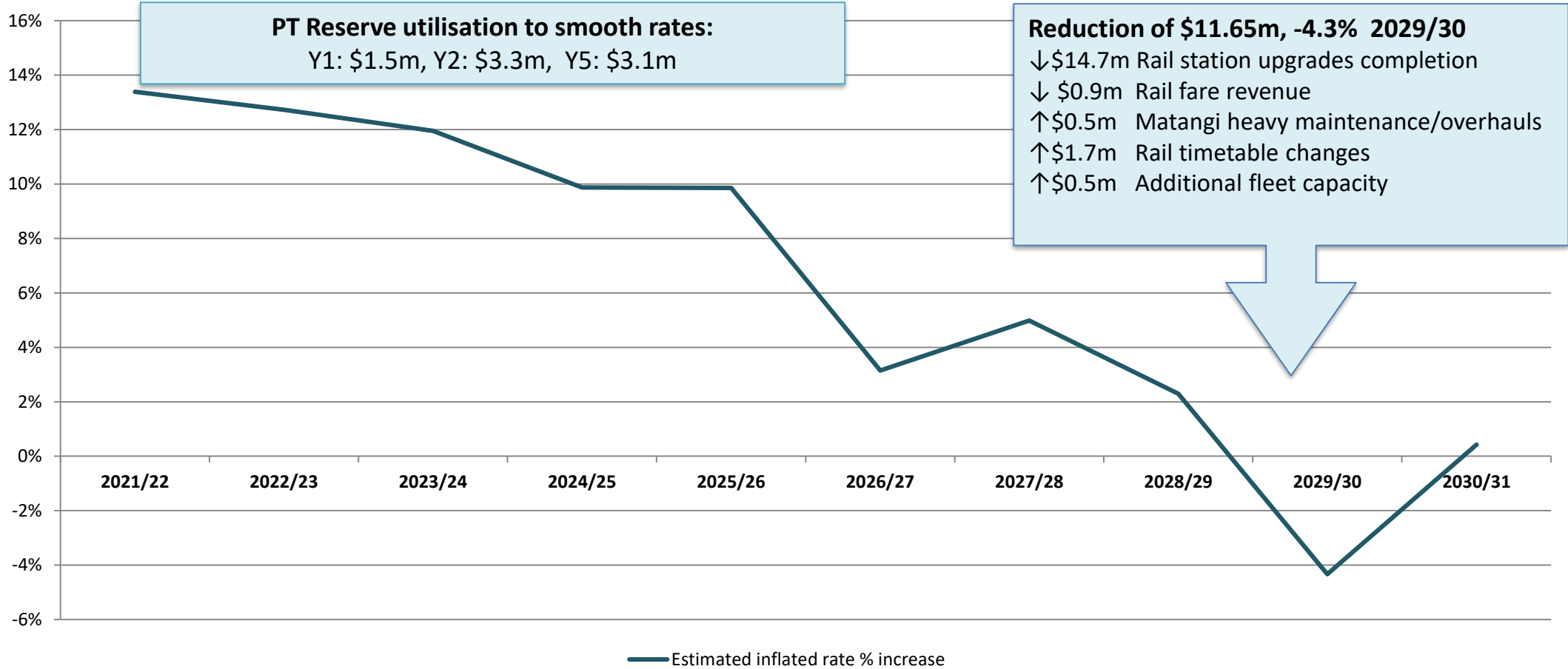
Audit 2
May-Jun 2021

Final Draft LTP Document
Feb-May 2021

Adoption
End of Jun 2021

Budget Update

Estimated rates % increase LTP 2021-31



Estimated rates profile

After PT Reserve utilisation and rebuild:										
Rates revenue (Million) and rates % increase										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Estimated inflated rates revenue	159.39	179.68	201.15	221.01	242.79	250.44	262.92	268.97	257.31	258.41
Estimated inflated rate % increase	13.4%	12.7%	12.0%	9.9%	9.9%	3.1%	5.0%	2.3%	-4.3%	0.4%

Summary

- Highest » 13.4% Year 1
- Smoothing » held below 13.4% throughout LTP
- Average » 6.4% over 10 years (*prior LTP 5%*)
- Average » 12.7% over first triennium
- Trend » downward sloping profile

Financial Tools Utilised

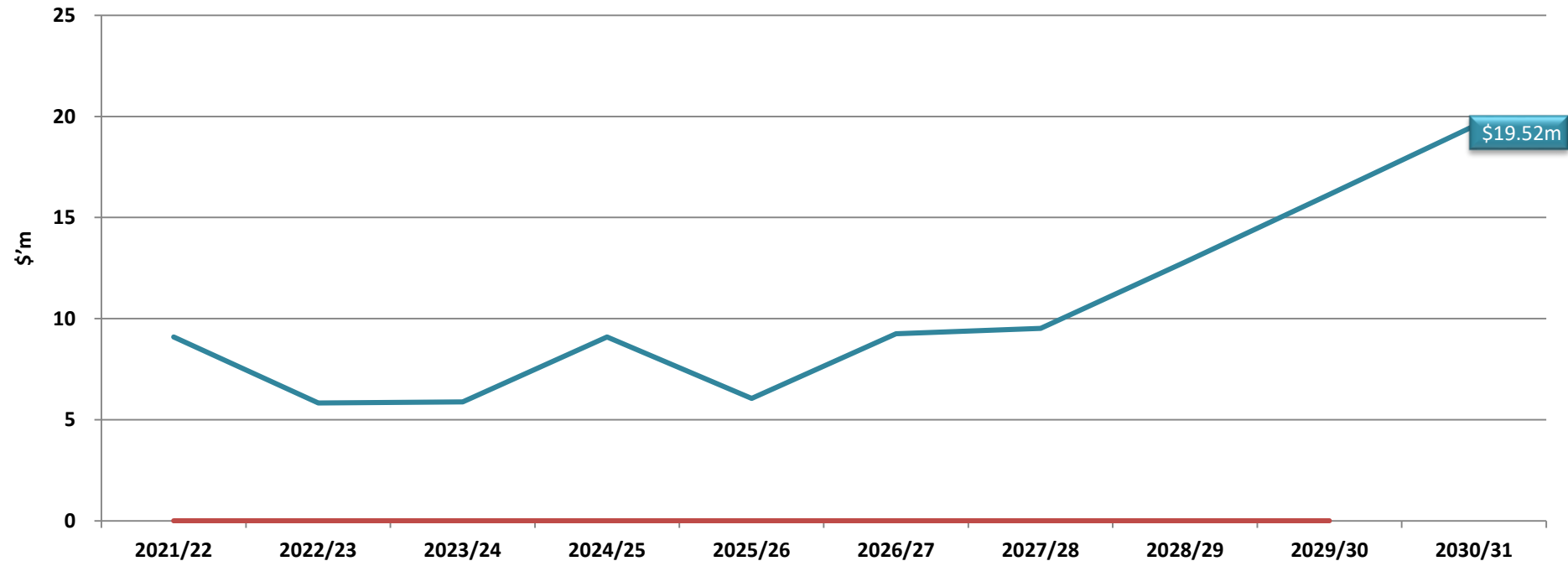
Tools	\$'m	Year 1	Year 2	Year 3
Debt Funding				
	Public Transport fare revenue gap	8.0	6.0	4.1
	Public Transport business case project	1.5	1.5	1.5
Reserves				
	Public Transport reserves	1.5	3.3	-
Loan Life				
	Riverlink loan extended by 5 years	0.5	0.6	0.7

PT Reserve profile

PT Reserve utilisation and rebuild profile

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total over 10 years
PT Reserve utilisation	(1.46)	(3.33)	0.00	0.00	(3.12)	0.00	0.00	0.00	0.00	0.00	(7.91)
PT reserve rebuild	0.00	0.00	0.00	3.12	0.00	3.12	0.10	3.12	3.12	3.12	15.71
PT Reserve interest income	0.14	0.07	0.06	0.08	0.09	0.08	0.15	0.16	0.22	0.27	1.31

PT reserve is estimated to rebuild to \$19.5m by 2030/31



Scenario: 16%, 14%, 12%

Scenario: 16%, 14%, 12%				
	Year 1	Year 2	Year 3	Year 4
Rates increase %	16%	14%	12%	6.2%
Total Rates \$'m	163.1	185.9	208.2	221.1
Reserves increase (\$'m)	\$2.2	\$2.6	\$6.8	-
Rateable Unit average	\$781	\$817	\$847	\$818

Water Levy Update

Water Levy - Outline

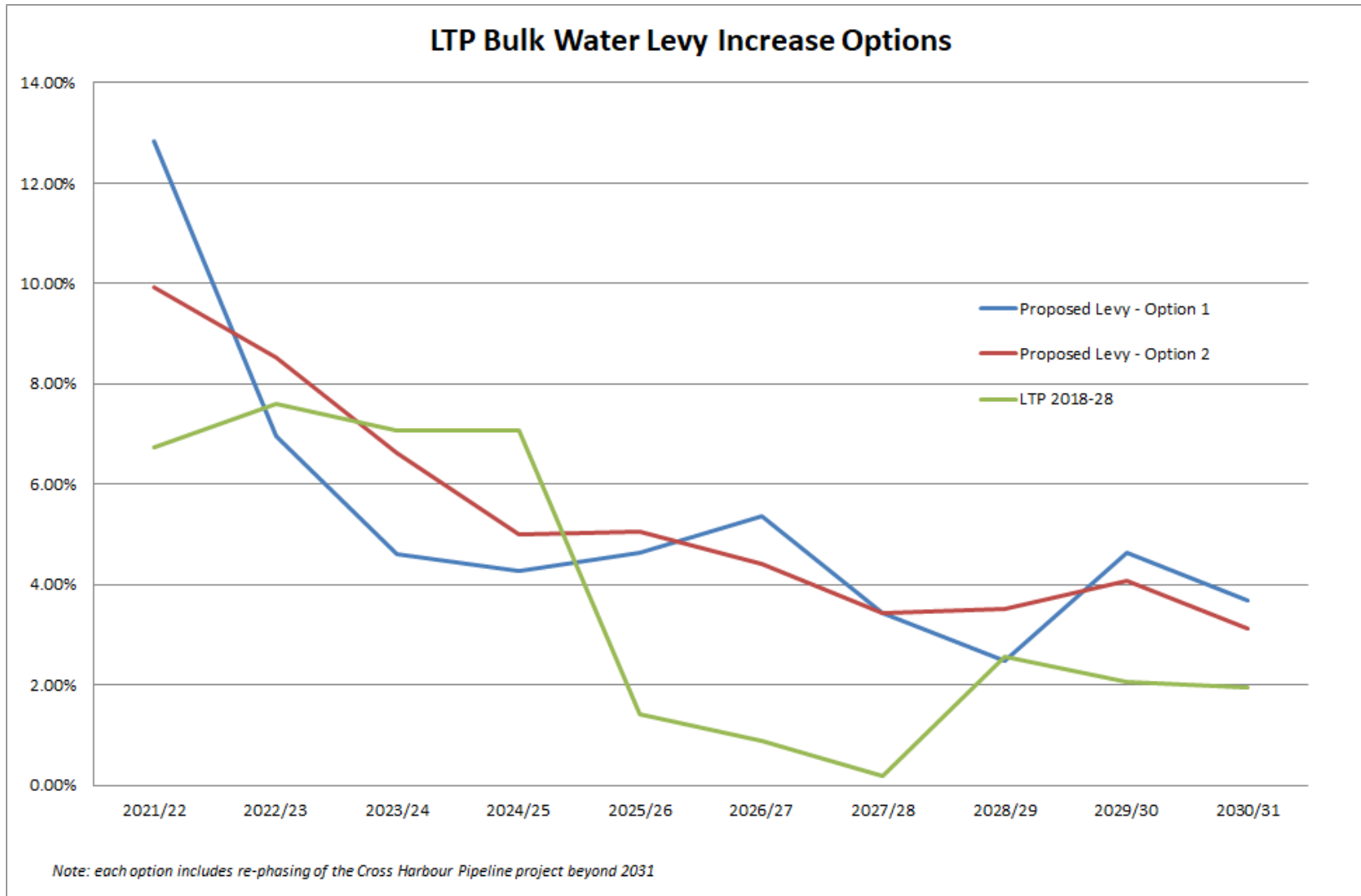
Wellington Water recommends GWRC invests in the following key investment priorities;

	Fund an average increase \$2.1M for OPEX for each of the three year supporting a step change increase in operational costs to look after existing infrastructure (and noting stimulus funding provides uplift in years 1 & 2)
	Fund \$167m CAPEX over 10 years for renewals to look after existing infrastructure
	Include CAPEX funding of \$13m over 10 years to extend the bulk water network. Phasing is linked with city council growth planning.
	Fund \$61m CAPEX over 10 years in activities that Reduce Water Consumption including; \$37M to increase Capacity at Te Marua WTP
	Fund \$150-\$250K OPEX for carbon assessments
	Fund the following in the first 5 years; \$4.4M for Waterloo WTP Ground Improvements \$2.3M for Te Marua WTP Clarifier Seismic strengthening
	Do not fund the Cross Harbour Pipeline (\$184M+) within the next 10 years

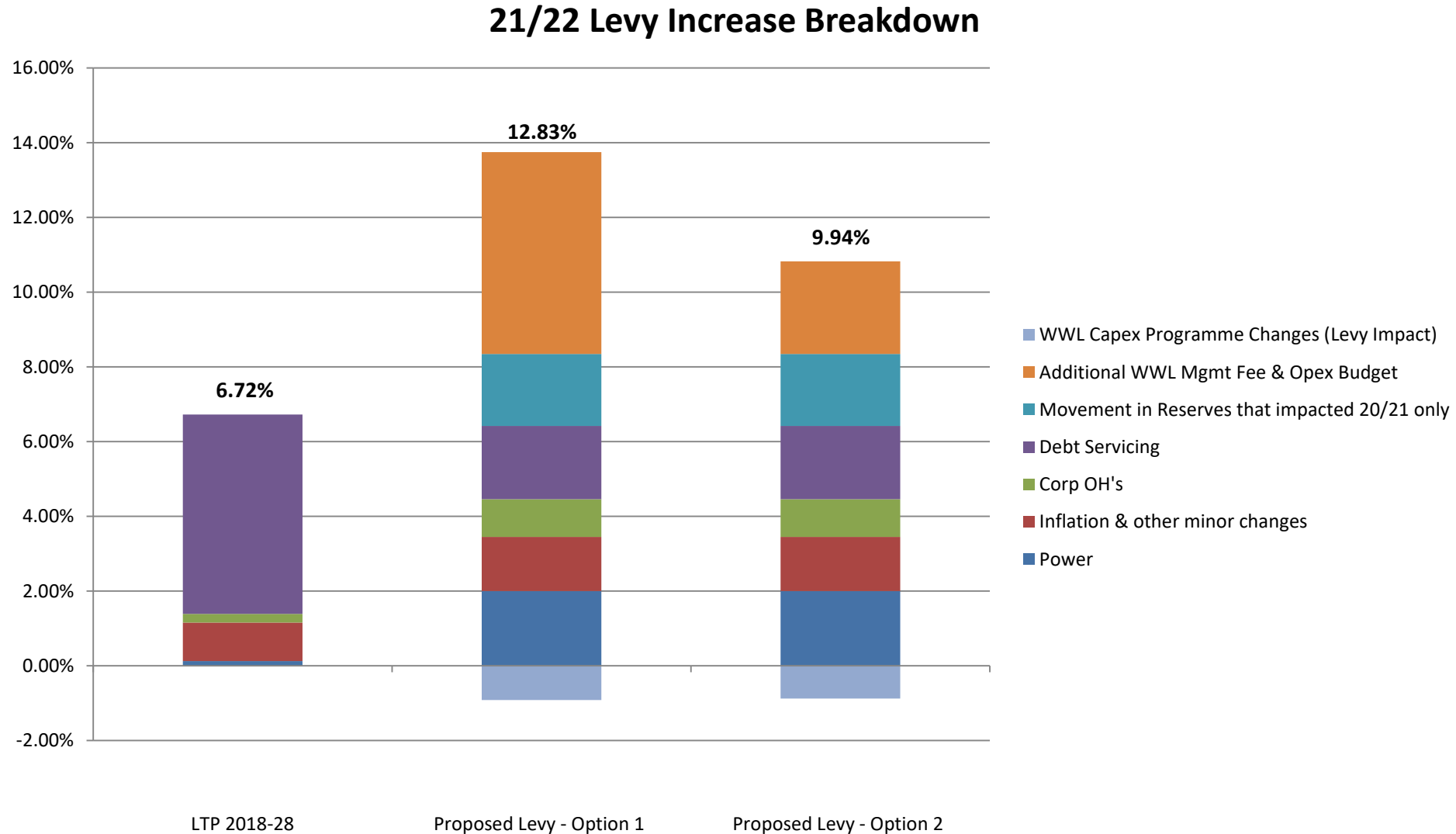
Water Levy – Outcomes for investment

		Reduce service interruptions	Lower risk of critical asset failure	Maintain customer satisfaction	Defer future investment	Reduce water consumption	Improve seismic resilience	Reduce CO ₂ emissions
	Fund an average increase \$2.1M for OPEX for each of the three year	Y	Y	Y	part	part	part	part
	Fund \$167m CAPEX over 10 years for renewals to look after existing infrastructure	Y	Y	part	Y	Y	Y	part
	Include CAPEX funding of \$13m over 10 years to extend the bulk water network.	Y		part			Y	
	Fund \$61m CAPEX over 10 years in reducing water consumption activities				Y	Y	Y	
	Fund \$150-\$250K OPEX for carbon assessments							Y
	Fund key treatment plant resilience projects in the first 5 years.		Y		Y		Y	

Water Levy Increase - Options



Water Levy Increase - Breakdown



Financial Strategy Update

Financial Strategy – guiding principles

We adopted a principle-based approach in developing our Financial Strategy centred on:

- Fairness and intergenerational equity
- Balanced budget
- Debt funding
- Distribution of benefits
- Market neutrality
- Affordability and willingness to pay
- Value for money
- Prudence

Financial Strategy – strategic direction

Our Financial Strategy focuses on these key elements:

- Rates affordability
- Financial risk management
- Investing in the right activities

Financial Strategy – Key themes

- COVID-19 recovery
- Climate Change
- Population, demographic and economic impacts

Rates Affordability Benchmark

- Last LTP set at 5%
- We would exceed this for first 5 years
- The Finance and Prudence regulations require it to be a “quantified limit”
- Alternative to % is using a \$/rating unit

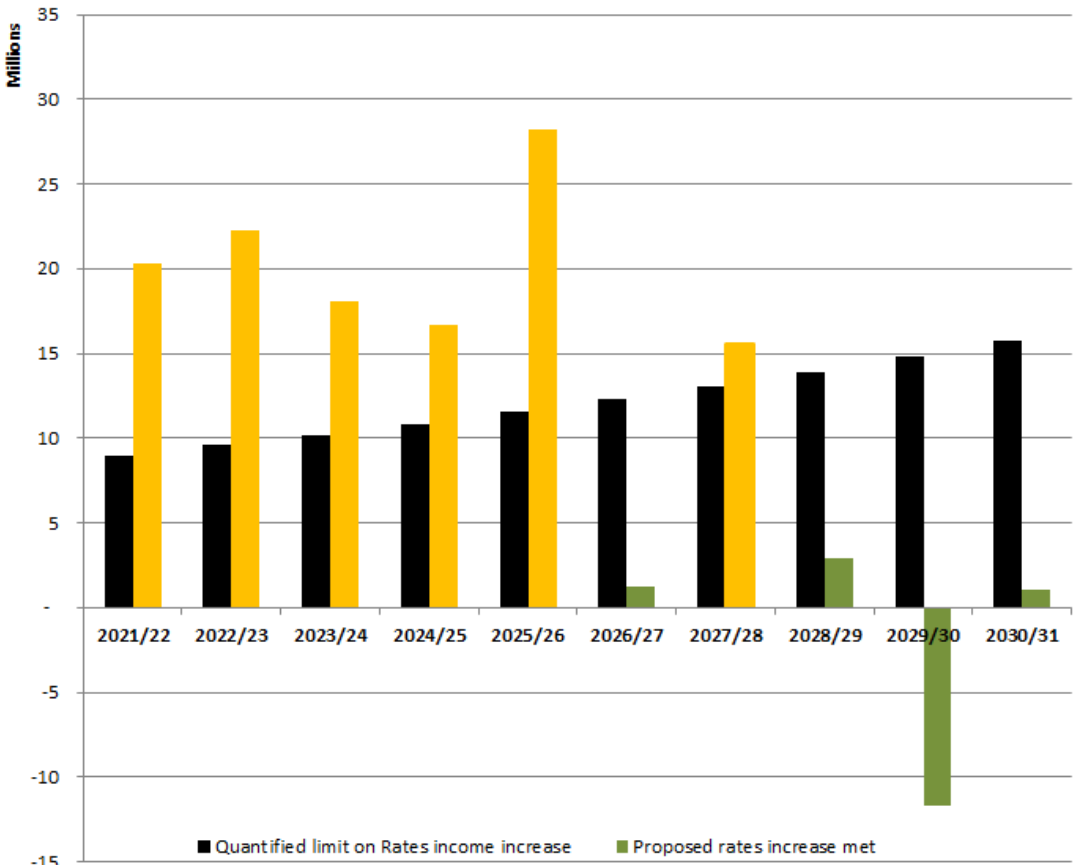
Rates Affordability Benchmark

- We need to balance demand for enhanced services with our communities' ability to pay
- Average rates over the ten years is 6.4%
- Average rates over the ten years per rating unit is \$1,077

Estimated rates affordability benchmarks

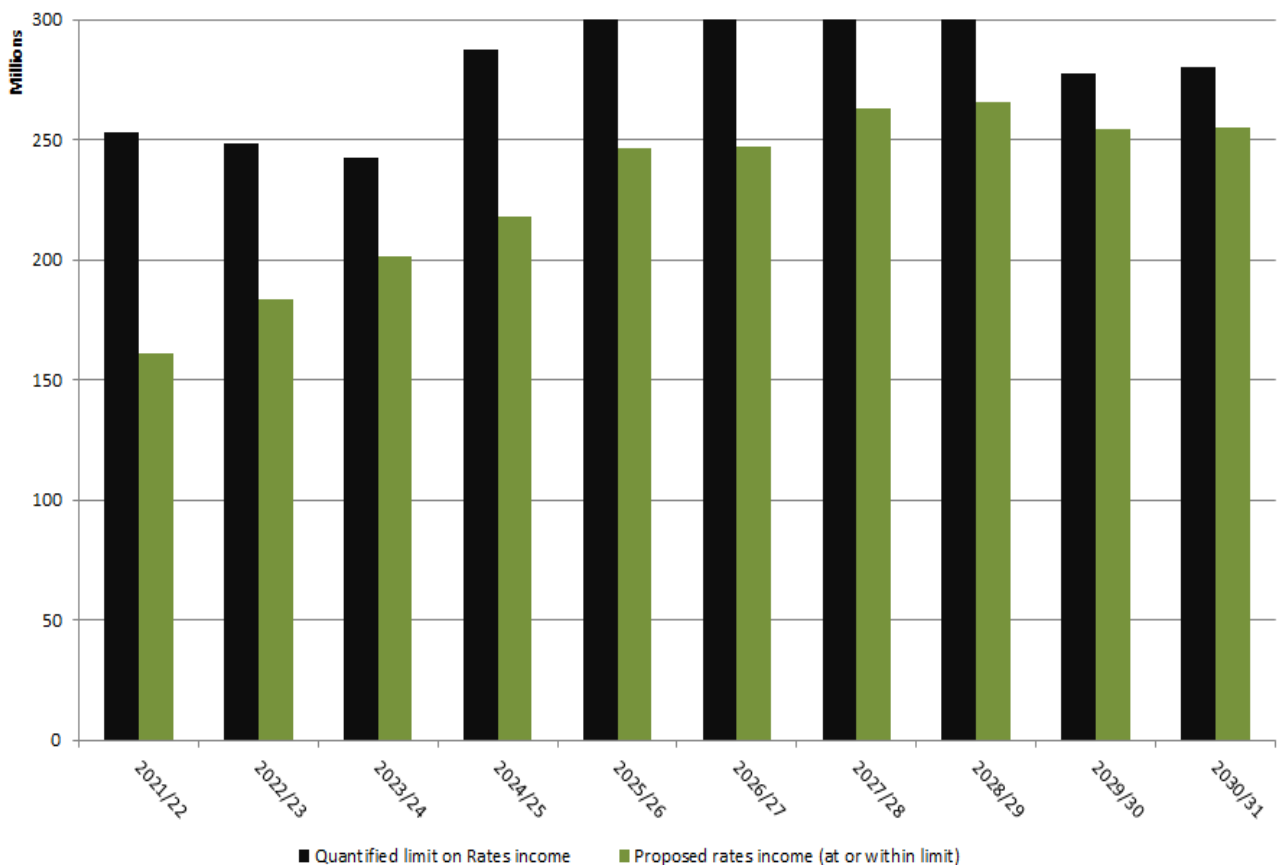
Based on average rate increase over LTP of 6.40%

Rates (increase) affordability benchmark

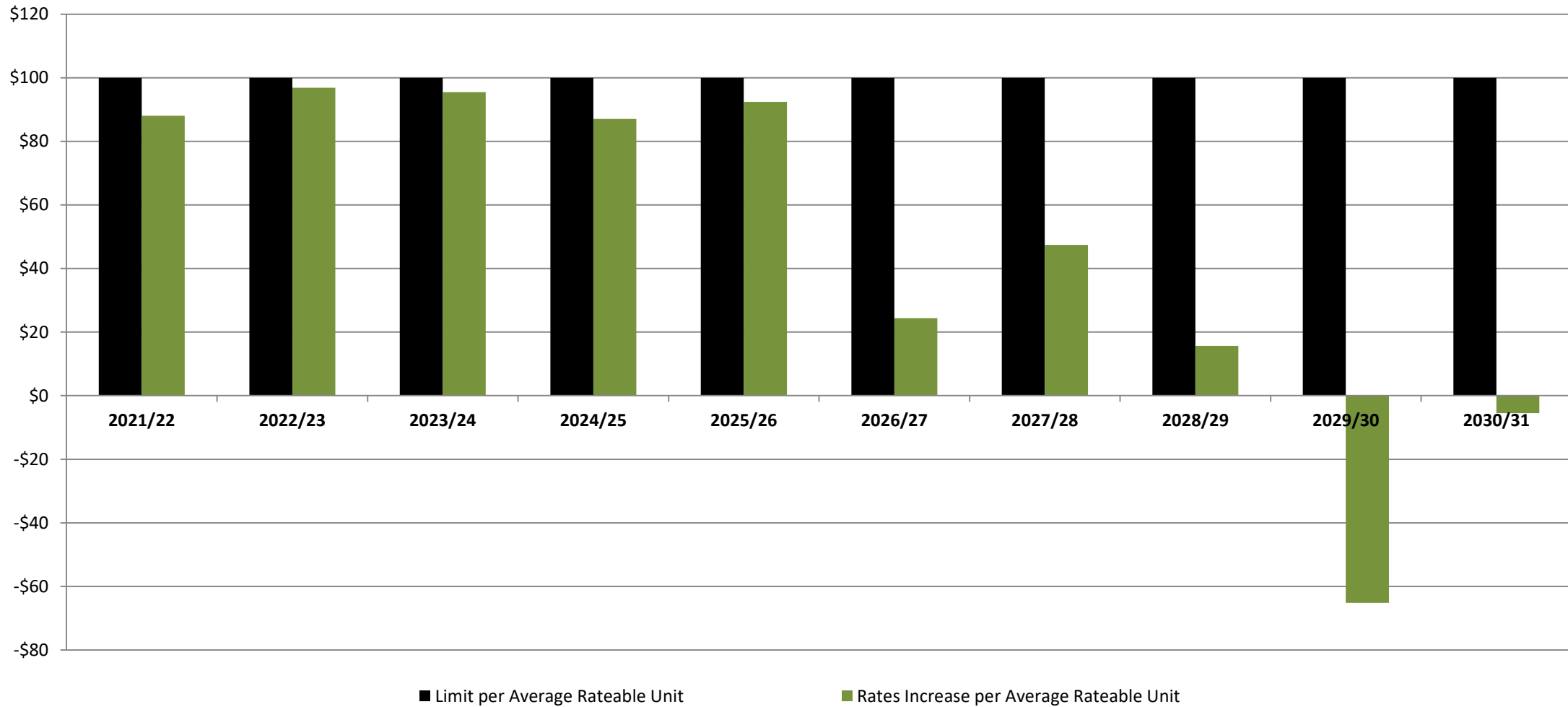


Based on 45% of operating costs

Rates (income) affordability benchmark



Rates Affordability Benchmark – Rateable Unit



Estimated average rates for each area and category Y1

13.4% rates increase on Annual Plan

Residential, including GST	Average capital value	Increase in 2021/22	Increase per week	Rates 2021/22	Rates per week	% Increase
Wellington city	\$802,957	\$112	\$2.16	\$689	\$13.24	19.5%
Hutt city	\$627,429	\$65	\$1.25	\$735	\$14.14	9.7%
Upper Hutt city	\$585,149	\$52	\$0.99	\$636	\$12.23	8.8%
Porirua city	\$669,917	\$54	\$1.05	\$667	\$12.83	8.9%
Kāpiti Coast district excl Ōtaki	\$579,334	\$93	\$1.79	\$626	\$12.04	17.5%
Ōtaki rating area	\$359,624	\$40	\$0.77	\$334	\$6.43	13.5%
Masterton district	\$339,148	\$48	\$0.93	\$264	\$5.07	22.4%
Carterton district	\$355,072	\$45	\$0.86	\$287	\$5.51	18.6%
South Wairarapa district	\$421,910	\$48	\$0.92	\$337	\$6.48	16.6%

These projected rates exclude the targeted rural pest and river management rates that are not charged to all ratepayers

These tables show the region-wide rates that are charged to all ratepayers in the region. They exclude targeted rates for pest management, Wairarapa river and drainage schemes, and "Warm Greater Wellington", because those rates only apply to highly specific ratepayers in those work programmes.

Rural, excluding GST	Average capital value	Increase in 2021/22	Increase per week	Rates 2021/22	Rates per week	% Increase
Wellington city	\$1,020,000	\$89	\$1.72	\$494	\$9.50	22.1%
Hutt city	\$868,000	\$76	\$1.46	\$606	\$11.64	14.3%
Upper Hutt city	\$863,000	\$70	\$1.35	\$525	\$10.10	15.4%
Porirua city	\$1,356,000	\$104	\$2.00	\$704	\$13.53	17.4%
Kāpiti Coast district	\$751,000	\$79	\$1.52	\$494	\$9.50	19.1%
Masterton district	\$724,000	\$81	\$1.56	\$414	\$7.96	24.4%
Carterton district	\$856,000	\$92	\$1.77	\$490	\$9.43	23.1%
South Wairarapa district	\$949,000	\$98	\$1.88	\$526	\$10.12	22.8%
Tararua district	\$1,067,000	\$99	\$1.91	\$500	\$9.62	24.7%

These projected rates exclude the targeted rural pest and river management rates that are not charged to all ratepayers

Average capital values are based on the 20/21 Annual Plan

Business, excluding GST	Average capital value	Increase in 2021/22	Increase per week	Rates 2021/22	Rates per week	% Increase
Wellington city	\$2,462,000	\$403	\$7.75	\$2,518	\$48.43	19.1%
Wellington city - CBD	\$2,947,000	\$928	\$17.85	\$10,390	\$199.81	9.8%
Hutt city	\$2,038,000	\$221	\$4.25	\$2,388	\$45.93	10.2%
Upper Hutt city	\$1,876,000	\$178	\$3.43	\$2,056	\$39.53	9.5%
Porirua city	\$1,734,000	\$154	\$2.96	\$1,765	\$33.93	9.5%
Kāpiti Coast district	\$1,106,000	\$178	\$3.42	\$1,232	\$23.70	16.9%
Masterton district	\$765,000	\$118	\$2.26	\$665	\$12.79	21.5%
Carterton district	\$443,000	\$62	\$1.19	\$395	\$7.60	18.6%
South Wairarapa district	\$673,000	\$86	\$1.66	\$596	\$11.47	16.9%

These projected rates exclude the targeted rural pest and river management rates that are not charged to all ratepayers

Financial Risk Management

We have clear and effective risk management practices to protect core service delivery to our communities. We use:

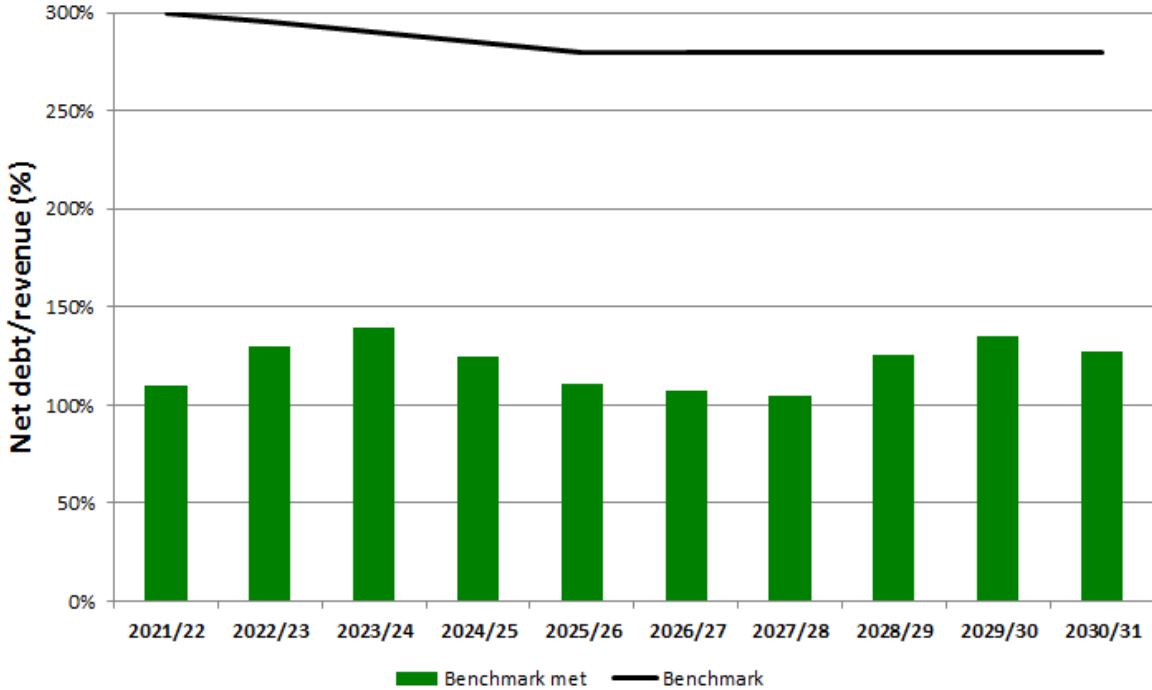
- Commercial insurance
- Self-insurance through disaster recovery reserves and cash deposits
- Central government funding through National Recovery Plan

Investing in the right activities to promote intergenerational value with appropriate funding and financing sources

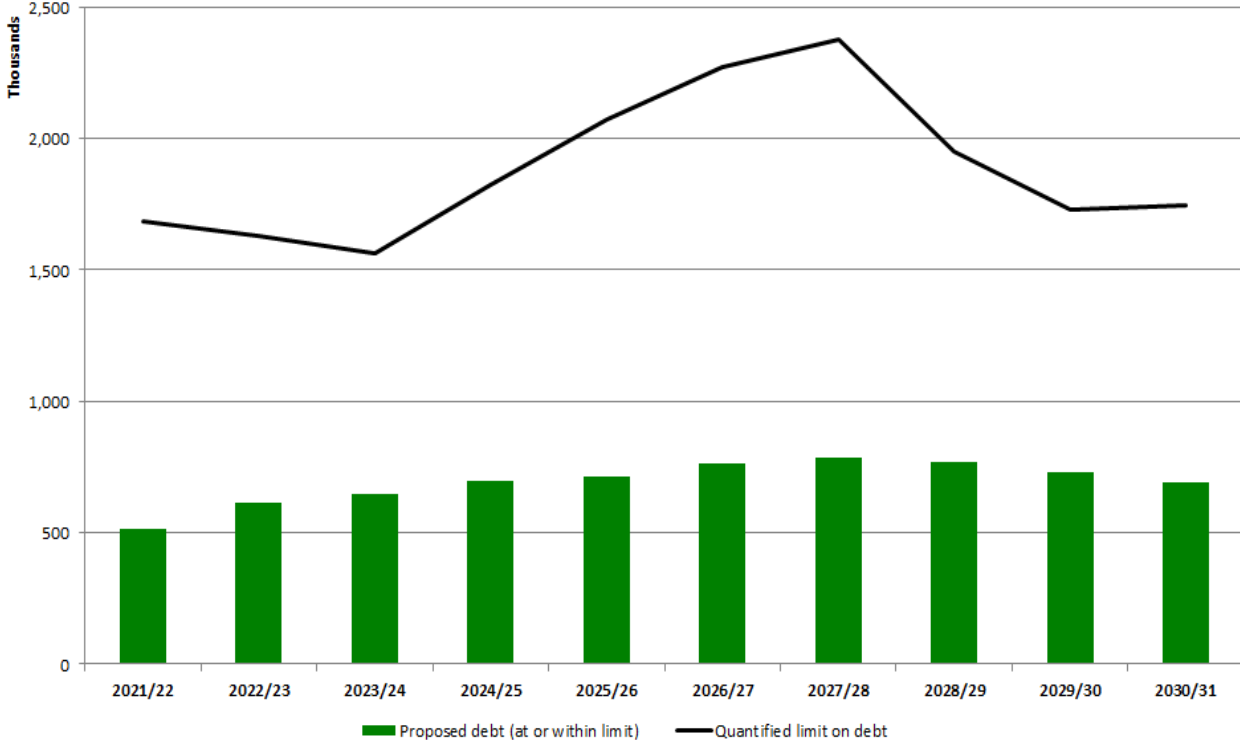
- We manage Infrastructure Strategy requirements within Financial Strategy limits. We select funding sources in line with our Revenue and Financing Policy, and Treasury Policy

Estimated debt affordability benchmarks

Debt Affordability benchmark

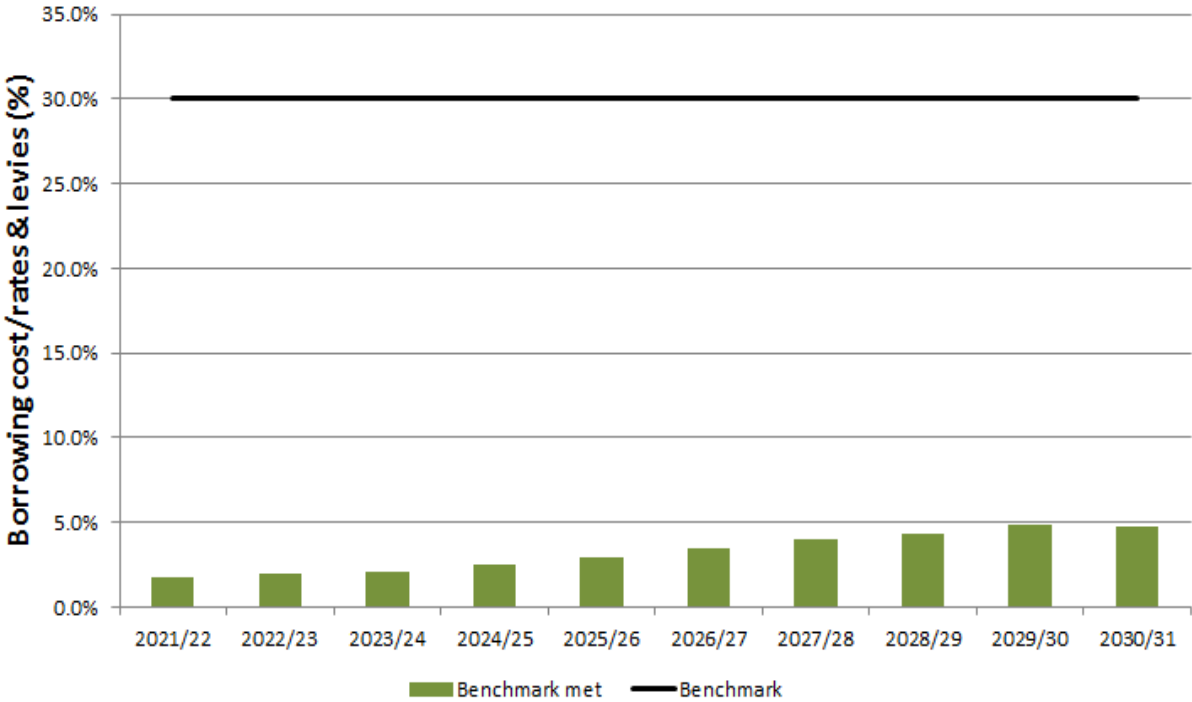


Debt affordability - Maximum debt limit

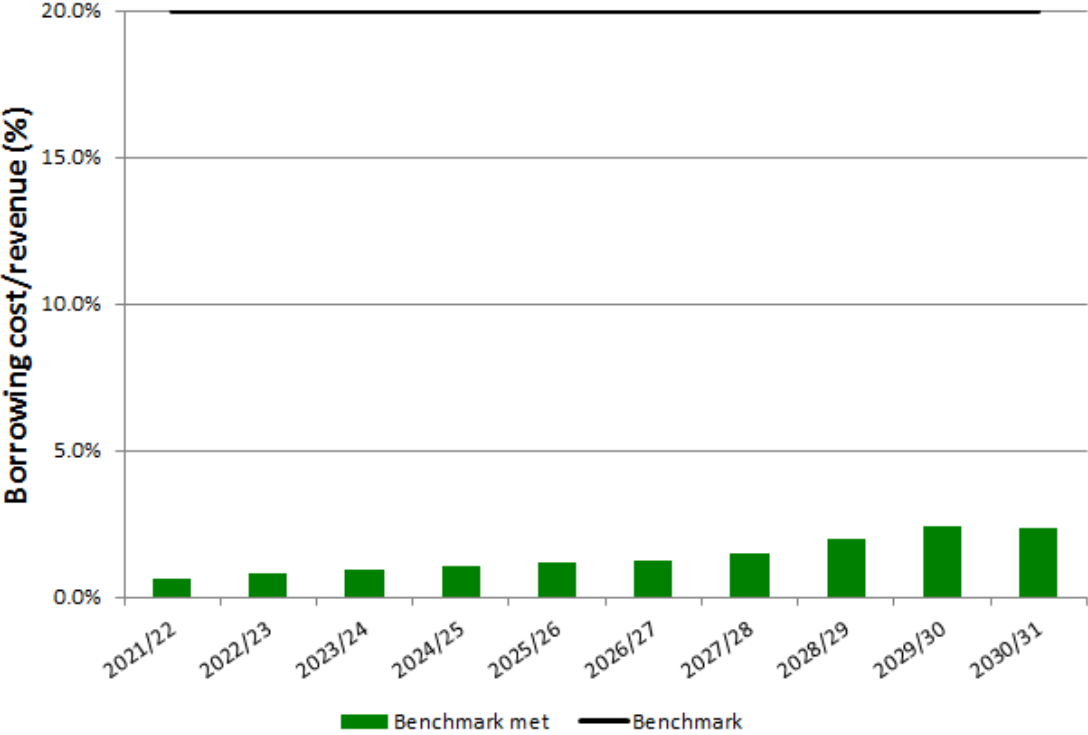


Estimated debt affordability benchmarks cont...

Debt affordability - Net Interest / Rates and Levies

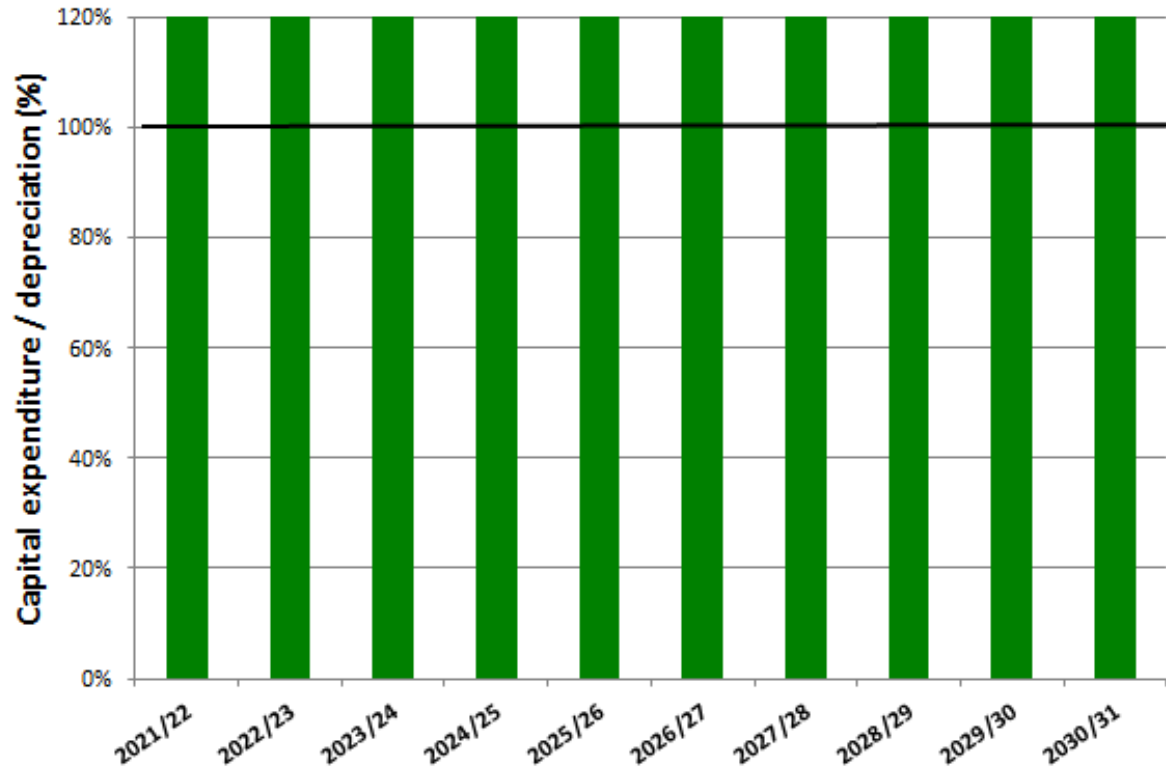


Debt servicing benchmark

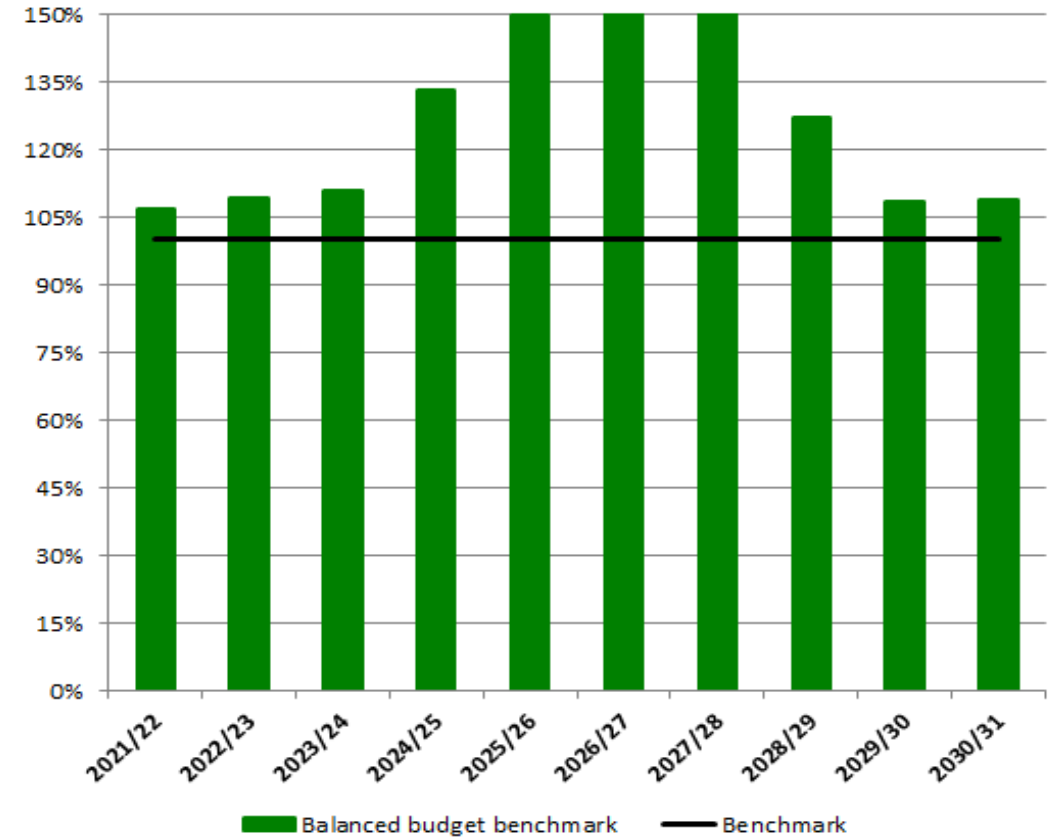


Estimated essential service and balanced budget benchmarks

Essential services benchmark



Balanced budget benchmark



Infrastructure Strategy Update

Infrastructure Strategy.

Greater Wellington's Infrastructure Strategy tells you how we plan to manage our infrastructure over the next 30 years, to support the vision we have for the region.

It defines the nature of the challenges, our approach and options for dealing with the challenges; and the implications of these options.

GWRC infrastructure asset groups

- GWRC owns and manages assets with a replacement cost in excess of \$1.5 billion.
- Our infrastructure assets support the following activities:
 - . Public Transport
 - . Water Supply
 - . Flood Protection
 - . Environmental Monitoring
 - . Parks and
 - . Harbour Management.

The significant infrastructure issues for the region are:

- Achieving Carbon Neutrality
- Improving Resilience
- Delivering Critical Assets

The cross cutting issue:

- Affordability

Principal options for managing issues –carbon neutrality

Issues	Most likely scenario
<p data-bbox="145 372 1268 458">To achieve net carbon neutral in operational emissions we need to:</p> <p data-bbox="145 525 868 565">Phase out grazing from our regional parks</p> <p data-bbox="145 625 672 665">Decarbonise the MetLink fleet</p> <p data-bbox="145 725 1268 819">Reduce emissions associated with the abstraction, treatment and supply of drinking water.</p>	<p data-bbox="1276 436 1921 476">Electrification of the bus fleet 2021 ></p> <p data-bbox="1276 536 1862 576">Partial electrification of rail assets</p> <p data-bbox="1276 636 2237 676">Belmont (Waitangirua) recreational facilities 2022-2024</p> <p data-bbox="1276 736 2339 831">Investigation and assessment of options water treatment and distribution. 2021 ></p>
<p data-bbox="145 968 1251 1062">To achieve net carbon neutral and mitigate the lifecycle carbon of assets we need to:</p> <p data-bbox="145 1148 1238 1290">Reduce carbon in newly-built assets and materials, manufacturing, transportation, labour, operation, renewals and end-of-life</p>	<p data-bbox="1276 1048 1977 1088">Capital Carbon Inventory for assets 2021</p> <p data-bbox="1276 1148 1742 1188">Capital Carbon Policy 2021</p> <p data-bbox="1276 1248 2023 1288">Parks Land-use Master Planning 2021-2024</p>

Principal options for managing issues –Increasing Resilience

Issues	Most likely scenario
The condition and configuration of the rail network makes it vulnerable to service disruptions which have a flow on impact into the wider transport system.	Asset renewals, including risk prioritisation, as a critical enabler of resilience and adaptation. <i>KiwiRail Resilience work.</i> Investigation of alternative modes- e.g. ferries.
Parks assets at risk from coastal erosion and undermining from sea level rise	QEP Coastal Erosion Plan 2021-24
Water supply network at risk from seismic events	Ground strengthening Waterloo TP 2021-22 Replacement of Kaitoke main, Silverstream Bridge 2021-24 Kaitoke Flume Bridge Seismic Upgrade 2021-23
We are not meeting our 1 in 50 year drought resilience level of service	Te Marua capacity optimisation 2021-23
Ensure urban development planning is cognisant of current and future infrastructure limitations, including flood risk, and compliance with legislation and the ecosystem services values	Hutt River erosion edge protection and critical stopbank building. Ruamahanga River Scheme buffer land establishment and tree planting; stopbanks reconstruction RiverLink

Principal options for managing issues –Delivering Critical Assets

Issues	Most likely scenario
Need to improve capacity reliability and customer experience across the PT network to enable mode shifts and reduce transport emissions.	Integrated ticketing WRGF Integrated growth planning - i.e. Waterloo Interchange
Current infrastructure is not capable of safely accommodating additional trains, which restricts the options available to accommodate future demand	Signals Upgrades Government funded rail network upgrades
There is a small backlog of deferred water supply flood protection and Metlink renewals which poses a growing risk to service reliability and performance.	Gear Island and Waterloo wells replacement 2022-30 Kaitoke intake 2032 -36 Lower Wairarapa Development Scheme, including the George Blundell Barrage Gates 2018 to 2048 Deliver major Floodplain Management Plans projects including Waiohine River and Te Kauru FMP
The average household water use in the Wellington metropolitan region is 374 litres per person per day. This is significantly higher than the other major cities in New Zealand and comparable cities overseas.	Education, demand management and behaviour change in partnership with the TAs. (OPEX)
Our water supply system is under increasing pressure, with growth relatively high demand and requirements to ensure ecological flows, pushing us towards the limits of our current system.	Assets investment to support growth in Porirua Investigations and planning for a new source (whilst working with TAs to manage demand/necessity)

Principal options for managing issues –Delivering Critical Assets cont.

Issues	Most likely scenario
Existing (and potential development) at increasing flood risk	<p>Hutt River erosion edge protection. Critical stopbank building.</p> <p>Ruamahanga River stopbanks reconstruction</p>
Increasing customer expectations, legislative requirements and increased and sustained demand for higher standard amenity and recreation facilities and ecological enhancement alongside provision of Parks and Flood Protection services.	<p>Deliver agreed vision for regional rivers, as defined in the FP Environmental Strategy</p> <p>MfE Jobs for Nature funding (e.g. Ruamahanga & Hutt River planting)</p> <p>Opportunities to partner with corporates and philanthropic organisations for planting and recreational amenity provision.</p> <p>Western toilets construction 2020-23</p> <p>Kaitoke swingbridge access improvement 2020-21</p> <p>Wainuiomata Lower Dam loop track construction 2022</p>
Increased demand and legislative changes have resulted in a higher level of service for monitoring of ecology, flood warning, groundwater quantity and quality and soils and climate.	<p>Installation and provision of regional-scale-</p> <ul style="list-style-type: none"> • climate monitoring sites • Ground water quality and level monitoring • Coastal and lake quality monitoring • Upgrading safety of structures

Key decisions

Issues and options	Most Likely Scenario
Achieving Carbon Neutral 2030	Adopt a lifecycle approach to capital carbon emissions
	Belmont (Waitangirua) recreational facilities
	Electrification of trains and bus fleet
	Reduce emissions from treatment and supply of drinking water.
Asset renewals as a critical enabler of resilience and adaptation.	Deliver major Floodplain Management Plans projects
	QEP Coastal Erosion Plan
	Water supply resilience projects
Delivering a high quality, reliable public transport network	Mode Shift - via capacity, frequency, and customer experience Rail station asset improvements
Meeting future demands	Delivering Wellington Regional Growth Framework Lets Get Wellington Moving RiverLink Water Supply assets to support growth

LTP Foundation Work

LTP Foundations – Strategic Framework

Community outcome feedback

- Community outcomes to align with the four wellbeings in the LGA
- Strengthen economic aspects within the community outcomes

Overarching strategic priority feedback

- Change ‘post-COVID’ to ‘in a COVID-era’
- Responding to National Direction is missing but has been a major driver of costs

LTP Foundations – Strategic Framework

Key result area feedback

- Continue to explore individual and collective governance structures with mana whenua
- Implement WRGF instead of align strategies and plans
- Question whether the blue belt strategy should remain as a KRA (no additional funding has been allocated)

LTP Foundations – Activity Groups

Suggested changes

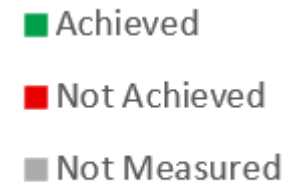
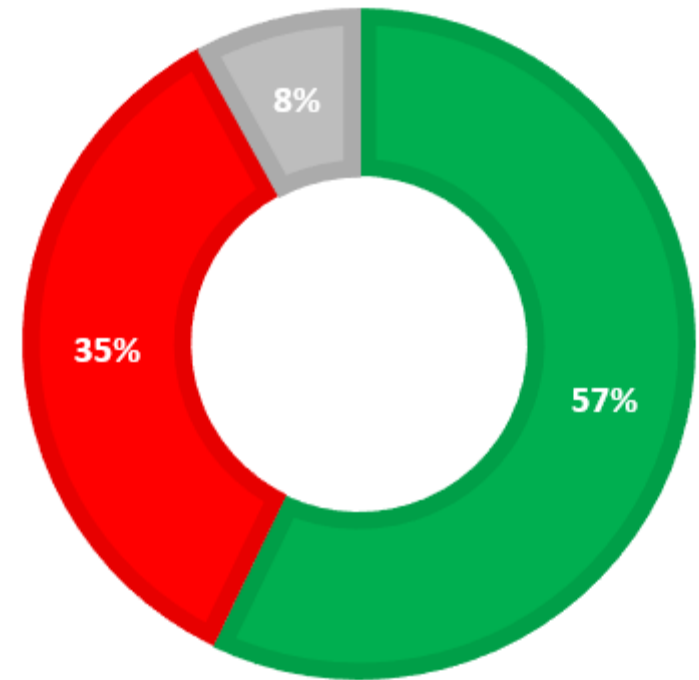
- New rate funded centralised climate change activity, sits within Regional Strategy and Partnerships, includes corporate and regional activities
- Remove climate action as a sub-activity in the Environment and Flood Protection Group
- Wellington Regional Strategy officially renamed Regional Economic Development
- Integrated Spatial Planning renamed Regional Integrated Planning
- Removal of Regional Initiatives activity, no longer needed

LTP Foundations – Proposed Activity Structure

Environment and Flood Protection	Regional Strategy and Partnerships	Public Transport / Metlink	Water Supply
Resource management	Regional integrated planning	Strategy and customer	Water supply
Biodiversity management	Climate change	Operations and commercial	
Land management	Regional economic development	partnerships	
Pest management	Emergency management	Assets and infrastructure	
Flood protection and control works	Democratic services		
Regional parks and forests	Relationships with Māori and mana whenua		
Harbour management	Regional transport planning and programmes		

Performance Management Framework

- The Local Government Act requires local authorities have a Performance Management Framework in their LTP
- Through levels of service, performance measures, and targets the framework shows how GW activities promote our community outcomes and strategic priorities.



Performance Measure Principles for 2021/31 LTP

- Measures support LTP Community Outcomes and Strategic Priorities
- Underpinned by Māori outcomes framework
- Are community focused and measure what matters
- Create a picture of one or more aspects of the activity
- Measure things within our ability to influence
- Smaller number of high impact measures

Our Community Outcomes

Overarching Strategic Priorities

Activity Group Strategic Priorities

Key Result Areas

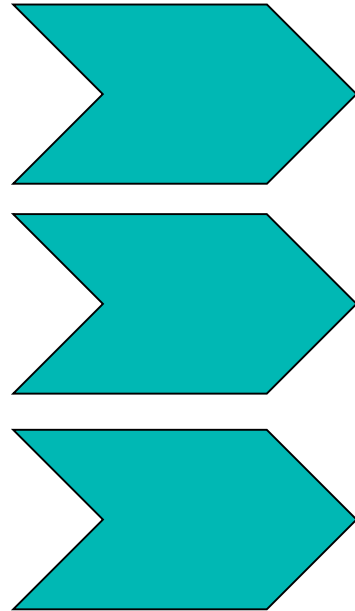
SAMPLE Performance Management Framework - Environment

Community Outcome	Strategic Priorities	Key Result Areas	Activity Groups	Levels of Service	Performance Measures	Targets
Thriving Environment healthy fresh and coastal water, clean and safe drinking water, unique landscapes and indigenous biodiversity, sustainable land use, a prosperous low carbon economy	Protect and restore our freshwater quality and blue belt	Completion of the Ruamāhanga, Te Awaruao-Porirua and Te Whanganui-a-Tara Whaitua implementation programmes	Resource management: <ul style="list-style-type: none"> Environmental Management Environmental Policy Environmental Science 	Progress towards the completion of the Whaitua Implementation Programme Monitor compliance with resource consents Monitor and make available information on water, soil, and air quality	Complete all remaining Whaitua plans Rates of compliance with high-risk activities Reports and data made available in compliance with RMA requirements	To Be Determined
	Protect and restore indigenous biodiversity and ecosystem health	Re-afforestation and protection and restoration of wetlands across our regional parks network	Regional parks and forest	Grazed land retired Wetland and riparian areas planted Restore degraded environments	Number of hectares Number of hectares Number of trees planted	
				Regional parks and forest Customer satisfaction Public visitation Public access improved	% of visitors satisfied w/experience Number of visits in last 12 months TBD	

Māori Outcomes Framework Update

Māori Outcomes Framework

Māori Outcomes Framework



Our Community Outcomes

Overarching Strategic Priorities

Activity Group Strategic Priorities

Key Result Areas

Māori Outcomes Framework

Our Vision: An extraordinary region – thriving environment, connected communities, resilient future			
Our Purpose: Working together for the greater environmental good			
Overarching Strategic Priorities		Improving outcomes for mana whenua and Māori – proactively engage mana whenua in decision making, and incorporate te ao Māori and mātauranga Māori perspectives, so we can achieve the best outcomes for Māori across all aspects of our region	
Key Principles		Key Values	
<ol style="list-style-type: none"> 1. Partnership - Mana whenua as partners and kaitiaki are actively involved in decision making from beginning to end 2. Engagement - Māori are effectively engaged with and enabled to participate in decision making on areas of mutual benefit 3. Mātauranga Māori - Evidence based decision making - by Māori in policy and operational settings demonstrates the value of mātauranga Māori and scientific knowledge 		<ul style="list-style-type: none"> • Manaakitanga • Tika • Respect • Dignity • Unity 	
Focus Areas			
Partnering for prosperity	Engagement for equitable outcomes	Strong and resilient Māori communities	A capable workforce

Māori Outcomes Framework

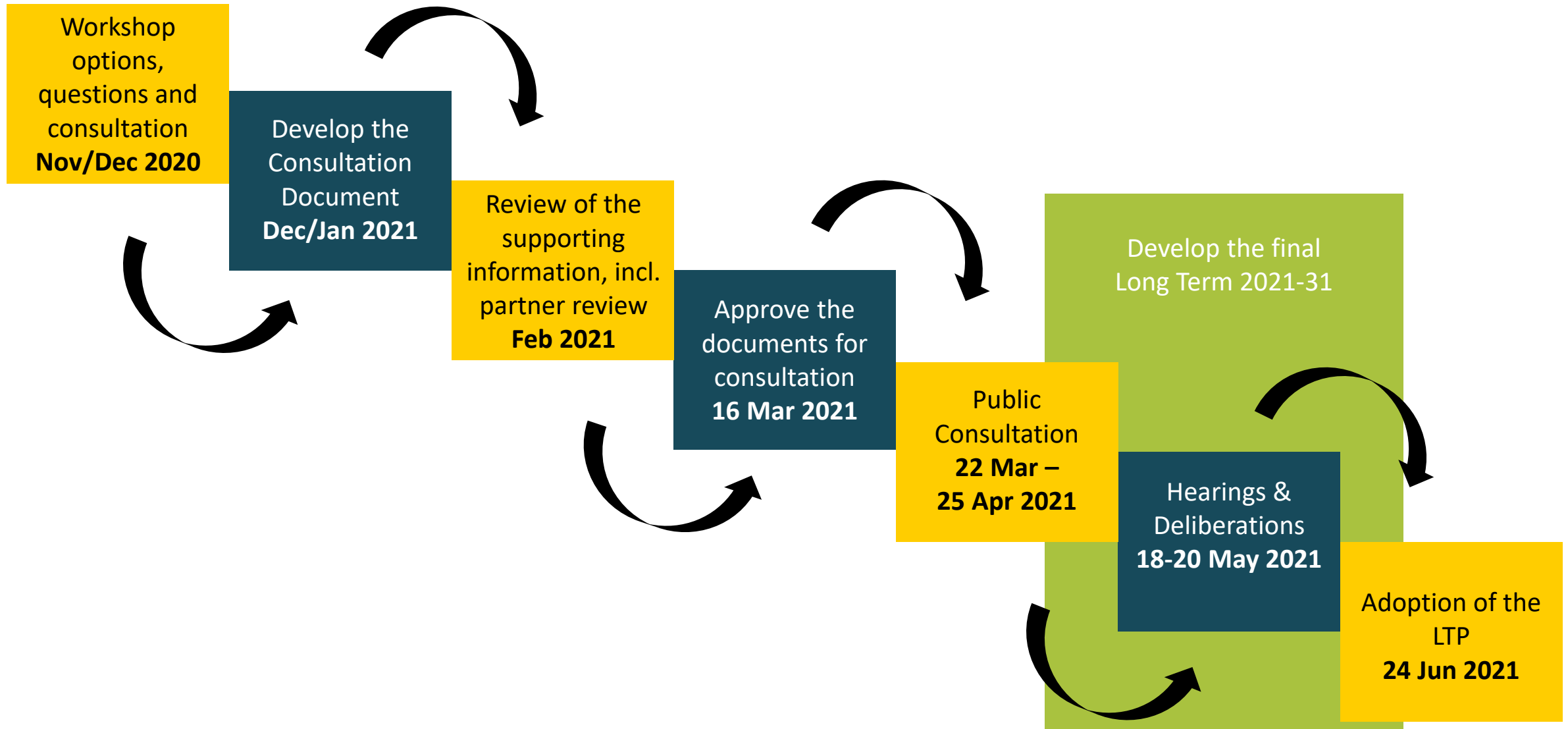
Focus Areas			
Partnering for prosperity	Engagement for equitable outcomes	Strong and resilient Māori communities	A capable workforce
<ul style="list-style-type: none"> • Mana whenua as kaitiaki are strengthened in their capability and capacity through co-design, co-governance and co-management models. • GW and our mana whenua partners have a shared vision and understandings within a partnership built on shared responsibility, contribution and accountability to all Māori. • GW act in a manner that upholds the principles of Te Tiriti o Waitangi and fulfils our statutory obligations to Māori. • Explore future focused and long-term opportunities to partner. 	<ul style="list-style-type: none"> • Māori enabled and resourced to influence effective decision making in natural and urban environments. • Foster opportunities for mana whenua and Māori to partner, input and influence decision making from beginning to end. • Mātauranga Māori is included and respected as a part of our work being in balance with science and knowledge. • Explore opportunities to support Māori internships. • We are engaging and collaborating with our CCO's to deliver for Māori outcomes. 	<ul style="list-style-type: none"> • Contribute to the implementation of Te Matarau a Māui. • Social procurement including supplier diversity to support Māori social and economic opportunities, and to enhance Māori wellbeing in the work we do. • Increase GW Māori workforce. • Support and advocate opportunities to showcase and protect Māori identity, culture and heritage (e.g. Matariki, Te Wiki o Te Reo Māori) 	<ul style="list-style-type: none"> • Support our people to develop strong, meaningful and enduring relationships with Māori through active participation in cultural capability training. • Increased use of te reo across our services. • Value and recognise staff cultural competence. • Staff understand the Treaty settlement and historical accounts. • We establish best practise tools (policies, models and frameworks) to support our staff to engage with Māori.

Māori Outcomes Framework

Focus Areas			
Partnering for prosperity	Engagement for equitable outcomes	Strong and resilient Māori communities	A capable workforce
Outcomes			
<ul style="list-style-type: none"> Prosperous Māori communities as evidenced by strong partnership arrangements. 	<ul style="list-style-type: none"> Equitable outcomes for Māori are achieved through effective and resourced engagement. 	<ul style="list-style-type: none"> Māori communities are strong, resilient and realising opportunities. 	<ul style="list-style-type: none"> Mana whenua report that GW people have the capability, capacity, confidence and are partnering and engaging successfully with Māori.
Measures by 2025			
<ul style="list-style-type: none"> Mana whenua are sustainably resourced to deliver on mutually beneficial outcomes. Mana whenua report evidence of a strong working partnership arrangement. 	<ul style="list-style-type: none"> Māori values, voices and perspectives are understood, recognised and incorporated into all our work through appropriate resourcing. 6x internships opportunities across the organisation are opened up on an annual basis. 	<ul style="list-style-type: none"> A Memorandum of Understanding with Te Matarau is in place to support implementation. Our workforce will reflect > % of our regional Māori population. 5 – 15% of all contracts and sub-contracts are awarded to Māori businesses. 	<ul style="list-style-type: none"> 75% of all staff will have completed a te reo and separate Treaty training course. Cultural competencies are built into our organisational development programme and linked to our P4P's and remuneration.

Consultation Update

Public consultation - Timeframe



Public Consultation - Consultation Options

1: Decarbonisation proposals

Carbon neutral / carbon positive options:

B: R2, B2, P1.5 **RECOMMENDED**

A: R1, B2, P1 (low option)

2: Joint committee and secretariat

New regional rate, disestablishment of WRS Committee, changes to WRS targeted rate

A: Proposed changes

B: Status Quo

Public Consultation - Supporting Questions

Overall Questions

- Do you support the general direction of this plan?
- Have we got the balance right between level of rates/charges and the services we provide?
- Do you support our approach to regional recovery in response to covid-19?
- Do you support our proposals to implement national environmental direction?
- Should we investigate the options for selling our port shares?

+ Activity Specific Questions

Public consultation - Our Approach

- Early-mid 2021 very busy engagement period for councils
- Digital-first approach
- Targeting particular areas, demographics, audiences
- Not looking to create events but join existing events with high traffic, including where possible other TA events

Supporting Councillors:

- Support councillors with your local events and meetings
- We will provide you with consultation materials (e.g. presentations, fact sheets, submission forms and other collateral)

Public consultation - Examples of events

- GW Regional Parks summer events
- Markets throughout region
- Residents associations, community groups, seniors, youth and disability groups
- Hui with mana whenua and mātāwaka

What public engagement would you like to be involved in? How can we support you?