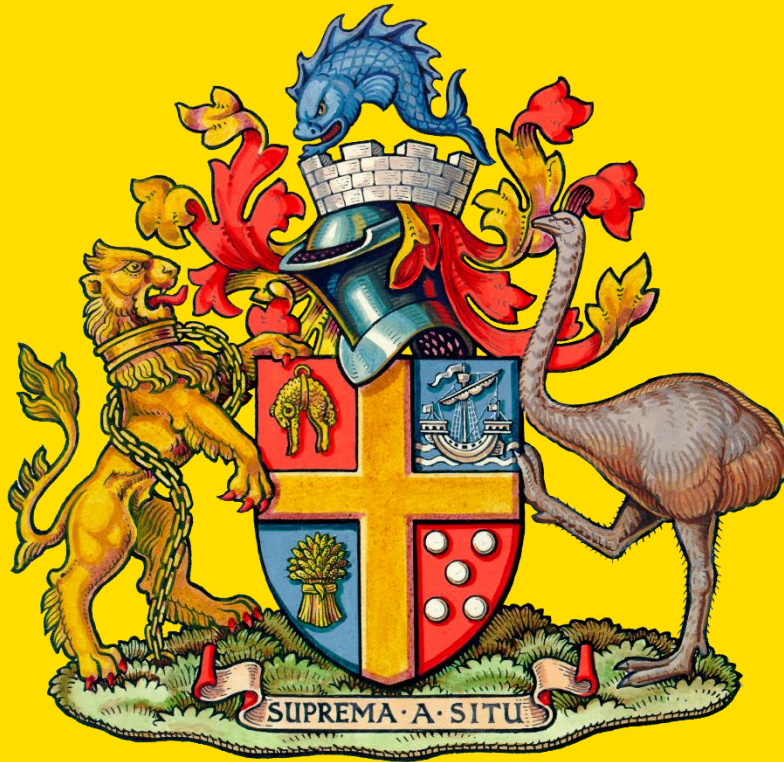




# **Mahere Tautoru Triennium Plan**

**2025 - 2028**

February 2026

**Absolutely Positively  
Wellington City Council**  
Me Heke Ki Pōneke

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# Kupu Whakataki | Introduction

As your elected Mayor and Councillors as well as Pou Iwi ("representatives") our responsibility is to make often-difficult collective decisions, to protect and build what matters most to Wellingtonians, and to ensure the council organisation does the basics well.

It is important to protect what matters most – our people, who are welcoming, innovative, diverse, and all precious.

But Wellington City Council is finding it increasingly challenging to deliver quality services and facilities that communities rely on, address decades of underinvestment in water and transport, meet immediate challenges like affordable housing and inner-city revitalisation, support economic growth and climate resilience, and respond to central government's intentions to reform local government across New Zealand. We've had cost blow outs in major capital projects and we carry significant debt. In 2025 fewer than a third of Wellingtonians surveyed said they had confidence in their council. That must change.

Clearly there is much to do. But we cannot do everything we might like to do, nor everything at once.

Many Wellingtonians are under real financial pressure. Public sector job losses and comparatively low Crown investment in the region have contributed to a stagnating economy and flat population growth. Rates have risen by 30 percent over the past two years, and that trajectory is not sustainable.

This Triennium Plan is a shared commitment by your representatives to behaviours and outcomes we can deliver together over the next three years to make Wellington a better place to live – while being responsible with rates, managing debt, and ensuring prudent financial controls. We have made compromises to agree the Plan, and we are accountable for its delivery.

We are also democratically accountable to our constituents and our consciences, and for the pledges (in some cases opposing) we made to voters at the election. No representative that has agreed to the plan is constrained from advocating to do more than what is in it, consistent with the shared commitment to deliver the plan.

We support our Chief Executive to use this Triennium Plan as a fundamental guide for prioritising work and planning options, while also carrying out the critical role of improving council operations and culture.

We will report to you annually on delivery of the Triennium Plan in a Mayor's Accountability Report.

You can't beat Te Whanganui-a-Tara Wellington on a good day. Delivery of this Triennium Plan will secure more good days ahead.



**HW Hon Andrew Little**  
Mayor of Wellington



# Te Mārama | How to read the Triennium Plan

The Triennium Plan is a list of outcomes to be delivered.

Each outcome is discrete. Outcomes are grouped by theme, but many are interrelated. To avoid repetition each outcome is only listed once.

## Kuputaka | Glossary

| Acronym              | Meaning                                                                                                                                                   |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| AP                   | Annual Plan                                                                                                                                               |
| CCO                  | Council-controlled organisations                                                                                                                          |
| CE                   | Chief Executive                                                                                                                                           |
| Council organisation | The entities and employees (council officers) that make up Wellington City Council, excluding the Mayor, Councillors and Pou Iwi                          |
| ECAG                 | External Capital Advisory Group                                                                                                                           |
| EPB                  | Earthquake-prone building                                                                                                                                 |
| GWRC                 | Greater Wellington (Regional Council)   Te Pane Matua Taio                                                                                                |
| IRRS                 | Income-Related Rent Subsidy                                                                                                                               |
| KPI                  | Key Performance Indicator                                                                                                                                 |
| LIM                  | Land Information Memorandum (LIM)                                                                                                                         |
| LGOIMA               | Local Government Official Information and Meetings Act 1987 (can also refer to a request for official information made under that Act)                    |
| LTP                  | Long Term Plan                                                                                                                                            |
| NZU                  | New Zealand Units (carbon credits) used in the New Zealand Emissions Trading Scheme                                                                       |
| Representatives      | The collective of the Mayor, Councillors and Pou Iwi                                                                                                      |
| Tiaki Wai            | Tiaki Wai Metro Water Ltd (can refer more broadly to the plan to establish a regional water entity that was agreed by Council in the 2022-2025 triennium) |
| UDO                  | Urban Development Office                                                                                                                                  |
| WCC                  | Wellington City Council                                                                                                                                   |

# Te Mana Urungi me te Whiriwhiri | Governance and consultation

## Ngā Ara Mahi | Ways of working

1. Agree to the following ways of working for representatives:
  - *"We represent ourselves professionally, act with integrity, and recognise the importance and trust the community has placed in us to lead the city,*
  - *"We support an environment where everyone at WCC can fully participate, perform their duties, and policies and standards are followed,*
  - *"We hold respectful relationships with each other, staff, and our communities, and recognise the important but different roles that representatives (governance) and staff (management and delivery) have,*
  - *"We acknowledge perfection is impossible. When we or the council organisation gets things wrong we will front up, do what is possible to fix it, and learn from it,*
  - *"We take time together throughout the triennium to help build and sustain a cohesive team,*
  - *"We consult with the relevant committee chair before requesting Democracy Services to convene an all-representatives briefing session.*
2. Ensure the council organisation is delivering to a clear set of commitments laid out in a Triennium Plan, and report annually to the public on progress in a Mayor's Accountability Report.
3. Document the key WCC-specific democracy processes (for example, the 'Elected Member Q&A Process'), and engage in good faith with the upcoming Local Government Commission and Department of Internal Affairs-led process to issue a nationwide Code of Conduct and Standing Orders for councils.
4. Create a \$50,000 per annum External Legal Advice Fund for representatives to test the council organisation's legal advice by seeking an external legal opinion.
5. Mayor to review the committee structure and revise appointments after no later than 18 months.

## Te Puata | Transparency

6. Ensure all instances of public exclusion from committee and Council meetings are defensible.
7. Make information publicly available as soon as practicable after decisions have been made.
8. Publish on the council website all LGOIMA responses issued by the official information function with private information appropriately withheld, backed by CE KPIs.

## Te Whiriwhiri me te Whai Wāhitanga | Consultation and engagement

9. Set standards for public consultation and engagement plans, and the requirements for when they must be approved by representatives, backed by CE KPIs.

## **Te Paerewa Pārongo | Information standards**

10. Define key data sets (for example, the basis for population projections) used in key reporting, modelling and business case documents.
11. Define a distinct vocabulary for projects (for example, removing ambiguous duplication like 'major project' and 'significant project') and use it in all reporting, modelling and business case development. Effective implementation may require limited updates to the Significance and Engagement Policy, Investment Delivery Framework, and other policies.
12. Standardise Council committee paper templates, and implement more robust sign out processes, to include:
  - The purpose of the paper, any relationship to previous decision making, and the relationship to the Triennium Plan, Annual Planning and Long-Term Planning,
  - Financial information, specifically including any revenue implications,
  - Costs, benefits, opportunities, threats, risks and issues,
  - For major decisions a 'Community Impact Statement' detailing:
    - How other New Zealand councils have dealt with similar issues,
    - The nature of consultation undertaken, including an overview of interested and affected stakeholders and their views,
    - Effects on local communities, segmented by suburb where relevant,
    - Effects on cost of living, mana whenua, any specifically affected population groups, climate change and the environment, and accessibility.

## **Ngā Whakaine Whānui | General measures**

13. Strive to keeping rates as low as practicable in an effort to make Wellington more affordable, while acknowledging there will always be a range of views about what that means.
14. Consider ways to reduce costs, increase revenue and deliver the best value for the city, starting with receiving the recommendations of Ngā Kaihoe Pūtea | Revenue and Financial Value Review Working Group (accepted by Te Taurapa | Council Planning and Finance Committee).
15. Undertake a discussion with Wellingtonians to understand their perspectives and preferences on future governance options for the Wellington region, including regional amalgamation, responding to the central government's November 2025 policy announcements about local government and RMA reform.
16. Work across the region and with central government to seek to agree a Wellington Regional Deal.
17. Protect the Council's ownership stake in Wellington International Airport Ltd.
18. Keep Wellington City Council a Living Wage Employer.
19. Commit to the principle of a fair distribution of library and pool facilities and services in our suburban centres.
20. Uphold commitments made in the LTP to protect Khandallah Pool with funding for the lower-cost refurbishment option, protect the Begonia House with funding for the low-cost renovation option, fund \$1.9 million to finish the Karori Event Centre, and progress the Grenada North Community Sports Hub.
21. Commit to no reduction in social housing places provided by WCC and Te Toi Mahana, in accordance with the deed's current requirements.

# **Te Mahi Tahī ki te Mana Whenua | Partnerships with mana whenua**

22. Strengthen cooperation with mana whenua in a spirit of partnerships, principally through the Tākai Here partnership mechanisms.
23. Uphold mana whenua aspirations by incorporating cultural narratives into urban design where feasible.
24. Uphold the decision of voters in the 2025 referendum to retain a Māori Ward as part local government for Wellington.
25. Acknowledge agreements reached about the transfer and ongoing care of the Mātai Moana reserve.
26. Reflect the importance to hapū iwi of progressing the Te Aro Park Upgrade when prioritising WCC's capital programme. The related Dixon Street Upgrade is recognised to be a separate project.
27. Continue to strengthen opportunities for Māori language learning by using Te Reo Māori alongside English in signage, materials, and public spaces.
28. Continue with the Māori-Tūpiki Ora Māori Strategy.
29. Engage with relevant parties about the transfer of land currently legally owned by WCC on which Ngā Hau e Whā o Paparāangi is situated.

# **Te Taiao Hanga me te Taiao Tūturu | Built and natural environment**

## **Te Tari Whakawhanake Rohe Tāone | Urban Development Office (UDO)**

30. Investigate establishing an Urban Development Office (UDO) similar to Auckland's Eke Panuku to support developers and coordinate residential and commercial development alongside transport, public realm and community facility upgrades. In the initial setup phase the UDO would be trialled with responsibility for a significant improvement initiative, for examples the Tawa Anchor Project concept, Kilbirnie Master Plan, Lincolnshire Farm, Johnsonville Recreation Centre, Johnsonville Mall area, Northern Adelaide Road or the Newtown Library area.

# Ngā Kaiwhakahaere Kaupapa Kaunihera | Council project management

31. Rapidly review approved capital projects valued at \$1 million or more where construction has not started (or a future tranche has not started), so representatives have assurance each is realistic and affordable. Excluded from the review is any reconsideration of previous decisions about the Golden Mile or interdependent Harbour Quays projects in advance of report-back on the Golden Mile Review in mid-2026.
32. Investigate establishing an External Capital Advisory Group (ECAG) of engineering and project management professionals to give independent advice to representatives about the adequacy of WCC's systems for trusted project costing, controls, delivery and customer voice. The terms of reference of the ECAG must clearly detail how to manage potential conflicts of interest.
33. Standardise reporting templates for in-progress council projects, programmes and portfolios, and implement more robust sign out processes, to ensure:
  - Representatives have overall and segmented reporting on the overall WCC capital programme and its component projects,
  - Specific compulsory reporting metrics, including:
    - Current estimated Cost to Complete,
    - Current estimated probability of Benefits Realisation,
    - Clear scheduling of existing and newly identified risks and issues, with an assessment of the effect on contingency and Cost to Complete at each probable time of crystallisation,
    - Any identified expected cost escalation of more than 5 percent in any project worth \$1 million or more must be reported in writing within 7 days to the Chair of the project's authorising committee and the Mayor's Office (regardless of, and in addition to, any other management controls that might exist).
34. Ensure relevant planned and potential infrastructure projects are appropriately recorded through the National Infrastructure Pipeline and Infrastructure Priorities Programme.
35. Standardise project business cases and council project approval paper templates, and implement more robust sign out processes, to ensure:
  - Officers' determinations of what are reasonably practical design options demonstrably take account of the need to constrain costs and prevent unnecessary over-specification.
  - The Whole of Life Cost has been calculated as well as the Project Cost to Complete,
  - Management controls ensure risks and issues, including to benefits realisation, are identified and escalated early and clearly,
  - Prudent use of stage gates and tranches, including for concept development and pre-contract, to allow offramps.

## **Te Hanga Tere me te Tahua Iti | Building faster at lower cost**

36. Review consenting fees, using major New Zealand metropolitan local authorities' fees as a benchmark.
37. Set KPIs for building, resource consent and LIM timeframes (including considering any issues resulting from the annual Christmas closedown) as part of AP/LTP processes, backed by CE KPIs.
38. Cost how WCC could shift to an 'account model' for large residential and mixed-use developments, so there is a single point of contact at WCC to proactively guide consent applications.
39. Review the appropriateness of additional requirements given to developments within the District Plan (for example, lighting and landscaping requirements).

## **Te Hanga Whare Hou | Building more homes**

40. Investigate ways to improve the residential rating system and encourage housing development, including by considering options for a development levy and Land Value Rating.
41. Continue to investigate the establishment of a national Ratepayers' Assistance scheme to leverage borrowing to reduce upfront housing costs.

## **Te Wai me ngā Paipa | Water and pipes**

42. Responsibly carry out WCC's role as owner of the Moa Point wastewater treatment plant, working with Wellington Water as service provider, to address the 4 February 2026 plant failure resulting in an unconsented discharge, and ensure an appropriately independent inquiry reports to the public on what occurred and what is required to prevent recurrence.
43. Responsibly exercise WCC's governance responsibility as a member of Tiaki Wai's Partners' Committee, to implement commitments previously made to establish a regional water entity from 1 July 2026.
44. Advocate through the Partners' Committee for Tiaki Wai to reflect Wellington City's and the region's collective interests in:
  - Affordable and equitable access to drinking water,
  - Adequate drinking water capacity (including storage) in suburbs WCC has identified as priority growth areas,
  - Private access to the pipe network so private plumbers can help to speed up fixing the pipes,
  - Preventing environmental and property damage from stormwater runoff and broken pipes,
  - Accurate and complete geospatial data layer information (digital maps),
  - Progressively modifying the stormwater network to restore Te Mana o Te Wai and return urban streams to the surface, as part of good urban design.
45. Investigate possible policy responses to the problem of permanent coverings of pipe and drainage access points during building works.

## **Te Ikiiki | Transport**

46. Advocate to GWRC to implement a cap on public transport fares, improve the bus service from Karori through the inner city to Miramar, and improve GWRC-owned bus shelter provision.
47. Ensure Wellington has a clear Transport Strategy and Network Plan (using the defined key data sets and project vocabulary). This is a precondition for priorities to:
  - Update relevant transport-related plans, policies and project dependencies to align with the Transport Strategy and Network Plan,
  - Assess how the Sustainable Transport Hierarchy is implemented in policy, to ensure the creation of bus corridors can contribute to efforts to reduce carbon emissions,
  - Assess the adequacy of WCC-owned bus shelter coverage provision,
  - Review the effectiveness of the current Parking Policy, with a focus on improving mobility parking provision and access to businesses,
  - Review the effectiveness of the current Walking Policy,
48. Investigate how WCC might endorse a scheme for workplaces to subsidise public transport, similar to Auckland Transport's Fareshare scheme.

## **Te Tiaki Taiao me te Manawaroa Āhuarangi | Environmental protection and climate resilience**

49. Plant 300,000 native trees and plants, and consider ways to better care for existing trees and plants.
50. Use the scheduled refresh of Te Atakura – First to Zero as an opportunity to ensure efforts to respond to climate change deliver maximum effectiveness, by reducing emissions and considering adaptations.
51. Seek to agree a Regional Adaptation Framework with relevant other local authorities.
52. Complete the community climate adaptation pilot and use its findings to inform LTP decision making.
53. Evaluate how WCC's stockpile of carbon credits might be leveraged for projects that enable Wellingtonians to reduce their own carbon emissions.
54. Investigate whether a geographically targeted approach to WCC's existing tree planting could increase the forest stores WCC oversees that accrue NZU carbon credits.
55. Continue the existing level of funding for Predator Free and Capital Kiwi.
56. Continue the existing Green Network Plan within its existing resources.
57. Explore the feasibility of a 'green jobs' pilot.

# **Te Tipu o te Ōhanga me te Ahurea | Economic and cultural growth**

## **Te Whiwhinga | Procurement**

58. Review the Procurement Policy to reduce costs, improve procurement practices including post-award contract management and renewals, prioritise opportunities for local businesses including Māori businesses, and consider options for insourcing where cost-effective.

## **Ngā Pakihi me ngā Mahi | Businesses and jobs**

59. Establish expert business advisory groups for:

- Property, Infrastructure and More Housing,
- Technology, Science, Education and Innovation,
- Arts, Creative, Hospitality and Inner City Revitalisation.

60. Te Urungi Whakatupu Ōhanga | Economic Growth and Development Subcommittee to propose a plan of specific actions WCC could undertake to foster measurable economic growth over five years, informed by the expert business advisory groups, wider business community, social services sector and NGOs, and those recommendations of Ngā Kaihoe Pūtea | Revenue and Financial Value Review Working Group (accepted by Te Taurapa | Council Planning and Finance Committee) which should include consideration of the commercial rating differential.

61. Give direction to WellingtonNZ through the letter of expectations process to:

- Strengthen the focus on economic development,
- Make grant and co-funding criteria and decisions transparent to applicants and the public,
- Consult businesses on ways to refresh WellingtonNZ communications materials to encourage more, longer and more profitable business and tourist visits,
- Promote a wider range of events and festivals to attract spending in the Wellington region,
- Strengthen links with the university innovation hubs, such as Te Kahu o Te Ao The Atom innovation space, to strengthen Wellington's credibility as a study and innovation business start-up destination of choice.

## **Te Whakarauora i ngā Mahi Toi | Revitalising the arts**

62. Amend grants criteria as well as Major Events Fund settings to increase opportunities for local artists to participate in major events and festivals, including international touring events.
63. Implement an 'account model' for significant events, so there is a single point of contact at WCC to proactively guide all requirements (such as traffic management plans and health and safety plans).
64. Continue the Community Events Sponsorship Fund.
65. Establish renewable traffic management plans for established events so existing plans can have forward approvals for upcoming years, with only amendments considered as necessary.
66. Ensure community consultation on the proposed Live Music Action Plan takes account of the views of artists and performers, the Arts, Creative, Hospitality and Inner City Revitalisation expert business advisory group, and inner-city residents. The Plan should contain proposals to amend noise plans if necessary.
67. Prioritise effective venues planning with:
  - The proposed Venues Strategic Activity Plan:
    - including optimisation of subsidised venue hire of council-owned facilities to build up a full season roster of events and local productions, including maximising the partnership with The Hannah Playhouse,
    - revenue sharing of venue hire of council-owned facilities.
  - Uphold the timeline for options analysis on the Venues Activity Plan to inform the 2027-2037 LTP.

## **Hētehi atu Kaupapa | Other commitments**

### **Te Haumarutanga o te Hapori | Community safety**

68. Continue to deliver and develop the City Safety Plan, and consider options to extend it into suburbs starting with Newtown.
69. Ensure clarity about the roles of forums where WCC and central government agencies coordinate on city safety, to support the efficient delivery of city safety efforts.
70. Evaluate the Homelessness Coordination Service after its first year, as part of efforts to address homelessness.
71. Require WCC policy to recognise city safety has both social and economic benefits.

### **Hapori Kanorau | Diverse communities**

72. Continue to implement strategy and action plan commitments that have been made to diverse communities, including children and youth, ethnic, disabled, older and rainbow communities.
73. Investigate how the Community Development Strategy could be aligned with Immigration New Zealand's Welcoming Communities programme.

## **Tā te Koromatua Kōkiri | Mayor's advocacy**

74. In engagements with central government the Mayor will advocate on behalf of the city for:

- Any revenue measures requiring legislation that is recommended by Ngā Kaihoe Pūtea | Revenue and Financial Value Review Working Group (accepted by Te Taurapa | Council Planning and Finance Committee).
- To repeal the measures in the Local Government (Rating) Act 2002 that make Crown land generally non-rateable,
- Crown funding to implement central government legislative requirements imposed on WCC,
- Urgent Crown funding for more social housing and income-related rent subsidy places, and to provide more Housing First support,
- Resource management legislation that supports reducing the cost of new housing,
- Workable earthquake-prone building (EPB) standards that ease the disproportionate burden on Wellington and strike the right balance between safety and cost,
- An amended Government Policy Statement for transport that recognises Wellington's unique topography and removes the requirement for GWRC to increase fares annually,
- Tiaki Wai and the Wellington International Airport companies to become Living Wage Employers,
- A fair share of new Crown transport funding to be set aside for public transport in the Wellington region,
- Rapid phase-in of full Commerce Commission oversight (price quality) of Tiaki Wai to ensure prices are fair (as is the case for Watercare in Auckland),
- The benefits of locating new Public Research Organisations and drivers of innovation in Wellington and the region,
- Adequate funding for Whitireia and WelTec (or some other mechanism) to revive public access to the performance spaces at Te Auaha,
- Kainga Ora addressing community concerns about properties they own being in a state of dereliction,
- Funding in the region for mental health and other health services, school upgrades, support for tertiary students, and city safety.

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