If calling, please ask for Democratic Services

Council

Thursday 1 October 2026, 9.30am

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

Quorum: *Seven Councillors*

Members

Councillors

Daran Ponter (Chair)	Ros Connelly (Deputy Chair)
Quentin Duthie	Nigel Elder
Sarah Free	Penny Gaylor
John Hart	Tom James
Claire Johnstone	Shamia Makarini
Phil Rhodes	Yadana Saw
Gabriel Tupou	Simon Woolf

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

Council

Thursday 1 October 2026, 9.30am

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

Public Business

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Public Excluded Business

11.	Confirmation of the Public Excluded minutes of the Council meeting of 3 September 2026	PE26.411	82
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Please note these minutes remain unconfirmed until the Council meeting on 1 October 2026.

Report 26.407

Public minutes of the Council meeting on 3 September 2026

Taumata Kōrero – Council Chamber, Greater Wellington Regional Council
100 Cuba St, Te Aro, Wellington at 10.00am.

Members Present

Councillor Connelly (Deputy Chair)
Councillor Duthie
Councillor Elder
Councillor Free (from 10.29am)
Councillor Hart
Councillor James
Councillor Johnstone
Councillor Makarini
Councillor Rhodes
Councillor Saw
Councillor Tupou
Councillor Woolf

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

Councillor Connelly, Deputy Council Chair, presided at the meeting in the absence of Cr Ponter, Council Chair.

Karakia timatanga

Councillor Connelly opened the meeting with a karakia timatanga.

Public Business

1 Apologies

Moved: Cr Saw / Cr Makarini

That the Council accepts the apologies for early departure from Councillor Johnstone, for lateness from Councillor Free, and for absence from Councillors Gaylor and Ponter.

The motion was **carried**.

2 Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3 Public participation

There was no public participation.

4 Declaration by Councillor

Councillor Tupou welcomed Cr Hart with a mihi whakatau. Cr Makarini brought Cr Hart to the meeting table.

The Chair invited Councillor Hart to make his declaration in accordance with clause 14 of Schedule 7 to the Local Government Act 2002. Councillor Hart made his declaration orally and signed the declaration certificate, which was subsequently signed by Nigel Corry, Chief Executive.

The meeting adjourned at10.08am and resumed at 10.29am.

Councillor Free arrived at the meeting at 10.29am.

5 Confirmation of the Public minutes of the Council meeting of 4 August 2026 - Report 26.347

Moved: Cr Free / Cr Rhodes

That Council confirms the Public minutes of the Council meeting of 4 August 2026 - Report 26.347.

The motion was **carried**.

6 Confirmation of the Public Excluded minutes of the Council meeting of 4 August 2026 - Report 26.346

Moved: Cr Duthie / Cr Saw

That Council confirms the Public Excluded minutes of the Council meeting of 4 August 2026 - Report 26.346.

The motion was **carried**.

7 Climate Change Strategy and Implementation Plan – Report 26.356

Angela Sutherland, Senior Advisor Climate Change and Adaptation, and Jake Roos, Manager Climate Change, spoke to the report.

Moved: Cr Duthie / Cr Saw

That Council:

1 Approves the refreshed Climate Change Strategy (Attachment 1).

2 Approves the proposed Climate Change Strategy Implementation Plan (Attachment 2).

The motion was **carried**.

Councillor Elder requested that his vote against the motion be recorded.

8 Electoral system for the Council's 2028 and 2031 triennial elections – Report 26.288

Oliver Greig, Democratic Services Advisor, and Francis Ryan, Head of Governance and Democracy, spoke to the report.

Moved: Cr Connelly / Cr James

That Council:

1 Notes the report (in which case the Single Transferable Vote electoral system continues for the Council's elections).

Poll of electors

2 Notes that Council can decide, by 11 December 2026, that a binding poll of electors is held on a proposal that a specified electoral system be used for Council's triennial elections in 2028 and 2031.

3 Notes the statutory poll provisions.

4 Notes that public notice will be given by 19 September 2026 of electors' right to demand a poll on the electoral system to be used for future Council triennial elections, and, if Council so decides, of Council's resolution to change the electoral system for the next two Council triennial elections.

The motion was **carried**.

9 Discharge of the Wellington Water Committee – Report 26.321

Moved: Cr Connelly / Cr Saw

That Council:

1 Notes that, as Wellington Water Limited has been amalgamated with Tiaki Wai Limited and removed from the Companies Register, the Wellington Water Committee has no continuing purpose.

2 Resolves pursuant to clause 30(5) of Schedule 7 to the Local Government Act 2002, to discharge the Wellington Water Committee with effect from the date of the final Shareholding Council's resolution.

The motion was **carried**.

10 Power of Attorney to sign deeds – Report 26.399

Francis Ryan, Head of Governance and Democracy, spoke to the report.

Moved: Cr Connelly / Cr Tupou

That Council:

1 Revokes, effective 3 September 2026, the Power of Attorney to sign deeds on behalf of Council, granted to Julie Knauf, Group Manager.

2 Grants, effective 3 September 2026, a Power of Attorney to Nicky Chilton, Group Manager, to sign deeds on behalf of Council.

3 Confirms the Power of Attorney granted to Samantha Gain, Group Manager.

4 Confirms the Power of Attorney granted to Nigel Corry, Chief Executive.

5 Authorises two Councillors to sign the Power of Attorney document for Nicky Chilton, Group Manager (Attachment 1) as a deed.

The motion was **carried**.

11 Delegation to affix the common seal– Report 26.400

Moved: Cr Connelly / Cr Hart

That Council:

1 Revokes (effective 3 September 2026) the delegations made by Council on:

a 20 May 2019 to the General Manager Corporate Services to affix the Common Seal; and

b 31 August 2015 to the General Manager People and Customer to affix the Common Seal.

2 Delegates authority to the Group Manager People and Corporate Services (effective 3 September 2026) the power to affix the Common Seal of Council when it is required to be fixed by law, or when it is prudent and in the interests of good local government to affix the seal to a document.

3 Confirms that the delegation to the Chief Executive to affix the Common Seal, made by the Council on 21 May 2014 remains in effect.

The motion was **carried**.

12 Te Wai Takamori o Te Awa Kairangi (Riverlink) – Quarterly update: Q4 2025/26 (April – June 2026) – Report 26.311[For Information]

Nigel Corry, Chief Executive, Tracy Berghan, Manager Projects and Programme, Jack Mace, Director Delivery, and Paul Tawharu, Senior Manager Operations, spoke to the report.

13 Issue of unpaid share capital to fund Greater Wellington Rail Limited capital expenditure for 2026/27– Report 26.374

Ashwin Pai, Head of Finance, and Rajesh Ratanjee, Financial Controller, spoke to the report.

Moved: Cr Connelly / Cr Free

That Council:

1 Notes that the amount of $155 million is required by Greater Wellington Rail Limited (GWRL) to fund Greater Wellington Regional Rail's budgeted 2026/27-year capital expenditure.

2 Notes that GWRL's budgeted 2026/27-year capital expenditure will be funded by:

- The issue of 98.7 million unpaid ordinary $1 shares by GWRL to WRC Holdings Limited (WRCHL).
- The issue of 98.7 million unpaid ordinary $1 shares by WRCHL to Council.
- The utilisation of 56.3 million existing unpaid ordinary $1 shares by GWRL to WRCHL.
- The utilisation of 56.3 million existing unpaid ordinary $1 shares by WRCHL to Council.

3 Approves the issue of 98.7 million unpaid ordinary shares in WRCHL to Council.

4 Endorses WRCHL approving the issue of 98.7 million unpaid ordinary $1 shares in GWRL to WRCHL.

5 Authorises the Council Chair and Deputy Chair to sign the required Entitled Persons Agreement (Attachment 1) approving and consenting to the issue of shares on behalf of Council.

6 Authorises the Council Chair to sign the agreement (Attachment 2) for the issue of shares approving the basis upon which the respective WRCHL and GWRL boards may make calls for payment of the shares.

7 Requests that the Council Chair confirms the consent and approvals referred.

The motion was **carried**.

14 Finance Report update – June 2026 – Report 26.396 [For Information]

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

15 Finance, Risk and Audit Committee Chair's report – August 2026 – Report 26.344

Councillor Saw spoke to the report.

Moved: Cr Saw / Cr Free

That Council:

1 Agrees that the Committee's activities and decisions at its meeting on 18 August 2026 provide effective oversight and review of the matters within its specific responsibilities.

2 Notes concerns raised by the Committee that further delays to the National Ticketing System project may have potential to impact our ability to collect revenue and critical operational data.

3 Notes that a workshop is planned for later this year which will provide an opportunity for Councillors to discuss and provide their views on the consideration, planning and management of scenarios that may arise from National Ticketing System project delays.

The motion was **carried**.

Resolution to exclude the public

16 Resolution to exclude the public – Report 26.403

Moved: Cr Connelly / Cr Woolf

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

Public Transport land opportunity – Report PE26.302

WRC Holdings – director appointment – Report PE26.392

Insurance strategy – Report PE26.361

Chief Executive performance review for 2025/26 – Report RPE26.319

Chief Executive remuneration review for 2025/2026 – Report RPE26.320

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:

Public Transport land opportunity – Report PE26.302	
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 an opportunity to purchase land in northern Wellington. Release of this information would be likely to prejudice or disadvantage the ability of Greater Wellington to carry on negotiations (section 7(2)(i)) of the Act. Greater Wellington has not been able to identify a public interest favouring disclosure of this 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 out, without prejudice or disadvantage, commercial activities.
WRC Holdings – director appointment - Report PE26.392	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
The information contained in this report includes personal and identifying information about the proposed candidate for appointment as director of WRC Holdings Limited. Withholding this information prior to Council's decision is necessary to protect the privacy of that natural person (section 7(2)(a) of the Act) as releasing this information would disclose their consideration as a board member of WRC Holdings. 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)(a) to protect the privacy of natural persons.

Insurance strategy – Report PE26.361	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
The report contains information provided by insurers relating to pricing for the renewal of Greater Wellington's insurances. Release of this information would likely prejudice the insurers and Greater Wellington's commercial position in the market as it would reveal the related pricing (section 7(2)(b)(ii) of the Local Government Official Information and Meetings Act 1987). The report contains information provided by Centreport Limited relating to their insurance policies and position. Release of this information would likely prejudice Centreport Limited's commercial position in the market as it would reveal the level of coverage they hold (section 7(2)(b)(ii) of the Local Government Official Information and Meetings Act 1987). 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 this prejudice to the insurers' commercial position.	The public conduct of this part of the meeting is excluded as per section 7(2)(b)(ii) of the Act as it would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.
Chief Executive performance review 2025/26 – Report RPE26.319	
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 on the 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	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.

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.	
Chief Executive remuneration review for 2025/2026 – Report RPE26.320	
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 Chief Executive's employment 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.

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 11.41am.

Councillor D Ponter

Chair

Date:

Council
1 October 2026
Report 26.382

For Decision

INITIAL BUSINESS CASE FOR A SOUTHERN SATELLITE DEPOT FOR UNIT 22

Te take mō te pūrongo
Purpose

1. To present the findings of the Initial Business Case for a Southern Satellite Depot for Unit 22 and seek Council approval to progress to the Detailed Business Case stage.

Whakarāpopototanga Matua
Executive Summary

2. Greater Wellington Regional Council (Greater Wellington) is undertaking the procurement of Unit 22, the North-South Spine of Wellington's Future Bus Services Contracts. Commencing in July 2028, Unit 22 will form a critical component of the public transport network, providing high-capacity services along Wellington's primary North-South corridor.
3. To support the successful operation of Unit 22, suitable depot infrastructure will be required to accommodate fleet, workforce and operational requirements over the life of the contract. Without access to an alternative southern satellite depot facility, Unit 22 operations would be supported from Grenada Depot.
4. While this arrangement is operationally feasible, it does not provide an efficient or sustainable long-term solution for North-South Spine operations.
5. The primary limitation is not depot capacity, but depot location. Grenada Depot is situated at the northern end of the operating corridor, whereas a significant proportion of Unit 22 services will commence and conclude in southern Wellington.
6. As a result, substantial non-revenue vehicle movements would be required between the depot and service start and end points, increasing operating costs, vehicle kilometres travelled, workforce requirements and transport emissions over the life of the contract.
7. The Initial Business Case assessed a range of credible options and identified differing strengths, weaknesses, opportunities and risks across the options considered.
    a Option 1 – Operate Unit 22 from Grenada Depot
    b Option 2 – Operate Unit 22 from an Existing Operator-Provided Southern Satellite Depot

c Option 3 – Greater Wellington Develops and Owns a Southern Satellite Depot at Landfill Road

d Option 4 – Market-Provided Southern Satellite Depot Solution

8. Option 3, *Greater Wellington Develops and Owns a Southern Satellite Depot at Landfill Road*, demonstrated the strongest alignment with the investment objectives and assessment criteria.

9. Consistent with the purpose of an Initial Business Case, the assessment provides an initial indication of the relative merits of the options but does not determine a preferred investment response. Additional analysis and evidence are required to fully assess the viability, affordability, deliverability and value for money of the options considered.

10. The next phase of work, undertaken through a Detailed Business Case, will obtain this information and provide the analysis required to identify a preferred investment response for future Council consideration. In particular, the outcome of the current Unit 22 procurement process will provide important information regarding future depot requirements, commercial arrangements, costs and delivery considerations.

11. As part of the investigations required during the next phase of work, Greater Wellington intends to undertake a range of technical, environmental, planning and consenting activities, including lodgement of a land use consent application for the Landfill Road site. This work will provide important information regarding planning feasibility, consent requirements, potential constraints and implementation risks associated with the option.

12. Lodgement of a consent application is an investigative activity only and does not constitute a decision to develop a depot at the site or predetermine any future Council decision.

13. Funding of approximately $2.3 million (GST exclusive) has been approved to support the investigations and activities required during the next phase of work. This includes technical investigations, site due diligence activities, remediation investigations, design development, consenting activities, procurement planning and business case development. The approved funding allocation is currently considered sufficient to complete this work and no additional funding approval is required at this stage.

14. Should Council subsequently decide to proceed with a depot investment, funding provision exists within the Long Term Plan 2024-2034 through Greater Wellington's Strategic Public Transport Asset Control Strategy.

15. However, any future recommendation regarding depot development, implementation funding, procurement or delivery would be subject to separate Council consideration following completion of the Detailed Business Case.

He tūtohu
Recommendations

That Council:

1 **Notes** the strategic requirement for a fit-for-purpose, secure and sustainable long-term bus depot solution supporting future Unit 22 operations.

2 **Notes** the findings of the Initial Business Case, including the relative performance of the options assessed against the investment objectives and assessment criteria.

3 **Approves** progression to the Detailed Business Case stage to enable development of the Economic, Financial, Commercial and Management Cases, and further development and assessment of the options identified through the Initial Business Case before a preferred investment response is recommended for Council consideration.

Te tāhū kōrero
Background

16. Greater Wellington is currently undertaking procurement of Unit 22, the North-South Spine of Wellington's Future Bus Services Contracts.

17. Unit 22 will become operational from July 2028 and will form a key component of Wellington's public transport network.

18. Unit 22 was developed through Greater Wellington's Future Bus Services Contracts programme as part of a wider review of service unit design.

19. The North-South Spine configuration was selected to improve operational efficiency, support more effective fleet and driver utilisation, strengthen network resilience and create an operating unit of sufficient scale and attractiveness to support competitive procurement outcomes.

20. While this configuration delivers a range of strategic, operational and commercial benefits, it also creates a greater need for appropriately located depot infrastructure within southern Wellington to support efficient service delivery across the corridor.

21. To support the successful operation of Unit 22, suitable depot infrastructure will be required to accommodate fleet, workforce and operational requirements over the life of the contract.

22. Without access to an alternative southern satellite depot facility, Unit 22 operations would be supported from Grenada Depot. While this arrangement is operationally feasible, it does not provide an efficient or sustainable long-term solution for North-South Spine operations.

23. Recognising the need for a secure and sustainable long-term depot solution to support future Unit 22 operations, Greater Wellington commissioned an Initial Business Case to investigate potential responses to the identified problem and determine whether further investment in business case development is justified.

24. The Initial Business Case is attached to this report.

Te tātaritanga
Analysis

25. The Initial Business Case confirmed that Greater Wellington does not currently have access to a secure, sustainable and long-term depot solution within southern Wellington capable of supporting future Unit 22 operations.

26. While the Grenada depot can technically support service delivery, its location at the northern end of the operating corridor would require significant non-revenue vehicle movements to and from southern Wellington, where many services will commence and conclude. Over time, this would increase operating costs, vehicle kilometres travelled, workforce requirements and transport emissions.

27. Assessment of the existing southern depot network identified a range of constraints affecting the long-term suitability of current arrangements, including ownership arrangements, seismic risks, operational limitations, future land use uncertainty and availability constraints.

28. To address this strategic infrastructure issue, the Initial Business Case assessed four potential options representing different approaches to meeting future Unit 22 depot requirements:

    a Option 1 – Operate Unit 22 from Grenada Depot

    b Option 2 – Operate Unit 22 from an Existing Operator-Provided Southern Satellite Depot

    c Option 3 – Greater Wellington Develops and Owns a Southern Satellite Depot at Landfill Road

    d Option 4 – Market-Provided Southern Satellite Depot Solution

29. The assessment identified that each option presents differing strengths, weaknesses, opportunities and risks.

30. Based on currently available information, Option 3 demonstrated the strongest overall alignment with the investment objectives and assessment criteria. However, further analysis, including consideration of Unit 22 procurement outcomes, is required before the relative viability of the options can be fully assessed and a preferred investment response identified.

31. Accordingly, the Initial Business Case recommends progression to a Detailed Business Case to further assess the options identified through the Initial Business Case and develop the Economic, Financial, Commercial and Management Cases.

32. The Detailed Business Case will provide Council with the information necessary to assess the relative viability of the options and evaluate their costs, benefits, risks, affordability, deliverability and value for money before making a future investment decision.

33. As part of the investigations required to complete the Detailed Business Case, Greater Wellington intends to lodge a land use consent application with Wellington City Council for the Landfill Road site. Obtaining information through the planning

and consenting process is necessary to assess the suitability, feasibility, costs, risks and deliverability of the option and to support completion of the Detailed Business Case.

34. Lodgement of a consent application is an investigative activity only and should not be interpreted as a decision to proceed with depot development or as predetermining the outcome of either the Detailed Business Case or any future Council decision.

Nga kōwhiringa
Options

35. **Option 1: Approve progression to the Detailed Business Case stage** (Recommended)

    This option enables further investigation of the options identified through the Initial Business Case and development of the Economic, Financial, Commercial and Management Cases required to support a future investment decision.

36. **Option 2: Do not proceed to a Detailed Business Case** (Not Recommended)

    This option would conclude the business case process and limit Greater Wellington's ability to assess the viability of alternative long-term depot solutions before procurement implementation decisions are required.

Ngā hua ahumoni
Financial implications

37. Funding of approximately $2.3 million (GST exclusive) has been approved to support the investigations and activities required during the next phase of work and development of the Detailed Business Case.

38. This will enable technical investigations, site due diligence activities, remediation investigations, design development, consenting activities, procurement planning and preparation of the Detailed Business Case.

39. The approved funding allocation is currently considered sufficient to complete the Detailed Business Case phase and no additional funding approval is required to undertake this work.

40. Should Council subsequently decide to proceed with a depot investment, funding provision exists within the Long Term Plan 2024-2034 through Greater Wellington's Strategic Public Transport Asset Control Strategy.

41. Any future recommendation regarding depot development, implementation funding, procurement, or delivery would be subject to separate Council consideration following completion of the Detailed Business Case.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

42. Engagement with mana whenua will be undertaken as part of the Detailed Business Case process to inform the assessment of long-term depot options and support future decision-making.

43. Any cultural, environmental, and land use considerations identified through future investigations will be assessed and incorporated into future decision-making.

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

44. The Initial Business Case identified potential opportunities to reduce non-revenue vehicle movements, improve operational efficiency and reduce transport-related emissions through a strategically located southern depot solution.

45. The extent to which these benefits may be realised will be assessed through the Detailed Business Case.

Ngā tikanga whakatau
Decision-making process

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

Te hiranga
Significance

47. 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 consider that the decision being sought in this report (to progress to development of a Detailed Business Case) has been assessed to be of low significance as it relates to further investigation and business case development only, and does not commit Council to depot development, implementation funding, land acquisition, procurement activities, or construction.

Te whakatūtakitaki
Engagement

48. The Initial Business Case included engagement with key stakeholders, including operators, internal subject matter experts, and affected communities.

49. In relation to Landfill Road, community feedback received to date has highlighted concerns regarding traffic and transport effects, environmental impacts, site resilience, and the potential implications of future depot activities for surrounding communities.

50. Further engagement with mana whenua, affected communities, operators and other stakeholders will form part of the Detailed Business Case process.

Ngā tūāoma e whai ake nei
Next steps

51. Subject to Council approval, officers will:

    a Progress the Detailed Business Case phase.

b Undertake the investigations and assessments required to further evaluate the options identified through the Initial Business Case.

c Undertake engagement with mana whenua, operators, affected communities and other stakeholders.

d Develop the Economic, Financial, Commercial and Management Cases required to support a future investment decision.

e Lodge a land use consent application with Wellington City Council for the Landfill Road site to confirm planning feasibility and support future Council decision-making.

f Report the findings of the Detailed Business Case to Council for consideration.

Ngā āpitihanga
Attachment

Number	Title
1	Initial Business Case – Southern Satellite Depot for Unit 22

Ngā kaiwaitohu
Signatories

Writers	Kevin Forward – Programme Director, Transport Services Procurement Hamish Burns – Principal Advisor Bus Assets, Assets & Infrastructure
Approvers	Fiona Abbott – Senior Manager Assets & Infrastructure, Metlink Samantha Gain – Kaiwhakahaere Mauta, 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 Council has the authority to make this decision
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies This decision will help Council to achieve its transport objectives set out in the current Long Term Plan 2024-2034 and the Strategic Public Transport Asset Control Strategy which includes provision for asset development.
Internal consultation We have undertaken consultation with Legal, Finance, Corporate Services.
Risks and impacts - legal / health and safety etc. Risks and impacts are addressed in the attached Initial Business Case.

INITIAL BUSINESS CASE

Southern Satellite Depot for Unit 22 (North-South Spine)

Document Control

Business Owner	Fiona Abbott, Senior Manager Assets and Infrastructure
Sponsor	Samantha Gain, Group Manager Metlink
Accountable Decision-maker	Samantha Gain, Group Manager Metlink
Business Unit	Metlink
Prepared By	Kevin Forward, Jamie Rowe, Hamish Burns
Date	17 September 2026
Version	2.5
Status	**Final**

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Executive Summary

Greater Wellington Regional Council (Greater Wellington) is undertaking the procurement of Unit 22, the North-South Spine of Wellington's Future Bus Services Contracts. Commencing in July 2028, Unit 22 will form a critical component of the public transport network, providing high-capacity services along Wellington's primary North-South corridor.

To support the successful operation of Unit 22, suitable depot infrastructure will be required to accommodate fleet, workforce and operational requirements over the life of the contract. Without access to an alternative southern satellite depot facility, Unit 22 operations would be supported from Grenada Depot. While this arrangement is operationally feasible, it does not provide an efficient or sustainable long-term solution for North-South Spine operations.

The primary limitation is not depot capacity, but depot location. Grenada Depot is situated at the northern end of the operating corridor, whereas a significant proportion of Unit 22 services will commence and conclude in southern Wellington. This would require substantial non-revenue vehicle movements between the depot and the start and end points of service operations, increasing operating costs, vehicle kilometres travelled, workforce requirements and transport emissions over the life of the contract.

Greater Wellington has therefore identified a strategic requirement to investigate opportunities for a secure and sustainable long-term southern satellite depot solution to support the efficient operation of Unit 22 services.

Assessment of the existing depot network confirms that Greater Wellington does not currently have access to a secure and sustainable long-term southern satellite depot solution for Unit 22. Existing facilities are constrained by ownership arrangements, seismic risks, operational limitations, future land use uncertainty and long-term availability.

Recognising this challenge, Greater Wellington undertook a comprehensive site identification and assessment process to investigate potential southern satellite depot opportunities. That work confirmed that opportunities capable of accommodating depot activities within southern Wellington are extremely limited due to physical, planning, environmental and property market constraints. During this process, the Landfill Road site was identified as a potentially viable opportunity warranting further investigation due to its scale, location and potential to support Greater Wellington's operational, strategic and asset management objectives.

Recognising the limited availability of suitable depot opportunities within southern Wellington, Greater Wellington acquired the Landfill Road site in 2025 to preserve the opportunity while further investigations were undertaken. The acquisition did not constitute a decision to develop a depot. Rather, it preserved a potentially strategic transport infrastructure opportunity while Greater Wellington considered potential long-term responses to the identified strategic problem.

The purpose of this Initial Business Case is not to seek approval for depot construction or implementation. Rather, it is to confirm the strategic requirement, identify and assess a range of credible options for addressing the identified problem, determine whether further investment in business case development is justified, and provide an evidence-based foundation for future assessment through a Detailed Business Case.

To inform this assessment, a structured options analysis was undertaken to evaluate a range of credible options available to Greater Wellington. The four options assessed represent the principal approaches available to support future Unit 22 depot requirements and were assessed against a common set of investment objectives and assessment criteria developed in consultation with relevant subject matter experts. The assessment identified differing strengths, weaknesses, opportunities and risks across the options considered. Based on the information currently available, Option 3, Greater Wellington Develops and Owns a Southern Satellite Depot at Landfill Road, demonstrated the strongest overall alignment with the investment objectives and assessment criteria.

Consistent with the purpose of an Initial Business Case, the assessment provides an initial indication of the relative merits of the options but does not determine a preferred investment response. Additional analysis and evidence are required to fully assess the viability, affordability, deliverability and value for money of the options considered.

The next phase of work, undertaken through a Detailed Business Case, will obtain this information and provide the analysis required to identify a preferred investment response for future Council consideration. In particular, the outcome of the current Unit 22 procurement process will provide important information regarding future depot requirements, commercial arrangements, costs and delivery considerations.

Funding of approximately $2.3 million has been approved to support development of the Detailed Business Case. This will enable technical investigations, site due diligence activities, remediation investigations, design development, consenting activities, procurement planning and preparation of the Detailed Business Case. The approved funding allocation is currently considered sufficient to complete the Detailed Business Case phase and no additional funding approval is required to undertake this work.

Should Council subsequently decide to proceed with a depot investment, funding provision exists within the Long Term Plan 2024-2034 through Greater Wellington's Strategic Public Transport Asset Control Strategy. Any future recommendation regarding depot development, implementation funding, procurement, or delivery would be subject to separate Council consideration following completion of the Detailed Business Case.

Accordingly, this Initial Business Case supports a recommendation that Council approves progression to the Detailed Business Case stage.

If approved, progression to the Detailed Business Case stage will include engagement with mana whenua, affected communities, operators and other stakeholders, consistent with Greater Wellington's commitment to transparent and evidence-based decision-making. The outcomes of this engagement, together with technical investigations, engineering assessments, environmental analysis, commercial considerations, and detailed financial and economic evaluation, will inform any future investment recommendation to Council.

1 Introduction

1.1 Purpose

The Initial Business Case assesses a range of potential responses to the identified strategic problem, identifies the highest-scoring option based on currently available information, and determines whether further investigation through a Detailed Business Case is justified.

The Detailed Business Case will undertake further assessment of the options identified through the Initial Business Case and obtain the information required to assess their relative viability before a preferred investment response is identified and recommended for Council consideration.

The Initial Business Case has been prepared in accordance with recognised public sector business case principles and supports evidence-based decision making regarding future public transport infrastructure investment.

1.2 Strategic Context

Greater Wellington is responsible for planning, funding and procuring public transport services across the Wellington region. As part of this role, Greater Wellington is delivering the Future Bus Services Contracts procurement programme, which is designed to improve competition, operational performance and long-term service delivery outcomes across the public transport network. Unit 22 (North-South Spine) is currently being procured and is scheduled to commence operation in July 2028.

1.3 Depot Infrastructure as a Strategic Asset

Successful delivery of public transport services relies on the availability of suitable supporting infrastructure, including fleet, workforce facilities and depot infrastructure. Depot facilities perform a critical operational role by providing vehicle stabling, maintenance facilities, dispatch functions, driver amenities and operational management capability.

The availability, location and long-term security of depot infrastructure can significantly influence public transport outcomes, including operational efficiency, procurement flexibility, service reliability, network resilience and overall value for money. Access to suitable depot infrastructure can also affect market participation, particularly in constrained urban environments where appropriately located sites are scarce.

Recognising the importance of these assets, Greater Wellington's Strategic Public Transport Asset Control Strategy identifies depot infrastructure as a critical component of the public transport system. The Strategy recognises that appropriately located depot sites within Wellington are limited and strategically significant assets, and that increased public influence over such assets can support long-term service continuity, procurement flexibility, network resilience and value-for-money outcomes.

Against this strategic backdrop, Greater Wellington has undertaken this Initial Business Case to assess options for addressing the long-term depot requirements of Unit 22.

2 Strategic Case

2.1 Strategic Rationale for Unit 22

Unit 22 was developed through Greater Wellington's Future Bus Services Contracts programme as part of a broader review of bus service unit design and operating arrangements. The unit configuration was designed to improve operational efficiency, support effective fleet and driver utilisation, strengthen network resilience, and create an operating unit of sufficient scale and attractiveness to support competitive procurement outcomes.

The North-South Spine configuration consolidates services operating across a substantial portion of the Wellington urban bus network into a single operating unit. This approach supports more efficient service delivery, reduces operational interfaces between operators, and provides greater flexibility in managing fleet and workforce resources across the network.

While the operating model delivers a range of strategic, operational and commercial benefits, it also creates an increased requirement for appropriately located depot infrastructure capable of efficiently supporting services operating at both ends of the corridor. As a result, the future success of Unit 22 is influenced not only by the operating contract itself, but also by the availability of suitable long-term depot infrastructure within southern Wellington.

2.2 The Strategic Problem

While depot infrastructure is recognised as a strategically important public transport asset, **Greater Wellington does not currently have access to a secure and sustainable long-term southern satellite depot solution to support future Unit 22 operations**.

To support the successful delivery of Unit 22 services, suitable depot infrastructure will be required to accommodate fleet, workforce and operational requirements over the life of the contract. Based on currently available infrastructure, these services would be operated from Grenada Depot.

While this arrangement is operationally feasible, it does not provide an efficient or sustainable long-term operating model for the North-South Spine. The primary limitation is not depot capacity, but depot location. Grenada Depot has sufficient capacity to accommodate the fleet requirements associated with Unit 22; however, it is located at the northern end of the corridor, while a significant proportion of services commence and terminate in the south.

As a result, buses and drivers would be required to undertake substantial non-revenue movements between Grenada Depot and southern Wellington before entering service and after completing service each day. While operationally achievable, these movements would increase dead-running, workforce requirements, fleet utilisation, energy consumption and operating costs, while reducing overall operational efficiency over the life of the contract.

Greater Wellington has therefore identified a strategic requirement to investigate long-term depot solutions that can support the efficient, reliable and sustainable operation of Unit 22 services[1].

2.3 Investment Objectives

The investment objectives establish the outcomes against which potential responses to the identified strategic problem have been assessed.

The strategic problem identified through this Initial Business Case is that the existing depot network does not provide a secure, fit-for-purpose and sustainable long-term southern satellite depot solution capable of supporting the future operating requirements of Unit 22. This creates ongoing operational inefficiencies and limits Greater Wellington's ability to achieve its longer-term network, procurement, resilience and asset management objectives.

The investment objectives have therefore been developed to ensure potential options are assessed not only against operational requirements, but also against Greater Wellington's broader strategic, financial, environmental, asset management and community outcomes.

The investment objectives are summarised below.

[1] The strategic problem definition has been refined during development of this Initial Business Case to provide greater clarity regarding the operational and strategic implications of the identified depot infrastructure gap. The refinement improves readability and understanding for decision-makers but does not materially alter the underlying issue considered through the MCA process or affect the validity of the assessment undertaken.

Investment Objective 1 – Public Transport Outcomes

Support delivery of Greater Wellington's public transport strategy[2].

The extent to which each option supports current and future public transport operations and contributes to efficient service delivery across the network.

Investment Objective 2 – Asset Control

Support delivery of Greater Wellington's Strategic Public Transport Asset Control Strategy[3].

The extent to which each option strengthens Greater Wellington's ability to secure, influence and manage strategically important public transport assets in support of long-term service delivery outcomes.

Investment Objective 3 – Environmental Outcomes

Support delivery of Greater Wellington's environmental objectives[4].

The extent to which each option contributes to positive environmental outcomes and supports the responsible management of environmental effects associated with public transport infrastructure and operations.

Investment Objective 4 – Wider Community Outcomes

Support Greater Wellington's wider community outcome objectives[5].

The extent to which each option contributes to a safe, resilient and sustainable public transport network and supports broader community wellbeing.

2.4 Existing Southern Wellington Facilities

Assessment of the existing southern Wellington depot network has concluded that no current facility provides a secure, fit-for-purpose and sustainable long-term solution capable of supporting the future operating requirements of Unit 22.

- **Rongotai Depot** is privately owned and is not considered fit-for-purpose as a long-term strategic depot supporting future Unit 22 operations. The site has operational and physical limitations that constrain its ability to support Greater Wellington's future operating model and long-term depot requirements. Existing capacity constraints have also necessitated the use of on-street parking for operational vehicles in surrounding residential areas, further illustrating the limitations of the site as a long-term depot solution.
- **The Kilbirnie Bus Barns** currently provide depot capacity within southern Wellington. However, the site is privately owned, subject to known seismic strengthening requirements, and identified within Wellington City Council's planning framework as having potential for future mixed-use redevelopment. The planning framework anticipates the comprehensive redevelopment of the site should the current depot use transition in the future, reflecting the strategic development pressures associated with its location within the Kilbirnie town centre. The facility is also situated within a highly urbanised residential and commercial environment, which may constrain its long-term suitability and

[2] As set out in the Wellington Regional Public Transport Plan 2025-2035
[3] As set out in the Strategic Public Transport Asset Control Strategy
[4] As set out in the Long Term Plan 2024 - 2034, Wellington Regional Transport Emissions Reduction Pathway and Zero Emission Bus Transition Roadmap
[5] As set out in the Long Term Plan 2024 - 2034 and Wellington Regional Public Transport Plan 2025-2035

ability to support future depot operations. Collectively, these factors create uncertainty regarding the site's long-term availability and suitability for public transport purposes.

Having assessed the facility against its future operational and strategic requirements, Greater Wellington has concluded that the Kilbirnie Bus Barns does not provide a secure and sustainable long-term depot solution. While the site may continue to support public transport operations in the short to medium term, it does not provide the level of long-term certainty required to support Greater Wellington's future operating model.

- **The future Kauri Street Depot** will provide critical infrastructure supporting East-West Spine operations and future fleet electrification objectives. However, the facility is designed specifically to support Unit 26 operations, has not been consented to accommodate diesel bus activities, and is not configured to support multiple operators. As a consequence, it cannot provide a practical depot solution for Unit 22.

Collectively, these constraints mean Greater Wellington currently lacks a suitable long-term southern satellite depot capable of supporting efficient operation of the North-South Spine.

2.5 Procurement and Market Participation

The Future Bus Services Contracts programme is founded on maintaining effective competition for operating units and ensuring that infrastructure arrangements do not unnecessarily constrain future procurement outcomes.

Access to suitable depot infrastructure can represent a significant barrier to market participation, particularly in constrained urban environments where appropriately located sites are scarce.

This constraint is particularly relevant in the Wellington market, where suitable depot sites are limited and the availability of depot infrastructure has the potential to influence operator participation and future procurement outcomes.

Identifying and securing a sustainable long-term depot solution for Unit 22 would support procurement flexibility, reduce infrastructure-related barriers to entry for future tendering rounds, and help ensure operating arrangements continue to achieve value for money for Greater Wellington and the travelling public.

2.6 Consequences of Inaction

If no action is taken, Greater Wellington is unlikely to secure a suitable long-term southern satellite depot to support Unit 22 operations.

In the absence of a strategically planned depot solution, Greater Wellington would likely be required to rely on either:

- Unit 22 operating primarily from Grenada Depot; or
- The successful operator identifying, securing and funding its own depot solution which may or may not align with Greater Wellington's long-term public transport objectives.

While both approaches may be capable of supporting service delivery, neither provides confidence that Greater Wellington's long-term strategic, operational and procurement objectives will be achieved.

The likely consequences of inaction include:

- Reduced operational efficiency arising from increased non-revenue vehicle movements, higher operating costs, greater vehicle utilisation and increased greenhouse gas emissions.

- Reduced value for money over the life of the contract due to ongoing operational inefficiencies, increased workforce requirements and higher operating costs.
- Increased greenhouse gas emissions, energy consumption and environmental impacts associated with continued reliance on a single-depot operating model and increased non-revenue vehicle movements.
- Greater dependence on privately controlled or operator-led depot infrastructure, limiting Greater Wellington's ability to influence the location, capability and long-term availability of strategically important assets.
- Reduced procurement flexibility and increased barriers to market participation arising from continued reliance on infrastructure not controlled by Greater Wellington.
- Reduced network resilience through continued reliance on a limited number of depot locations and increased exposure to service disruption should existing facilities become constrained or unavailable.
- Reduced ability to support future public transport network growth, service changes, fleet transitions and evolving operational requirements.
- Increased procurement and delivery risk, including uncertainty regarding the future availability of suitable depot sites and the potential need for operators to establish depot solutions within constrained timeframes.
- Potential loss of future depot opportunities in an environment where suitable sites capable of accommodating depot activities within southern Wellington are scarce and increasingly difficult to secure.

Reliance on an operator-led solution would also introduce uncertainty regarding future cost, location, availability and suitability. Given the constrained property market within southern Wellington, there is no assurance that a future operator would be able to secure a depot site that delivers the operational, environmental and strategic outcomes sought by Greater Wellington.

Collectively, these outcomes would reduce the efficiency, resilience and long-term sustainability of Greater Wellington's public transport operating model and constrain its ability to optimise operation of the North-South Spine over time.

2.7 Why Action is Required Now

Unit 22 is scheduled to commence operation in July 2028. To support the successful delivery of these services, Greater Wellington must ensure that appropriate depot arrangements are in place prior to contract commencement.

Should a future decision be made to develop a depot facility, substantial work would be required, including detailed investigations, planning and consenting processes, business case approvals, procurement activities and potential construction works. These activities are likely to require a number of years to complete.

The Unit 22 procurement process has also recognised the uncertainty associated with future depot arrangements and requires tenderers to demonstrate how service delivery requirements would be met under alternative depot scenarios. Information obtained through the procurement process will provide additional insight into operational requirements, depot solutions, market capability and delivery approaches, and will help inform development of the Detailed Business Case.

Accordingly, if Greater Wellington wishes to preserve the option of a southern satellite depot solution for future Unit 22 operations, further investigation must commence now, noting that opportunities capable of accommodating depot activities within southern Wellington have been found to be limited. Progression to a

Detailed Business Case will enable the remaining uncertainties to be assessed and provide Council with the information required to determine whether any future investment should proceed.

3 Site Identification and Assessment

3.1 Site Identification Process

Having identified the need to explore long-term depot options to support future Unit 22 operations, Greater Wellington undertook a structured site identification process across southern Wellington.

The investigation formed part of broader public transport planning, asset management and procurement activities. Its purpose was to identify sites capable of supporting the operational, technical and strategic requirements of a depot facility, while recognising the constraints associated with locating large-scale transport infrastructure within a highly developed urban environment.

The assessment process included:

- Property market investigations.
- Site identification and screening exercises.
- Operational assessments.
- Preliminary engineering and technical reviews.
- Strategic alignment assessments.
- Planning and environmental considerations.
- Engagement with property owners and relevant stakeholders.

Potential sites were assessed against a range of criteria including:

- Availability and ownership.
- Site size and configuration.
- Accessibility and transport connections.
- Operational suitability.
- Electrification potential.
- Existing land use and surrounding activities.
- Planning and consenting considerations.
- Environmental constraints.
- Development feasibility.
- Alignment with Greater Wellington's long-term public transport objectives.

The assessment confirmed that opportunities capable of accommodating depot activities within southern Wellington are extremely limited. The combination of topographical constraints, established urban development, competing land uses, environmental considerations and fragmented land ownership significantly reduced the number of sites capable of supporting a strategically located depot facility.

Several opportunities were identified and evaluated through the assessment process. Most were subsequently discounted because they were unavailable, operationally unsuitable, constrained by existing land uses, unable to accommodate required depot functions, or inconsistent with Greater Wellington's long-term strategic objectives.

3.2 Identification of Landfill Road

During the site identification process, Landfill Road was identified as a potentially viable opportunity capable of supporting future depot operations within southern Wellington. Based on a high-level assessment of its scale, location and ownership circumstances, the site was considered potentially viable to warrant further investigation.

Recognising the limited availability of potential depot sites within southern Wellington, Greater Wellington acquired the site in 2025 to preserve the opportunity while further investigations were undertaken.

At the time of acquisition, further technical, environmental, planning, engineering, commercial and financial investigations were required to determine whether the site could support Greater Wellington's long-term public transport objectives and the future operating requirements of Unit 22.

Accordingly, the Landfill Road site was carried forward for further consideration through this Initial Business Case.

4 Development of Options for Assessment

The site identification activities described above confirmed that suitable depot opportunities within southern Wellington are limited and that the Landfill Road site warranted further consideration. Identification of a potentially suitable site does not in itself determine the most appropriate strategic response to the operational requirements of Unit 22.

Accordingly, the option assessment considers a range of strategic responses reflecting different approaches to meeting future depot requirements and supporting operation of the North-South Spine.

The options include both single-depot and dual-depot operating models, recognising that Unit 22 services can be delivered through a number of fundamentally different infrastructure arrangements. These arrangements have materially different implications for operational efficiency, fleet and workforce utilisation, network resilience, emissions, operating costs, procurement flexibility, asset control and the long-term sustainability of Greater Wellington's public transport operating model.

The options assessed represent:

- reliance on Greater Wellington's existing depot infrastructure at Grenada (the ‘Do nothing’ option);
- reliance on existing operator-provided southern depot infrastructure;
- direct investment by Greater Wellington in a southern satellite depot at Landfill Road; and
- provision of a southern satellite depot solution through the market.

These options reflect the principal strategic choices available to Greater Wellington having regard to operational requirements, Future Bus Services Contracts procurement objectives, procurement considerations, asset management considerations and the findings of the southern depot site identification process.

5 Options Assessment

A structured options assessment was undertaken to evaluate the range of credible strategic responses available to Greater Wellington for addressing the identified depot requirement. Each option was assessed against the investment objectives using a Multi-Criteria Assessment (MCA) framework.

5.1 Option Terminology and Traceability

The option titles and descriptions presented in this Initial Business Case have been refined from the terminology used during the Multi-Criteria Assessment (MCA) workshops to improve clarity for readers and decision-makers. These amendments are editorial in nature and have been made to better reflect the intent and characteristics of each option in a business case context.

The changes do not alter the options assessed, the assessment criteria, the scoring applied, or the conclusions reached through the MCA process. The original MCA workshop documentation remains the authoritative record of the assessment undertaken. References to option titles within this Initial Business Case are therefore intended to provide clearer descriptions of the same options assessed during the MCA process.

IBC Option Title	MCA Workshop Terminology	Description
Option 1 – Operate Unit 22 from Grenada Depot	**Option 1 –** Do not develop Landfill Road and use Grenada	Unit 22 services are operated from the Grenada Depot. This option utilises existing depot infrastructure and avoids the need to develop a new depot facility in southern Wellington.
Option 2 – Operate Unit 22 from an existing Operator-provided southern satellite depot	**Option 2 –** Do not develop Landfill Road and use existing Operator-provided depot facilities	Unit 22 services are operated from an existing southern satellite depot facility provided by the successful operator. Under this option, Greater Wellington relies on operator-provided depot infrastructure rather than providing dedicated depot facilities itself.
Option 3 – Greater Wellington develops and owns a southern satellite depot at Landfill Road	**Option 3 –** Develop Landfill Road as a depot	Greater Wellington develops and owns a southern satellite depot at the Landfill Road site to support Unit 22 services. The depot would provide strategically located operational infrastructure and remain under Greater Wellington ownership and control.
Option 4 – Market-provided southern satellite depot solution	**Option 4** – Market-led development	Greater Wellington engages the market to identify, secure and provide a suitable southern satellite depot solution capable of supporting Unit 22 services. The location, ownership, delivery model and development approach would be determined through a market-led process.

These options represent a credible range of responses to the identified strategic problem. Collectively, they consider the use of existing depot infrastructure, utilisation of operator-provided facilities, direct investment in new depot infrastructure by Greater Wellington, and delivery of a depot solution through the market.

5.2 Assessment Criteria

The assessment criteria were derived from the investment objectives developed for this Initial Business Case and supplemented by an additional Achievability / Deliverability criterion. This additional criterion was included to ensure the assessment considered not only the extent to which each option contributes to the desired strategic outcomes, but also the practical ability to successfully implement and operate the option within required timeframes and constraints.

Criterion	Assessment Focus
Public Transport Outcomes	Considers the extent to which the option supports efficient, reliable and resilient public transport operations while enabling effective delivery of current and future network requirements. **Relevant considerations include:** • Operational efficiency and service performance. • Network reliability and resilience. • Fleet and workforce deployment requirements. • Alignment with future operating model requirements. • Flexibility to accommodate future service changes and network growth. • Contribution to emissions reduction objectives. In the context of this business case, particular consideration is given to the extent to which options support efficient operation of Unit 22 services, minimise non-revenue vehicle movements, and enhance long-term operational resilience.
Asset Control	Considers the extent to which the option supports Greater Wellington's strategic ownership, influence, and long-term control of public transport infrastructure required to deliver public transport services. **Relevant considerations include:** • Level of control over critical depot infrastructure. • Long-term infrastructure availability and security. • Strategic influence over depot location, capability, and future development. • Reduced dependency on third-party infrastructure decisions. • Flexibility to support future service procurement and network requirements. • Alignment with Greater Wellington's Strategic Public Transport Asset Control Strategy. In the context of this business case, particular consideration is given to the extent to which options provide long-term certainty of depot access and capability, while reducing operational and strategic risks associated with reliance on infrastructure outside Greater Wellington's control.

Criterion	Assessment Focus
Environmental Outcomes	Considers the extent to which the option avoids, mitigates, or improves environmental impacts while supporting sustainable public transport outcomes and responsible stewardship of public assets. **Relevant considerations include:** • Management and remediation of contaminated land. • Stormwater management and broader environmental effects. • Greenhouse gas emissions and energy consumption. • Reduction in non-revenue vehicle movements. • Responsible long-term stewardship of land and public assets. • Opportunities to enhance environmental outcomes over time. In the context of this business case, particular consideration is given to the management of site-specific environmental risks and the extent to which options contribute to reduced operational emissions and more sustainable long-term public transport operations.
Wider Community Outcomes	Considers the extent to which the option supports safe, accessible and effective public transport services while contributing to positive outcomes for communities, the regional economy, and the long-term wellbeing of Wellington's residents. **Relevant considerations include:** • Safety of public transport services and supporting infrastructure. • Public transport accessibility and connectivity. • Community wellbeing and quality of life. • Access to employment, education, and essential services. • Support for future growth and development. • Regional resilience and continuity of critical transport services. • Broader social and economic benefits arising from an effective public transport network. In the context of this business case, particular consideration is given to the extent to which options contribute to a safe, reliable and accessible public transport network that supports community wellbeing, regional resilience, and Wellington's long-term growth and development.
Achievability / Deliverability	Considers the extent to which the option can be successfully planned, approved, funded, procured, and implemented, taking account of delivery complexity, dependencies, risks, and operational requirements. **Relevant considerations include:** • Site availability, suitability, and readiness.

Criterion	Assessment Focus
	• Planning, consenting, and regulatory requirements. • Delivery timeframes and programme dependencies. • Construction and implementation complexity. • Operational integration and transition requirements. • Commercial, procurement, and market factors. • Availability of resources, specialist expertise, and supporting infrastructure. • Key risks, assumptions, constraints, and interdependencies. • Confidence in achieving required outcomes within expected cost and time parameters. In the context of this business case, particular consideration is given to the ability to secure, develop, and operationalise a depot solution within required timeframes, while managing implementation risks and supporting future Unit 22 service requirements.

5.3 Assessment Methodology

The options were assessed using a Multi-Criteria Assessment (MCA) framework based on the investment objectives outlined in Section 2.

Each option was assessed using a six-point scale ranging from 0 to 5, which measures the degree to which an option contributes positively to each assessment criterion.

Score	Assessment
0	Does not contribute to the criterion
1	Very low contribution
2	Low contribution
3	Moderate contribution
4	High contribution
5	Very high contribution

Weightings were applied to the assessment criteria to reflect their relative importance within the Multi-Criteria Assessment.

Criterion	Weighting
Public Transport Outcomes	40%
Asset Control	10%

Criterion	Weighting
Environmental Outcomes	15%
Wider Community Outcomes	15%
Achievability / Deliverability	20%
Total	**100%**

Public Transport Outcomes received the highest weighting because the primary purpose of the investment is to support delivery of Greater Wellington's public transport strategy and the efficient operation of future Unit 22 services.

Achievability and Deliverability received the second-highest weighting, reflecting the importance of identifying a solution capable of being implemented within the required operational timeframe.

The remaining criteria recognise the contribution of asset control, environmental outcomes and wider community outcomes to the overall investment decision.

5.4 Value for Money

Value for Money is a key consideration in determining whether investment is justified and is a core principle of the NZ Transport Agency's public transport procurement framework. In this context, Value for Money extends beyond capital cost and includes consideration of whole-of-life costs, operational efficiency, procurement outcomes, service delivery performance, asset utilisation and long-term network resilience.

Value for Money considerations have informed the development of the investment objectives, options assessment and overall evaluation undertaken as part of this Initial Business Case.

While a detailed financial and economic assessment of individual options is beyond the scope of the Initial Business Case, the location and availability of depot infrastructure have a significant influence on the long-term costs, operational efficiency, resilience, and effectiveness of public transport services.

A future Value for Money assessment will consider factors including:

- Capital investment requirements.
- Operating cost implications.
- Non-revenue vehicle movements and associated costs.
- Procurement and market participation impacts.
- Asset ownership and control considerations.
- Environmental costs and benefits.
- Service reliability and resilience outcomes.
- Whole-of-life costs and benefits.

The Detailed Business Case will undertake a comprehensive assessment of costs, benefits and value for money before any future investment decision is considered by Council.

5.5 Multi-Criteria Assessment Results

The raw, non-weighted results of the MCA are shown below. The maximum available raw score was 25.

Option	Public Transport Outcomes	Strategic Public Transport Asset Control	Environmental Outcomes	Wider Community Outcomes	Achievability / Deliverability	Raw Score
Option 1	1	4	1	1	5	**12**
Option 2	1	1	1	3	2	**8**
Option 3	5	5	3	3	4	**20**
Option 4	3	3	2	3	1	**12**

Applying the agreed weighting factors produced the following results.

Option	Weighted Score	Rank
Option 1	2.1	**3**
Option 2	1.9	**4**
Option 3	5.0	**1**
Option 4	2.7	**2**

Option 3 achieved both the highest raw score and the highest weighted score. It performed particularly strongly against Public Transport Outcomes and Asset Control and also achieved positive scores across the remaining assessment criteria.

Option 4 ranked second. While a market-led solution has the potential to provide positive public transport, asset-control and community outcomes, the uncertainty associated with site availability, timing, location, suitability and delivery resulted in a lower Achievability / Deliverability score.

The assessment recognised that a market-provided solution could ultimately perform better or worse than indicated by the MCA depending on the characteristics of any future proposal. However, the absence of a defined solution limited confidence that the option would reliably achieve Greater Wellington's strategic objectives.

5.6 Assessment Findings

Option 1 - Operate Unit 22 from Grenada Depot

This option would avoid the costs, risks and complexity associated with developing Landfill Road and would utilise depot infrastructure already controlled by Greater Wellington.

However, the option would not provide a southern satellite depot solution for Unit 22. While operationally feasible, reliance on Grenada Depot alone would require significant non-revenue vehicle movements between the depot and southern Wellington services.

This would be expected to result in increased operating costs, greater workforce inefficiencies, increased emissions and reduced operational flexibility when compared with a strategically located southern satellite depot.

The option achieved relatively strong scores for Asset Control and Achievability / Deliverability but performed poorly against Public Transport Outcomes, Environmental Outcomes and Wider Community Outcomes.

Option 2 - Operate Unit 22 From an Existing Operator-Provided Southern Satellite Depot

Under this option, Unit 22 operations would rely on existing depot infrastructure provided by the successful operator.

While this may avoid the need for Greater Wellington to directly develop Landfill Road, it would provide limited control over strategically important infrastructure and would maintain reliance on privately controlled assets.

The location, suitability, capacity, commercial arrangements and long-term availability of any operator-provided depot solution have not been confirmed. Consequently, the option may not align with Greater Wellington's long-term public transport, procurement or asset-control objectives.

This option achieved the lowest raw and weighted scores and performed poorly across most assessment criteria.

Option 3 - Greater Wellington Develops and Owns a Southern Satellite Depot at Landfill Road

The option would provide strategically located depot infrastructure capable of supporting efficient operation of Unit 22 services. As a southern satellite depot, it has the potential to reduce non-revenue vehicle movements, improve workforce utilisation, strengthen service reliability and improve network resilience.

The option would also provide Greater Wellington with a high degree of control over strategically important infrastructure and reduce long-term reliance on privately controlled depot facilities.

Development of the site would require further investigation and carries geotechnical, contamination, planning, consenting, utility, stakeholder, funding and delivery risks. These matters will require detailed assessment through the Detailed Business Case.

Notwithstanding these risks, Option 3 achieved the highest score under both the raw and weighted assessments and demonstrated the strongest alignment with the investment objectives.

Option 4 - Market-Provided Southern Satellite Depot Solution

This option would engage the market to identify and deliver a depot solution capable of supporting Unit 22 operations.

A market-led approach may provide access to private-sector expertise and could potentially deliver positive operational, environmental and community outcomes.

However, these outcomes cannot be confirmed until a specific market proposal is available. Any solution developed by the market is likely to be influenced primarily by commercial considerations and may not fully align with Greater Wellington's strategic, operational, environmental or community objectives.

Previous site identification work demonstrated that opportunities capable of supporting depot activities within southern Wellington are extremely limited. Suitable sites are scarce, difficult to secure, and subject to significant physical, planning and market constraints. This reduces confidence that an equivalent opportunity could be identified, secured and developed through a future market-led process within the required timeframe.

The location, availability, timing, capacity and long-term viability of a market-provided solution are also uncertain, resulting in a low Achievability / Deliverability score.

5.7 Assessment Outcome

Based on the completed MCA, Option 3 - Greater Wellington develops and owns a southern satellite depot at Landfill Road achieved the highest score of the options assessed.

Option 3 achieved the highest raw score (20 out of 25) and the highest weighted score (5.0), substantially outperforming the remaining options. The assessment concluded that it provides the strongest alignment with the investment objectives and the most effective response to the identified strategic requirement based on currently available information.

While the assessment has provided an initial indication of the relative strengths and weaknesses of each option, further information and analysis is required before the relative viability of the options can be fully assessed. In particular, the outcome of the Unit 22 procurement process is expected to provide important information regarding future depot requirements, commercial arrangements, costs and delivery considerations. The Detailed Business Case phase will undertake this further analysis and determine whether any options can be discounted before a preferred investment response is identified.

Importantly, identification of Option 3 as the highest-scoring option does not constitute approval to construct a bus depot or commit implementation funding. Rather, based on the information available at this stage, the assessment indicates that Option 3 demonstrates the strongest alignment with Greater Wellington's investment objectives and assessment criteria.

The Detailed Business Case will further assess the options identified through the Initial Business Case and develop the Economic, Financial, Commercial and Management Cases required to determine their relative viability and identify the preferred investment response. This work, together with the outcomes of the Unit 22 procurement process, will evaluate feasibility, affordability, deliverability, costs, benefits, risks, commercial implications and value for money, providing the evidence base required for Council to determine the preferred investment option and future course of action.

6 Risk Assessment

The Initial Business Case has identified a range of potential options capable of responding to Greater Wellington's long-term depot requirements for Unit 22. While the assessment has provided sufficient confidence to justify progression to a Detailed Business Case, a number of strategic, technical, commercial, financial, and stakeholder risks remain and will require further investigation.

The most significant risks identified at this stage are:

Technical and Site Delivery Risk

Engineering, geotechnical, environmental, servicing, and planning investigations may identify constraints that affect the feasibility, cost, timing, or deliverability of individual options.

Commercial and Procurement Risk

The final Future Bus Services Contract procurement outcomes, including operator depot arrangements, dead-running impacts, depot contingency requirements, and associated commercial considerations, may influence the relative benefits and costs of the viable options.

Financial and Affordability Risk

Detailed capital costs, operating costs, whole-of-life costs, and funding requirements have not yet been established. Future analysis may affect affordability assessments and influence the preferred investment response.

Stakeholder and Community Risk

Stakeholder, community, mana whenua, and regulatory perspectives may influence option acceptability and future decision-making. In relation to Landfill Road, feedback received to date has highlighted concerns regarding traffic and transport effects, environmental impacts, site resilience, and the potential implications of future depot activities for surrounding communities.

Programme Delivery Risk

The timing of investigations, approvals, procurement activities, and implementation planning may affect Greater Wellington's ability to establish a long-term depot solution aligned with future Unit 22 operational requirements.

The risks identified through this Initial Business Case highlight the need for further technical, commercial, financial and operational analysis. The Detailed Business Case will provide the evidence required to assess these risks, determine their implications for the options identified through the Initial Business Case, and evaluate the relative viability of those options to support future Council decision-making.

7 Recommendations

It is recommended that Council:

a) **Note** the strategic requirement for a fit-for-purpose, secure and sustainable long-term bus depot solution supporting future Unit 22 operations.

b) **Note** the findings of the options assessment, including the relative performance of the options considered against the investment objectives and assessment criteria.

c) **Approve** progression to the Detailed Business Case stage to enable development of the Economic, Financial, Commercial and Management Cases, and further development and assessment of the options identified through the Initial Business Case before a preferred investment response is recommended for Council consideration.

8 Next Steps

Subject to Council approval, Greater Wellington will progress to the Detailed Business Case stage to further assess the options identified through the Initial Business Case and develop the Economic, Financial, Commercial and Management Cases required to support future decision-making.

Key activities during the next phase will include:

- Technical, environmental, planning, engineering and site investigations.
- Assessment of operational requirements and future depot arrangements for Unit 22.
- Development of the Economic, Financial, Commercial and Management Cases.
- Evaluation of procurement, delivery, ownership and implementation options.
- Assessment of costs, affordability, funding requirements and value for money.
- Consideration of Future Bus Services Contract procurement outcomes and their implications for future depot requirements.
- Engagement with mana whenua, affected communities, operators and other stakeholders.

As part of this work, Greater Wellington intends to lodge a land use consent application for the Landfill Road site to better understand planning requirements, potential consent conditions and implementation risks. Lodgement of a consent application does not constitute a decision to develop a depot and does not predetermine any future Council decision regarding the site.

Funding of approximately $2.3 million has been approved to support these investigations and activities. The approved funding allocation is considered sufficient to complete the next phase of work and no additional funding approval is required at this stage.

Should Council subsequently decide to proceed with a depot investment, funding provision exists within the Long Term Plan 2024-2034 through Greater Wellington's Strategic Public Transport Asset Control Strategy. Any future recommendation regarding depot development, implementation funding, procurement or delivery would be subject to separate Council consideration.

On completion of the Detailed Business Case, Council will be provided with the information required to assess the feasibility, costs, benefits, risks, affordability, deliverability and value for money of the available options and determine the preferred future course of action.

Council
1 October 2026
Report 26.440

For Decision

Risk Appetite Statements

Te take mō te pūrongo
Purpose

1. To seek approval from Council on Greater Wellington's Risk Appetite Statements.

Whakarāpopototanga Matua
Executive Summary

2. Existing risk appetite statements needed to be updated as they:
   a Should reflect the current level of risk assumed by Greater Wellington and the current Council risk appetite; and
   b Could be challenging to apply in practice, an issue not unique to Greater Wellington.
3. Officers held 4 workshops with Councillors between the 12 February and 1 September 2026 on the draft risk appetite statements.
4. There have been no significant changes between the draft risk appetite statements workshopped with Councillors and the finalised risk appetite statements being tabled for your approval.
5. Officers are now seeking Council's approval of the finalised risk appetite statements which are included with in the document '*Risk appetite statements guidance*' (**Attachment 1**).

He tūtohu
Recommendation

That Council **approves** Greater Wellington's Risk Appetite Statements (**Attachment 1**).

Te tāhū kōrero
Background

6. The 10 risk categories were supported by ELT on the 25 October 2023, whereby they were taken to a Finance, Risk and Audit Committee (Committee) workshop on 28 November 2023.
7. The risk categories were positively received by ELT, and the Committee, enabling us to proceed with the development of the associated risk appetite statements.

8. The risk appetite - guidance for understanding our risk appetite document was endorsed by ELT on the 28 July 2025 and by the Committee on the 19 August 2025.

9. Between the 12 February and 1 September 2026, 4 workshops were held with Councillors on the draft risk appetite statements.

10. There have been no significant changes between the draft risk appetite statements workshopped with Councillors and the finalised risk appetite statements being tabled for your approval.

Te tātaritanga
Analysis

11. **Attachment 1** contains the completed risk appetite statements which have been workshopped with Councillors.

12. Risk appetite statements are a mechanism to explicitly define the level of risk that is deemed acceptable by Council, for ELT to take on, in order to deliver on its mandate and strategic priorities.

13. Fit for purpose risk appetite statements are necessary to allow oficers to understand the parameters they can operate within before they need to escalate a risk.

14. The existing risk appetite statements needed to be updated as they were:

    - Out of date and did not reflect the level of risk taken on by Greater Wellington or the risk appetite of the current Council.
    - Challenging to apply in practice (not unique to Greater Wellington).

15. Outlined below, are the risk appetite definitions that have been used to classify each of Greater Wellington's risk categories:

    - Adherence - Processes and controls exist, are operating, and need to be followed strictly without deviation.
    - Balanced - While processes and controls exist to mitigate risk, we recognise that we may need to deviate from strict rules and/or processes to seize new opportunities and to respond to changing circumstances.
    - Agile - We need to be fluid and innovative to ensure we can take advantage of opportunities as they present themselves.

16. We have classified each of 10 risk categories based on these definitions:

Adherence	Balanced	Agile
• Regulatory & Compliance • Financial	• Treaty of Waitangi • Community & stakeholder • Our people • Health & safety • Loss, failure, or damage to assets	• Environment

	• Continuity of service • Technology	

17. It is important to note that unlike with our previous risk appetite statements, these definitions should not be used in isolation and should be considered alongside the risk category's risk appetite statement which are contained in Appendix Three of **Attachment 1**.

18. The expanded risk appetite statements ensure that we are not only relying on a generic high-level definition to understand and apply the Council's risk appetite but instead have a statement that is bespoke for each of the risk categories helping link Council risk appetite to Greater Wellington's operations and the level of risk we are actually taking on a day-to-day basis.

19. Each risk appetite statement was co-developed with Subject Matter Experts (SME) across Greater Wellington before being tabled with ELT and the Committee for feedback.

20. We are now seeking your approval of the finalised risk appetite - guidance for understanding your risk appetite document (**Attachment 1**) which will be incorporated into our risk management processes and guidelines.

Ngā hua ahumoni
Financial implications

21. The risk categories and risk appetite statements referenced within this report include "Financial" which was co-developed with subject matter experts from the Finance andRisk Group.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

22. The risk categories and risk appetite statements referenced within this report include "Treaty of Waitangi" which was co-developed with subject matter experts from Te Hunga Whiriwhiri.

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

23. The risk categories and risk appetite statements referenced within this report include "Environment" which considers climate change and was co-developed with subject matter experts from Strategy, Metlink and the Environment Groups.

Ngā tikanga whakatau
Decision-making process

24. 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

25. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of the matters for decision, taking into consideration the Council's Significance and Engagement Policy and Greater Wellington's Decision-making Guidelines. Officers consider that the matter is of low significance due to its administrative nature.

Te whakatūtakitaki
Engagement

26. Due to the low level of significance, community engagement on the risk appetite statements is not required.

Ngā āpitihanga
Attachment

Number	Title
1	Risk Appetite - Guidance for Understanding

Ngā kaiwaitohu
Signatories

Writer	Jacob Boyes – Head of Corporate Risk & Assurance
Approver	Ali 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 Risk appetite statements are a mechanism to explicitly define the level of risk that is deemed to be acceptable by Council, for ELT to take on, in order to deliver on its mandate and strategic priorities.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies Greater Wellington makes decisions every day in order to deliver what it has committed to through the Long-Term Plan. Effective risk appetite statements ensure risks are appropriately escalated to Council.
Internal consultation Risk Appetite Statements were co-developed with subject matter experts across Greater Wellington.
Risks and impacts - legal / health and safety etc. This paper outlines Greater Wellington's risk categories and our appetite for risk in these areas.

Greater Wellington
Te Pane Matua Taiao

Attachment 1 to Report 26.440

RISK APPETITE

Guidance for understanding our risk appetite

GREATER WELLINGTON REGIONAL COUNCIL

September 2026

Purpose

Risk Appetite Statements are a mechanism to explicitly define the level of risk that is deemed to be acceptable by Council[1], for ELT to take on, to deliver on its mandate and strategic priorities. Please refer to **Appendix One** for guidance on how the risk appetite statements may impact on your work.

Roles and responsibilities

The following roles and responsibilities are in place for developing and managing the risk appetite statements:

- Finance, Risk & Audit Committee (Committee) and Council are responsible for:
  - Providing input into the development of the risk appetite statements to ensure they reflect the actual risk appetite of Council.
  - Endorsing (Committee) and approving (Council) the risk appetite statements for implementation.
- ELT are responsible for:
  - Providing context to the Committee/Council on how the risk appetite statements impact Greater Wellington operations.
  - Endorsing the risk appetite statements for implementation.
  - Approving a risk management policy which considers risk appetite and provides an escalation pathway for risks.
- Risk Owners and Risk Leads are responsible for ensuring the organisational risks (uncertainties) agreed with Council and ELT are operating within the relevant risk appetite statements.
- Risk Champions are responsible for reporting on their group's risk profile to its leadership team which includes how the group is positioned in relation to the Council's risk appetite.
- The Head of Corporate Risk & Assurance is responsible for reporting on risks at an organisational level, to ELT and FRAC, and how Greater Wellington is positioned in relation to the Council's risk appetite.
- Management are responsible for understanding risk in the delivery of their projects and activities they manage, ensuring they are aware of any changes in the level of risk that may need to be escalated, relative to the Council's risk appetite.

Staff have a general role to play in the identification and management of risk in their day-to-day activities and/or projects. Staff should remain aware of any changes in the work they do, which includes considering whether escalation of any changes in risk surrounding their work is required.

[1] By Greater Wellington we mean its groups (Environment Group, Metlink, etc.) and the Wellington Regional Emergency Management Office (WREMO). The risk appetite of Greater Wellington's Council Controlled Organisations is set by their governing boards.

What are our risk categories?

We have identified the following 10 risk categories:

- Treaty of Waitangi
- Environment
- Community & stakeholder
- Regulatory & compliance
- Health & safety
- Loss, failure, or damage to assets
- Continuity of service
- Financial
- Technology
- Our people

These risk categories have been outlined in further detail in **Appendix Two**.

How have we framed our risk appetite?

The definitions below provide high level classification of risk appetite for each of Greater Wellington's 10 risk categories. These definitions should not be used in isolation and should be considered alongside the risk category's risk appetite statement.

The risk appetite definitions are as follows:

Risk appetite	**Definition**
Adherence	Processes and controls exist, are operating, and need to be followed strictly without deviation.
Balanced	While processes and controls exist to mitigate risk, we recognise that we may need to deviate from strict rules and/or processes to seize new opportunities and to respond to changing circumstances.
Agile	We need to be fluid and innovative to ensure we can take advantage of opportunities as they present themselves.

We have chosen not to frame our risk appetite with more traditional language like averse/neutral/tolerant as we have previously used these terms, and the resulting definitions did not align to the type and nature of activities we are undertaking.

We expect that effective processes and controls are in place to manage risk, and where this is not the case, we have recognised this within our risk register and documented these as responses which could be undertaken to lower our residual risk.

We have used risk appetite definitions that frame risk appetite in line with systems, controls and the environment in which we operate, ensuring both risk and opportunity are considered.

Each risk category outlined in **Appendix Two** has been classified based on the risk appetite definitions.

Adherence	Balanced	Agile
• Regulatory & Compliance • Financial	• Treaty of Waitangi • Community & stakeholder • Our people • Health & safety • Loss, failure, or damage to assets • Continuity of service • Technology	• Environment

Detailed risk appetite statements are included in **Appendix Three** which are been developed for each risk category based on their classified risk appetite.

Alignment to WRC Holdings

WRC Holdings uses a subset of Greater Wellington's risk categories with the same risk appetite definitions. Alignment ensures that both WRC Holdings and Greater Wellington use a common language for risk and are aligned in terms of categories of risk deemed to be most important.

Glossary

Please refer below for definitions of key terms used in the risk appetite statements:

- **Risk category** – Classification for groups of similar risks which are most significant to Greater Wellington. These risk categories form the basis of the risk appetite statements.
- **Risk appetite** – The risk appetite, for each risk category, is classified as adherence, balanced or agile. The definition of selected classification is considered alongside the risk category description to outline the level of risk that is deemed acceptable by Council, for ELT to take on, in order to deliver on its mandate and strategic priorities.
- **Risk stance** – A qualitative sentence that describes the position the Council is willing to take on a risk category.
- **Risk tolerance statements** – Examples of what the Council will and won't tolerate based on the application of the risk appetite statement.

Appendix One - How does risk appetite work and how does it impact on my work?

We have outlined below a simple real-world example of how risk appetite works and it can change how you consider and deal with risk as it is identified and/or evolves.

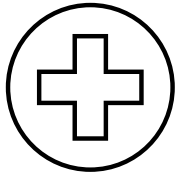
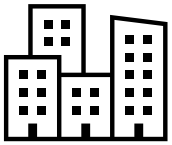
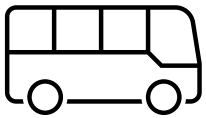
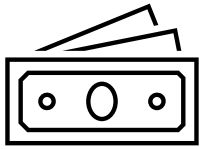
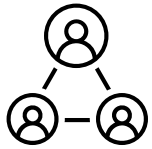
Thinking of your usual weekly trip to the supermarket, how might this trip change, based on your acceptable level of risk?

- For **adherence,** you might stay at home and only take contactless deliveries – not being willing to accept risk can limit your options, meaning you miss opportunities like never spotting the in-store specials or taking on additional costs like delivery fees.
- If you were **balanced**, you might keep a shopping list but allow yourself to free roam the store. By balancing your level of risk, you might be able to surprise your partner with their favourite chocolates, even though it meant you went slightly over budget as it wasn't on your shopping list.
- If you were **agile,** you might wing the weekly shop which may save you time in not making a shopping list but by taking on the additional risk you found that you overspent and had to make multiple trips to the supermarket for those missing ingredients. However, you may also find that you were able to take the opportunity to use the leftovers to cook a new dish you always wanted to try.

Understanding risk appetite helps you balance the level and quality of the work you are required to undertake versus the timeliness to deliver (i.e. cost versus efficiency).

It is important to remember that ultimately all staff have a role to play in the identification and management of risk, therefore, the application of risk appetite is important for understanding when to escalate risks.

Appendix Two: Risk categories

Treaty of Waitangi	Environment	Community & stakeholder	Regulatory & compliance	Health & safety
				
Risk category description Events or decisions that impact on Greater Wellington's ability to uphold Te Tiriti o Waitangi, including but not limited to meeting our statutory commitments to mana whenua and Māori, upholding our partnership commitments with mana whenua, and achieving successful outcomes for mana whenua and Māori in our communities.	**Risk category description** Enabling Greater Wellington to deliver on environmental outcomes for our community while ensuring we have processes and controls in place to undertake our work with a higher degree of certainty so that the required environmental outcomes will be achieved and effects will be avoided, minimised or remedied.	**Risk category description** Events or decisions which could shift public and stakeholder perception of Greater Wellington or impact on these relationships.	**Risk category description** Understanding and abiding by Greater Wellington's legislative, regulatory and compliance obligations and ensuring that we are an effective regulator.	**Risk category description** How Greater Wellington promotes and manages conversations around effective and reliable health & safety controls and especially complex situations to allow us to carry out our activities with a higher degree of certainty that the piece of work can be done safely, successfully and without risk of harm so far as reasonably practical.
Loss, failure, or damage to assets	**Continuity of service**	**Financial**	**Technology**	**Our People**
				
Risk category description Greater Wellington is responsible for delivering services across our communities, which relies on our infrastructure networks delivering reliable services in line with our commitments, and the networks' capacities to respond to unplanned events.	**Risk category description** Greater Wellington will endeavour to deliver the services we promise. This includes ensuring that both Greater Wellington and its suppliers can meet target levels of services and deliver critical services, such as harbour safety, public transport, and flood protection, to our communities. We also have a role in coordinating Wellington's regional response to a civil defence emergency.	**Risk category description** Projects, activities, or decisions which may have an impact on Greater Wellington's assets and liabilities resulting in a financial gain or loss for the Council and/or Council Controlled Organisations and Trusts.	**Risk category description** Events or decisions which could impact service availability, data and information integrity, and confidentiality across Greater Wellington.	**Risk category description** Greater Wellington will meet its employment obligations and create leadership and culture that enables effective delivery while ensuring our staff feel valued, engaged and productive.

Appendix Three: Risk appetite statements

Risk category Treaty of Waitangi	**Risk Appetite** Balanced
Risk category description Events or decisions that impact on Greater Wellington's ability to uphold Te Tiriti o Waitangi, including but not limited to meeting our statutory commitments to mana whenua and Māori, upholding our partnership commitments with mana whenua, and achieving successful outcomes for mana whenua and Māori in our communities.	
Risk appetite statement Te Pane Matua Taiao (Greater Wellington) recognises that to deliver on Te Tiriti o Waitangi the Council must go beyond our statutory responsibilities to recognise and provide for the rights and interests of mana whenua and iwi Māori – including tino rangatiratanga and mana motuhake. Greater Wellington must maintain enduring partnerships with mana whenua and enable outcomes for Māori across the region. Upholding Te Tiriti o Waitangi means mana whenua are active partners providing leadership in shaping the region's future which includes the rights, interests, responsibilities and priorities of Māori being championed and protected by Greater Wellington. When developing internal and external policies, we must consider the required level of partnership or engagement with mana whenua and Māori. This includes ensuring these policies are supported by systems, processes and controls that enable us to effectively partner, engage, communicate and share information with our partners.	
Risk stance Greater Wellington will act consistently with Te Tiriti o Waitangi. We will uphold our partnerships with mana whenua and meaningfully engage with Māori which includes recognising te ao Māori values, perspectives and mātauranga Māori as legitimate pathways for community and taiao (environmental) outcomes.	
Council will tolerate: • Creating partnership conditions through embedding and uplifting Māori leadership, decision making, and co-design, in planning, policy and implementation. • Resourcing opportunities for iwi-led kaupapa (programmes) and enabling responsibility for iwi over matters for Māori. • Improving the organisation's capacity and capability to create the conditions for partnership and invest in Te Tiriti based approaches (two way). • Taking on key programmes or funding that carry constraints, limitations or conditions from third parties, such as central Government, as long as we proactively communicate these to our partners and seek to influence and shift the constraints where possible to enable partnership with mana whenua.	Council will not tolerate: • Failure to address systems, processes and policy settings that create disparities and/or disadvantages for mana whenua and Māori and do not deliver on our Te Tiriti obligations. • Management not ensuring their staff are aware of and operate in line with Greater Wellington systems, processes, which results in decisions that impact negatively on relationships and partnerships with mana whenua and Māori. • Non-delivery or breaches of statutory commitments including Treaty Settlements and the Marine and Coastal Area Act. • Strategy, policy and programme development and delivery without appropriate understanding of the unique rights, interests and circumstances of mana whenua and Māori, and Greater Wellington's Tiriti responsibilities to them.

<table>
<tr><td>Risk category
Environment</td><td>Risk Appetite
Agile</td></tr>
<tr><td colspan="2">Risk category description
Enabling Greater Wellington to deliver on environmental outcomes for our community while ensuring we have processes and controls in place to undertake our work with a higher degree of certainty so that the required environmental outcomes will be achieved and effects will be avoided, minimised or remedied.</td></tr>
<tr><td colspan="2">Risk appetite statement
Greater Wellington is committed to leading the region in delivering environmental outcomes while adapting to a changing environment.

We will facilitate the achievement of these outcomes by ensuring strategic and investment frameworks enable the prioritisation of investment into environmental outcomes, and through partnering with suppliers who can enable green solutions and/or outcomes, where possible.

By being a leader in delivering environmental outcomes for the region we are open to trialling novel solutions which may provide new tools or facilitate in delivering better outcomes for the environment. We will also consider any environmental impacts in the delivery of our core services and how we trade-off our investments.

We have also declared a climate emergency and are committed to the reduction of CO2 and other harmful emissions through being decarbonised by 2045.</td></tr>
<tr><td colspan="2">Risk stance
Greater Wellington will ensure that effects on the environment are understood, accepted and managed before activities are undertaken by us or those we contract.</td></tr>
<tr><td>Council will tolerate:
Trialling novel solutions which could lead to new tools or improved environmental outcomes.
Adverse effects on the environment provided these have been considered alongside the benefits and criticality of these works (e.g. flood protection, health & safety).
Prioritising suppliers with environmental strategic priorities.</td><td>Council will not tolerate:
Promoting or using solutions that have adverse environmental impacts unless it is required to maintain service levels for core services or where there is a clear net positive outcome for the environment or the public good (i.e. flood protection and public transport).
Allowing adverse environmental effects (incl. those that will result in us not meeting our agreed targets under the declared climate emergency) that could be appropriately avoided, mitigated or remedied, unless required by Central Government regulation.</td></tr>
</table>

<table>
<tr><td>Risk category
Community & stakeholder</td><td>Risk Appetite
Balanced</td></tr>
<tr><td colspan="2">Risk category description
Events or decisions which could shift public and stakeholder perception of Greater Wellington or impact on these relationships.</td></tr>
<tr><td colspan="2">Risk appetite statement
We expect open and transparent communication with our staff, councillors, partners, communities and stakeholders.

Wherever possible, we should identify opportunities early, respond to issues as they arise, and release information as soon as practicable to help keep our audiences informed.

We will ensure that the work of Greater Wellington will either be understood, or accepted before activities are undertaken by us or those we contract to undertake work on our behalf. This includes aspects of our work that might not be popular with certain interest groups and community members, as well as celebrating the work that is universally supported.

We will engage with the community to ensure we understand them, and segment our audiences, so we have an informed view of their attitudes and values as they relate to the work, services and delivery of Greater Wellington initiatives and projects.

We expect to have processes in place to manage our key stakeholders and to ensure we can understand the current state of these relationships to ensure they are being heard and that they are correctly understood.</td></tr>
<tr><td colspan="2">Risk stance
We accept that events or decisions will occur that impact our reputation and our relationships with the public and stakeholders. Therefore, we expect processes and controls to be in place to identify potential issues early, escalate issues where appropriate, and respond so that Greater Wellington’s view can be heard.</td></tr>
<tr><td>Council will tolerate:
Staff are empowered to raise issues with colleagues, leaders, Councillors, or through our whistle-blower channels to ensure that issues are identified at the earliest opportunity to enable Greater Wellington to front foot communications.
Strategy led communications that enable targeted communications to interest groups and at-risk community members.
Communications planning that helps the organisation know when it is safe to communicate and when to limit further exposure and/or criticism.
Framework being in place to ensure the appropriate staff undertake stakeholder management activities. This includes activities designed to assess the strength of our relationships and ensure we are appropriately targeting interest groups and the wider community.</td><td>Council will not tolerate:
Ineffective processes and controls to manage our stakeholders and understand the strength of these relationships.
Staff, leaders, councillors not being prepared for the media and stakeholder opportunities they undertake.
Ineffective processes and controls to design, moderate and manage the external release of communications.
Management not ensuring their staff are aware of and operate within these controls, which results in the release of comms that is inaccurate or impacts on our stakeholder relationships.
Non-reporting of issues likely to impact our reputation.</td></tr>
</table>

<table>
<tr><td>Risk category
Regulatory & compliance</td><td>Risk Appetite
Adherence</td></tr>
<tr><td colspan="2">Risk category description
Understanding and abiding by Greater Wellington’s legislative, regulatory and compliance obligations and ensuring that we are an effective regulator.</td></tr>
<tr><td colspan="2">Risk appetite statement
Greater Wellington will operate in line with legislative and compliance requirements and expect processes and controls to be in place to identify and manage these requirements. Where a breach does occur, we expect to be able to identify and respond to this in a timely basis.

We will ensure that we are aware of any gaps in our processes and controls that could lead to a breach of legislative and/or common law requirements and will have management plans in place to address these gaps (if necessary).

We will ensure that appropriate management policies exist to give effect to our legislative and regulatory obligations. This includes ensuring processes and controls are in place, aligned to these policies, and regularly reviewed.</td></tr>
<tr><td colspan="2">Risk stance
Greater Wellington will ensure compliance with our legislative and regulatory obligations which will be supported by effective management policy.</td></tr>
<tr><td>Council will tolerate:
Gaps in processes and controls where legislation or policy is not critical and we are actively working towards addressing any gaps.
Where a non-critical breach occurs and we are able to identify and respond to the breach on a timely basis.
Undertaking necessary enforcement actions even if this could have negative impacts (e.g. reputation, cost).</td><td>Council will not tolerate:
Legislative non-compliance causing significant reputational risk which includes our staff and/or suppliers (e.g. public transport operators).
Undue interference in undertaking regulatory decision-making (e.g. political or staff).
Undertaking enforcement if we do not have sufficient evidence to support the proceedings and/or there are other options to achieve good environmental outcomes.
Management policy that do not give effect to legislation/regulation and controls are not in place to ensure policy remains up to date.</td></tr>
</table>

Risk category Health & safety	**Risk Appetite** Balanced
Risk category description How Greater Wellington promotes and manages conversations around effective and reliable health & safety controls and especially complex situations to allow us to carry out our activities with a higher degree of certainty that the piece of work can be done safely, successfully and without risk of harm so far as reasonably practical.	
Risk appetite statement Greater Wellington operates in dynamic and often challenging circumstances to improve our communities, the environment, and to deliver essential services. We will act in a timely, responsible and proportionate way to mitigate health, safety and wellbeing risk to an acceptable level when controls are considered. This balanced approach will enable our people to work in a safe, healthy and secure environment, as far as reasonably practicable within any given situation. No one will be expected to place themselves at serious or unnecessary risk to achieve our objectives.	
Risk stance Greater Wellington will focus on our critical risks and control verification to ensure the highest level of protection from harm wherever possible and practical.	
Council will tolerate: • Riskier work being undertaken only with a high degree of certainty that controls are in place, effective and monitored i.e., critical control verification, approved safety plans. • Our workers are empowered to stop or pause work if controls are not available, controls fail or the situation changes, such as scope of work changes outside accreditation/training, emerging and dynamic risk in the field.	Council will not tolerate: • Putting people at risk in any circumstances to achieve our objectives i.e., allowing uncontrolled work to proceed or continue to meet deadlines/budget. • Our workers undertaking work where they are not trained, competent, fit for the task, or supervised adequately. Such as assigning activities where competency and/or training have not been checked; staff who work outside their approved skill sets; physical or mental wellbeing is compromised.

<table>
<tr><td>Risk category
Loss, failure, or damage to assets</td><td>Risk Appetite
Balanced</td></tr>
<tr><td colspan="2">Risk category description
Greater Wellington is responsible for delivering services across our communities, which relies on our infrastructure networks delivering reliable services in line with our commitments, and the networks' capacities to respond to unplanned events.</td></tr>
<tr><td colspan="2">Risk appetite statement
Loss or damage to assets is unavoidable and is expected to happen based on the type of assets Greater Wellington holds and nature of the services we offer to our communities.

We will need to work alongside our partners and suppliers to ensure we have processes and controls in place to prioritise maintenance, renewals, and improvements towards the most critical assets.</td></tr>
<tr><td colspan="2">Risk stance
Investment in, and maintenance of, Greater Wellington's infrastructure networks will be prioritised based on asset criticality.</td></tr>
<tr><td>Council will tolerate:
Appropriate physical security is in place to protect our most critical physical assets from damage or theft and to prevent local network intrusion to our digital assets.
The prioritisation of maintenance, renewals and improvements of our assets is based on criticality.
Implementation of new technologies, innovative initiatives or projects so far as cost and risk are balanced.
Using self-insurance as the primary means of insurance, even for critical assets, as long as appropriate reserves are in place.
Not insuring assets where premiums make it uneconomical to insure.</td><td>Council will not tolerate:
Degradation of critical infrastructure networks.
Critical/high-value assets not having sufficient or appropriate insurance in place.
Breaches in regulations and legislation through mismanagement or inappropriate design of our assets.
Single points of failure not being identified and actively managed for critical infrastructure networks.
Not having approved Asset Management Plans in place as defined within Greater Wellington's infrastructure strategy.</td></tr>
</table>

<table>
<tr><td>Risk category
Continuity of service</td><td>Risk Appetite
Balanced</td></tr>
<tr><td colspan="2">Risk category description
Greater Wellington will endeavour to deliver the services we promise. This includes ensuring that both Greater Wellington and its suppliers can meet target levels of services and deliver critical services, such as harbour safety, public transport, and flood protection, to our communities. We also have a role in coordinating Wellington’s regional response to a civil defence emergency.</td></tr>
<tr><td colspan="2">Risk appetite statement
Greater Wellington’s critical functions and services are identified and have a business continuity plan in place. Where we rely on a supplier to deliver a critical service, we will ensure both Greater Wellington and our suppliers can meet target levels of services and deliver critical services within acceptable timeframes.

We will need to work alongside our suppliers to ensure we have processes and controls in place to re-establish services in response to a disruptive event.

Critical functions and services should be performed to the fullest possible extent, even though this may be at a reduced level, during and after a disruption. If a reduction is required, they should be prioritised for a reduction of service before non-critical services are reduced.</td></tr>
<tr><td colspan="2">Risk stance
We will ensure that we are able to fully function, even though this may be at a reduced level, during and after a disruption.</td></tr>
<tr><td>Council will tolerate:
A disruption to critical functions and services if they are still operated to the fullest extent possible.
The prioritisation of service restoration based on criticality.
Reduced levels of service to non-critical services, understanding that these may be temporary and are managed by the business groups (via their BCPs) and if needed supported by the Crisis Management Team.
Limited disruption of services due to the activation of the Emergency Coordination Centre in response to a civil defence emergency or in support of another responding region.</td><td>Council will not tolerate:
A reduction in functions and/or services that are life threatening, create high financial risk or contravene a legislative requirement, will create high reputational risk
Suppliers that do not have a fundamental business continuity requirement for services provided to Greater Wellington.</td></tr>
</table>

Risk category Financial	**Risk Appetite** Adherence
Risk category description Projects, activities, or decisions which may have an impact on Greater Wellington's assets and liabilities resulting in a financial gain or loss for the Council and/or Council Controlled Organisations (CCO) and Trusts.	
Risk appetite statement Greater Wellington is financially prudent through adherence to sensitive expenditure principles and its financial strategy, designed to ensure transparency for our ratepayers, through Greater Wellington operating in line with annual plans, and Long-Term Plans (LTP) and not undertaking unbudgeted expenditure without appropriate approvals and/or public consultation. We will maintain a high level of fraud maturity by ensuring we have effective controls in place to manage the risk of fraud or material misstatement in our accounts. Everyone is accountable for ensuring they are aware of and operate within our financial controls and associated policies. Significant financial decisions should demonstrate value for money and strategic alignment with the LTP and other relevant strategic documents and/or policy. Council Controlled Organisations and Trusts will need to be self-sufficient where appropriate or operate in line with our LTP.	
Risk stance We will ensure that any significant expenditure outside annual and Long-Term Plan expenditure is escalated to the appropriate level for approval, and we will manage financial risk by ensuring the appropriate policies and controls are in place and followed.	
Council will tolerate: • Investments that are aligned to our Treasury policy. • Variations to the annual plan that are unforeseen and are appropriately approved. • Capital works cost escalation or cost scope adjustments that are unforeseen, unavoidable and appropriately approved. • Minor costs, or capital outlays, attributable to new processes or innovation to improve services that demonstrate value for money and are aligned to Council strategic documents.	Council will not tolerate: • Failure to maintain or implement effective systems, processes and controls. • Financial activities and/or investment practices that contravene controls or policy. • Available funds being below Treasury targets for an extended period of time. • Management not ensuring their staff are aware of and operate within financial policy and controls. • Non-reporting of suspected or actual fraud.

<table>
<tr><td>Risk category
Technology</td><td>Risk Appetite
Balanced</td></tr>
<tr><td colspan="2">Risk category description
Events or decisions which could impact service availability, data and information integrity, and confidentiality across Greater Wellington.</td></tr>
<tr><td colspan="2">Risk appetite statement
Greater Wellington is committed to maintaining a robust security posture to protect our assets, security and privacy of our people, and our partners information assets and taonga. This relates to external threats and internal technology misuse through a lack of education and/or awareness.

We will not tolerate any uncertainty that presents risks to core systems and the data and information they hold.

We prioritise investment in and maintenance of critical technology systems, through balanced service levels, availability and cost of non-critical systems.

We encourage technology innovation in new tools and systems delivery in order to support service delivery and improvement but with appropriate oversight and monitoring.</td></tr>
<tr><td colspan="2">Risk stance
Greater Wellington is committed to providing critical system availability and protecting our information assets through robust technology policies, controls, regulatory compliance and security measures that mitigate external and internal threats.</td></tr>
<tr><td>Council will tolerate:
Limited personal use of technology in line with acceptable use policies.
False alarms raised by staff in relation to suspected failures or breaches of systems
Limited unavailability of systems that do not impact core business functions
Technology innovation with appropriate oversight.</td><td>Council will not tolerate:
Unauthorised access to information or systems
Use of technology outside of acceptable use policies
Unavailability of Tier 1 services for longer than one business day
Staff inaction in relation to real or suspected breaches or failures of technology
Non-compliance with relevant regulations and Greater Wellington’s management policies
Third-party vendors that do not meet our security and availability requirements.</td></tr>
</table>

Risk category Our people	**Risk Appetite** Balanced
Risk category description Greater Wellington will meet its employment obligations and create leadership and culture that enables effective delivery while ensuring our staff feel valued, engaged and productive.	
Risk appetite statement All employment obligations set out in legislation, employment agreements and policies are met. Staff need to feel a sense of belonging and be comfortable bringing their whole selves when working for Greater Wellington. Greater Wellington aims to be an employer of choice through enabling a diverse and inclusive workforce that is equitable and provides an environment to deliver on our commitments to staff. Staff will be appropriately remunerated, and we will provide the opportunity for them to develop the right skills, knowledge, attributes, and resources to do their job effectively and deliver for us. When undergoing change, our employees should feel supported and heard, with appropriate processes and controls to manage these change activities.	
Risk stance Greater Wellington will meet its employment obligations and foster a culture that builds productivity and engagement, and values diversity, equity and inclusion.	
Council will tolerate: • Minor staff grievances that can be dealt with through normal internal mechanisms. • Adherence to policies and procedures. • Some exceptions to policy where appropriate. • Change that supports effective delivery and retention of staff.	Council will not tolerate: • Bullying, harassment and discrimination. • Actions or behaviours that do not adhere to our policies and values. • Change for changes sake. • High unplanned turnover. • Policies and employment agreements that do not meet minimum legislative requirements.

Council
1 October 2026
Report 26.410

For Decision

COUNCILLOR APPOINTMENTS

Te take mō te pūrongo
Purpose

1. To advise Council to appoint a Councillors to advisory groups and an external organisation.

He tūtohu
Recommendations

That Council:

1 **Appoints** Cr Hart to the Farming Reference Group.

2 **Appoints** Cr Hart to the University of Otago Animal Ethics Committee.

3 **Revokes** the appointment of Cr Makarini to the Lower Ruamāhanga Advisory Group.

4 **Appoints** Cr Duthie to the Lower Ruamāhanga Advisory Group.

Te tāhū kōrero
Background

2. Following the death of Cr Adrienne Staples in April 2026, the following Councillor appointments became and remain vacant:
   a One member on the Chief Executive Employment Committee
   b One member on the Finance, Risk and Audit Committee
   c One member on the Farming Reference Group
   d Council's representative on the University of Otago Animal Ethics Committee.

Te tātaritanga
Analysis

3. Following discussions with Cr Hart and other Councillors I propose that Council make the following appointments:
   a Cr Hart to the Farming Reference Group
   b Cr Hart to the University of Otago Animal Ethics Committee.

c Replace Cr Makarini on the Lower Ruamāhanga Advisory Group with Cr Duthie.

4. I also propose that the currently vacant Councillor position on each of the Chief Executive Employment Committee and Finance, Risk and Audit Committee continues to be vacant, with these vacancies to be considered in a mid-term review of Council's governance arrangements and appointments.

Ngā hua ahumoni
Financial implications

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

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

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

Ngā tikanga whakatau
Decision-making process

7. The matters requiring decision in this report have been assessed against the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga
Significance

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

Te whakatūtakitaki
Engagement

9. Due to the low significance of the decision, community engagement was not required.

Ngā tūāoma e whai ake nei
Next steps

10. Officers will inform the relevant business group and the University of Otago Animal Ethics Committee of the appointments.

Ngā kaiwaitohu
Signatory

Writer	Daran Ponter – Council Chair

He whakarāpopoto i ngā huritaonga **Summary of considerations**
Fit with Council's roles or with Committee's terms of reference Council is responsible for making appointments to committees, advisory groups and external organisations.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies There are no implications for Council's strategies, policies and plans.
Internal consultation Consultation was undertaken with Councillors.
Risks and impacts - legal / health and safety etc. There are no risks or impacts.

Council
1 October 2026
Report 26.393

For Decision

ADOPTION OF THE 2027 MEETING SCHEDULE

Te take mō te pūrongo
Purpose

1. To advise Council of the schedule for Council and committee meetings for 2027.

He tūtohu
Recommendations

That Council:

1 **Adopts** the meeting schedule for Council and its committees for the 2027 calendar year, as outlined in Attachment 1.

2 **Authorises** the Head of Governance and Democracy to circulate the adopted meeting schedule to key stakeholders and to amend the meeting schedule as and when required.

Te tāhū kōrero
Background

2. Clause 19(6) of Schedule 7 to the Local Government Act 2002 provides for Council to adopt a schedule of meetings for Council and committee meetings.
3. Every year, officers prepare a draft schedule of Council and committee meetings for the following calendar year.

Te tātaritanga
Analysis

4. The proposed schedule for the 2027 calendar year includes Council and its committees (**Attachment 1**). It does not include Council or committee workshops or other events, or Council's advisory bodies.
5. Council and the committees of the whole (Environment and Climate Committee and Public Transport Committee) are scheduled to meet on Thursdays, with the smaller committees mostly meeting on Tuesdays.
6. Consistent with longstanding practice, the month of July has been kept clear of meetings, except for those relating to the preparation of the Regional Land Transport Plan (RLTP) 2027. This includes the hearing and deliberations on feedback received on the draft plan, and the following Regional Transport

Committee and Council meetings to approve the RLTP. This has been unavoidable due to the statutory timeframes for preparing the RLTP.

7. The schedule proposed for Council's adoption does not include the joint committees in the Wellington Region of which Council is a member (Wellington Region Emergency Management Committee, Wellington Regional Leadership Committee (WRLC) and Tiaki Wai Partners' Committee). Nor does it include the WRC Holdings Board, Whitireia Park Board or the Wairarapa Moana Statutory Board. These bodies will all individually adopt their respective schedules. Council's proposed schedule does account for these bodies, where dates are known at the time of preparing the schedule.

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. This is an administrative report with no direct implications for Māori; however, adopting a schedule of meetings provides all communities with notice to be able to attend, watch and participate in meetings.

Ngā tikanga whakatau
Decision-making process

10. 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

11. Officers considered the significance (as defined in 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 consider that the matters outlined in this report are of low significance because of their administrative nature.

Te whakatūtakitaki
Engagement

12. Because of the low significance, community engagement was not considered necessary.

Ngā tūāoma e whai ake nei
Next steps

13. Once Council has adopted its schedule for 2027, officers will arrange for the circulation of the adopted schedule to councillors, committee members, and key stakeholders.

14. Meetings will be publicly notified in accordance with the Local Government Official Information and Meetings Act 1987 and Council's Standing Orders.

Ngā āpitihanga
Attachments

Number	Title
1	Council and committee meeting dates 2027

Ngā kaiwaitohu
Signatories

Writer	Lucas Stevenson – Kaitohutohu Ratonga Manapori | Democratic Services Advisor
Approvers	Priscila Firmo – Kaiwhakahaere Matua Ratonga Manapori | Manager Democratic Services Francis Ryan – Kaiwhakahaere Mana Urungi, Manapori | Head of Governance and Democracy 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 Council adopts a schedule of meetings in accordance with clause 19 of Schedule 7 to the Local Government Act 2002.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies The 2027 schedule was drafted with consideration of the adoption of key documents, including the 2027-37 Long Term Plan, 2027-2033 Regional Land Transport Plan, and the 2026/27 Annual Report.
Internal consultation Democratic Services engaged with relevant lead officers of each committee in developing the schedule. The schedule was also provided to the Executive Leadership Team, the Council Chair and Deputy Chair, and committee chairs. Feedback received was considered and incorporated into the schedule where possible.
Risks and impacts - legal / health and safety etc. There are no risks or impacts in adopting the schedule as proposed.

Attachment 1 to Report 26.393

Council and committee 2027 meetings

Council	11 March 13 May *18-20 May – Long Term Plan hearing* 10 June 29 June 29 July 26 August 23 September 28 October 2 December
Environment and Climate Committee	4 March 29 April 24 June 12 August 16 September 21 October 25 November
Public Transport Committee	25 February 22 April 17 June 5 August 9 September 14 October 18 November
Chief Executive Employment Committee	23 February 15 June 10 August
Finance, Risk and Audit Committee	18 February 4 May 17 August 19 October 23 November

Attachment 1 to Report 26.393

Regional Transport Committee	23 March 11 May *6-8 July – RLTP hearing* 20 July 5 October 30 November
Te Tiriti o Waitangi Komiti	2 March 6 May 19 August 26 October

Council
1 October 2026
Report 26.445

For Information

FINANCE REPORT UPDATE – AUGUST 2026

Te take mō te pūrongo
Purpose

1. To provide Council with Greater Wellington Regional Council's (Greater Wellington) summary financial reports for the period ended 31 August 2026.

Te tāhū kōrero
Background

2. 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 period ended 31 August 2026. All amounts in this report and attachment are GST exclusive.

Te tātaritanga
Analysis

Funding

5. Greater Wellington's reported funding surplus is **$31.5 million** above budget year-to-date; however, the underlying rates funding surplus is $7.7 **million** above budget, driven by favourable results across the organisation, particularly within Environment, Metlink and Te Hunga Whiriwhiri.
6. The variance between the reported and underlying positions comprises a $4.3 million timing variance relating to rebudgeted reserve transfers and a $19.6 million Investment Group surplus resulting from the timing of external debt raising relative to internal loan advances. These items are excluded as they do not impact general rates funding.

Operating Performance

7. The operating surplus is **$8.2 million below budget**. The key drivers of this variance are summarised below, with further detail provided in Attachment 1.

    a **Operating revenue** is $25.0 million below budget, driven by lower grants and subsidies revenue claim for NZTA-funded projects, including Lower North Island Rail Integrated Mobility (LNIRIM) and National Ticketing Solutions (NTS).

    b **Operating expenditure** is $16.9 million below budget, primarily due to lower contractor and consultant expenditure from delays in bus corridor, new route and accessibility projects, as well as timing differences in Tūāpapa funding payments. Grants and subsidies expenditure is also below budget, mainly due to lower bus indexation costs, reduced expenditure on bus decarbonisation and Total Mobility, partially offset by the upfront payment of the Wellington Regional Stadium grant.

Capital Programme and Rail

8. The capital expenditure is $9.5 million below budget, primarily due to the following:

    a **Environment CAPEX** spend is $1.4 million below budget, driven by RiverLink Western Hills Main Sewer works, which were planned for delivery in 26/27 financial year, but were paid in June 2026, along with delays in other flood resilience and parks implementation projects. These underspends are partially offset by higher expenditure on Crown-funded Tranche 1 Flood Resilience works.

    b **Metlink CAPEX** spend is $7.2 million below budget, mainly driven by deferral of golden mile bus CAPEX projects to the third quarter of the financial year (dependent on WCC), along with delays in commencing a number of smaller Asset & Infrastructure projects.

9. Investment in Greater Wellington Rail is $22.8 million below budget, mainly due to LNIRIM delays in receiving the first stage of design from the rolling stock supplier, partly caused by misalignment between contractual design requirements and the supplier's internal processes. Delays in depot procurement and contract award also pushed project milestones back, resulting in payments being deferred beyond the budgeted period.

Ngā tūāoma e whai ake nei
Next steps

10. The next report will be presented on 29 October 2026.

Ngā āpitihanga
Attachment

Number	Title
1	Council Financial Report 31 August 2026

Ngā kaiwaitohu
Signatories

Writer	Athirah Zaradi– Kaiāwhina Kaikaute | Assistant Reporting Accountant
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, while management remains responsible for preparing and delivering the financial plans and operating results.
Contribution to Annual Plan / Long Term Plan / Other key strategies and policies The report reviews performance against the budget set in the 2026/27 Annual Plan.
Internal consultation There was consultation across the organisation in the preparation of the attached financial report
Risks and impacts - legal / health and safety etc. There are no risks arising from this report.

Attachment 1 to Report 26.445

Council Report August 2026

This report provides the financials for the year ended 31 August 2026:

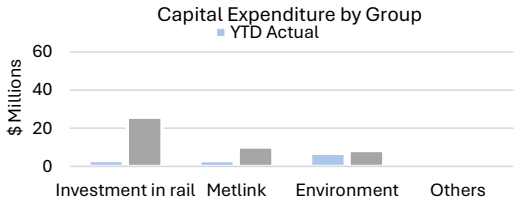
1. Comparisons are made against the budget set in the 2026/27 Annual Plan, including re-budgets approved by Council.
2. All figures in this report follow best accounting practices. Please note that the overall funding surplus or deficit may differ due to the inclusion of non-cash items and capital grants.

Greater Wellington
Te Pane Matua Taiao

Summarised Funding Impact Statement as at August 2026

Attachment 1 to Report 26.445

	Year to Date				Full Year
	Actual	Revised Budget	$ Variance	% Variance	Revised Budget
Operational Revenue	**$000s**	**$000s**	**$000s**		**$000s**
Rates	51,439	50,689	750	1%	304,132
Grants & Subs	25,467	52,739	(27,272)	-52%	315,054
Fees Charges & Other	27,149	25,677	1,472	6%	151,393
Total Operating Revenue	**104,055**	**129,104**	**(25,049)**	-19%	**770,580**
Operational Expenditure					
Personnel	17,756	18,822	(1,066)	-6%	111,717
Contractor & Consultants	8,811	20,590	(11,779)	-57%	115,321
Grants & Subsidies Expenditure	48,370	54,587	(6,218)	-11%	325,110
Interest	7,541	5,957	1,584	27%	37,531
Materials, Supplies, Services & Other	11,088	10,506	582	6%	58,218
Total Operating Expenditure	**93,565**	**110,462**	**(16,897)**	-15%	**647,896**
Operational Surplus/(Deficit)	**10,490**	**18,642**	**(8,152)**	-44%	**122,684**
Other Funding					
Net Capital Expenditure	9,874	19,347	(9,472)	-49%	125,316
NTS Prepayment	430	1,667	(1,237)	-74%	10,000
Investment in Greater Wellington Rail	3,008	25,773	(22,764)	-88%	154,636
Other Investments	62,829	-	62,829	0%	2,953
Reserve Movements	(4,120)	(560)	(3,560)	636%	(9,068)
Debt Movements	(90,871)	(25,442)	(65,429)	257%	(160,769)
Total Other Funding	**(18,849)**	**20,784**	**(39,634)**	-191%	**123,068**
Funding Surplus/(Deficit)	**29,339**	**(2,142)**	**31,481**	-1470%	**(384)**
Depreciation	**3,840**	**2,322**	**1,518**	65%	**13,808**



- All amounts in this report are GST exclusive.

** Revised budget is budget set in the 2026/27 Annual Plan plus re-budgets approved by Council

GM Finance and Risk Overview

Economic and Financial Context

The New Zealand economy remains under pressure from high inflation and uneven economic growth. Annual inflation reached 4.1% in the June quarter, above the Reserve Bank's 1–3% target range. Higher petrol and diesel prices were the main drivers, although electricity and other domestic costs also increased. Excluding vehicle fuels, annual inflation was 2.9%.

Economic activity increased by 0.2% in the June quarter, following stronger growth of 0.9% in the March quarter. This indicates that the recovery is continuing but remains uneven and vulnerable to higher costs and weaker household spending.

The Reserve Bank increased the Official Cash Rate from 2.25% to 2.50% in July and again to 2.75% in September. It has indicated that a further gradual reduction in monetary stimulus may be required to return inflation to the 2% midpoint of its target range. The timing of any further increases will depend on inflation and economic conditions. If higher interest rates continue, they will slowly but progressively affect Council's borrowing costs as new debt is raised and existing debt is refinanced. Interest-rate hedging remains important to managing Council's exposure and providing greater certainty over future financing costs.

Metlink continues to face significant operating cost pressures, including contract indexation and fuel surcharges. Its reserves are now in deficit and will need to be restored during the year or, subject to Council approval, consolidated and debt-funded at year-end. Cost control in this part of the business remains challenging.

Inflation, economic growth, infrastructure investment and public-sector affordability are expected to remain prominent issues ahead of the November general election. The proposed rates cap would require Greater Wellington to keep rates increases at or below 4% from 2029/30, with proposed section 66 preventing Council from adopting an LTP that exceeds the targets. Any change of government or amendment to the legislation could alter the final framework and Greater Wellington's longer-term funding outlook.

Funding Position

The reported funding surplus is $31.5 million above budget. Excluding a $4.3 million timing variance relating to rebudgeted reserve transfers and a $19.6 million Investment Group surplus from debt funding timing differences, the underlying rates funding position is $7.7 million above budget. This is driven by favourable results across the organisation, particularly within Environment, Metlink and Te Hunga Whiriwhiri.

Capital and Investment in Rail Performance

Capital expenditure is $9.5 million below budget. The principal drivers were delays in Metlink projects, including deferred Golden Mile bus infrastructure works and slower progress on smaller Asset & Infrastructure projects. Environment capital expenditure is also below budget due to the RiverLink Western Hills Main Sewer payment being made in June 2026 rather than in 2026/27 as budgeted, along with delays in flood resilience and parks projects.

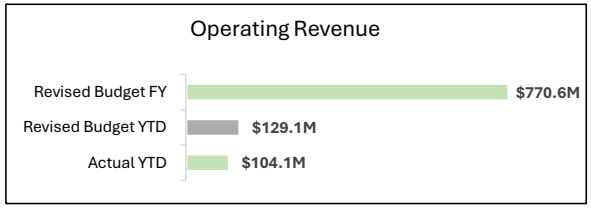
Investment in Greater Wellington Rail was $22.8m below budget, mainly due to delays in the Lower North Island Rolling Stock Investment Programme, including deferred design, procurement and contract milestones, resulting in expenditure being pushed beyond the budgeted period.

Treasury Highlights

- Council investments (excluding subsidiaries) is currently at $350 million, comprising pre-funding ($100 million), liquidity term deposits ($88 million), contingency investments ($83 million), investment in WRC Holdings ($44 million), LGFA borrower notes & shares ($33 million).
- Council's gross external debt is $984 million, with net debt of $620 million. On the 1st July, we transferred $339 million debt to Tiaki Wai.

Key Variance Commentary

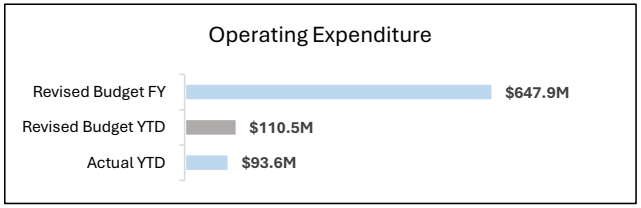
Attachment 1 to Report 26.445



Operating revenue is **$25.0 million below budget**:

Metlink – Operating revenue is **$28.2 million below budget,** mainly due to lower NZTA funding from projects LNIRIM, NTS, and other projects). Overall farebox revenue (excluding Community Connect) is $226k below budget, primarily due to bus revenue not achieving budget. Other revenue includes advertising revenue, which is below budget by $133k.

Environment – Operating revenue is **$1.9 million above budget**, driven by unbudgeted Crown funding for flood resilience initiatives and higher fees and charges revenue from Environment Restoration, KNE programmes, and Akura Nursery. This is partially offset by the timing of Enviroschools Territorial Authority funding.

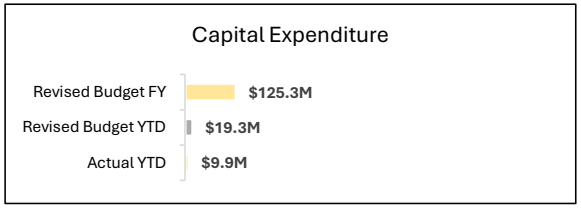


Operating expenditure is **$16.9 million below budget:**

Metlink – Operating Expenditure is **$15.9 million below budget**, primarily due to delays in bus corridor, new route and accessibility projects, as well as lower grants and subsidies expenditure. The latter reflects adjustments to FY25 bus indexation costs and a revised indexation methodology, together with lower-than-budgeted expenditure on bus decarbonisation and Total Mobility.

Environment – Operating expenditure is **$3.8 million** below budget due to lower contractor and consultant costs across Flood Operations, Parks Restoration, Pest Control, Catchment Management, Policy and Knowledge programmes, partly offset by higher materials expenditure in Environment Restoration and Akura Nursery.

Investment – Operating expenditure is **$3.8 million** above budget primarily due to upfront payment of the Wellington Regional Stadium grant, which was budgeted to be paid throughout the year. Interest costs are also above budget due to additional prefunding costs and lower internal debt interest revenue received from the other groups.



Capital expenditure is **$9.5 million below budget**:

Metlink – Capital expenditure is **$7.2m below budget,** mainly driven by deferral of golden mile bus CAPEX projects to the third quarter of the financial year (dependent on WCC), along with delays in commencing a number of smaller Asset & Infrastructure projects**.**

Environment – Capital expenditure is **$1.4m below budget** primarily due to timing of the RiverLink Western Hills Main Sewer works, which were budgeted for delivery in 2026/27 but were paid in June 2026, along with delays in other flood resilience and parks implementation projects. These variance were partially offset by higher expenditure on Crown-funded Tranche 1 Flood Resilience works.

Council
1 October 2026
Report 26.448

For Decision

RESOLUTION TO EXCLUDE THE PUBLIC

That the 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 of 3 September 2026 – Report PE26.411

Confirmation of the Restricted Public Excluded minutes of the Council meeting of 3 September 2026 – Report RPE26.412

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 Public Excluded minutes of the Council meeting of 3 September 2026 – Report PE26.411	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
These minutes contain information relating to an opportunity to purchase land for public transport purposes. Release of such information would likely to prejudice or disadvantage the ability to carry on negotiations. Greater Wellington has not been able to identify a public interest favouring disclosure of this 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 out, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

Confirmation of the Restricted Public Excluded minutes of the Council meeting of 3 September 2026 – Report RPE26.412	
Reason for passing this resolution in relation to each matter	*Ground(s) under section 48(1) for the passing of this resolution*
These minutes contain information on Council's annual review of the Chief Executive's performance and remuneration. 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.

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.