

**If calling, please ask for Democratic Services**

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## **Wellington Regional Leadership Committee**

Tuesday 31 May 2022, 9.00am

Council Chamber. Porirua City Council, 16 Cobham Court, Porirua

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### **Members**

Hon. Tracey Martin

Chairperson

### **Councils**

Mayor Anita Baker

Porirua City Council

Mayor Campbell Barry

Hutt City Council

Mayor Alex Beijen

South Wairarapa District Council

Mayor Andy Foster

Wellington City Council

Mayor Wayne Guppy

Upper Hutt City Council

Mayor K Gurunathan

Kāpiti Coast District Council

Mayor Greg Lang

Carterton District Council

Mayor Lyn Patterson

Masterton District Council

Council Chair Daran Ponter

Greater Wellington Regional Council

Mayor Bernie Wanden

Horowhenua District Council

### **Ministers of the Crown**

Hon. Dr Megan Woods

Minister of Housing

Hon. Michael Wood

Minister of Transport

### **Iwi organisations**

Darrin Apanui

Rangitāne Tū Mai Rā Trust

Kelly Bevan

Te Rūnanga o Raukawa Inc.

Helmut Modlik

Te Rūnanga o Toa Rangatira Inc.

Huia Puketapu

Port Nicholson Block Settlement Trust

Di Rump

Muaūpoko Tribal Authority Inc.

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

# Wellington Regional Leadership Committee

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Tuesday 31 May 2022, 9.00am

Council Chamber, Porirua City Council, 16 Cobham Court, Porirua

## Public Business

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2.	Conflict of interest declarations		
3.	Public participation		
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5.	<a href="#">Endorsement of Complex Development Opportunities</a>	22.202	8
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# Wellington

## Regional Leadership Committee

**Please note these minutes remain unconfirmed until the Wellington Regional Leadership Committee meeting on 31 May 2022.**

Report 22.126

## **Public minutes of the Wellington Regional Leadership Committee meeting on 22 March 2022**

Remotely, via Microsoft Teams at 1.02pm.

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### **Members Present**

Hon. Tracey Martin

Chairperson

### **Councils**

Mayor Anita Baker

Porirua City Council

Mayor Campbell Barry (from 1.07pm)

Hutt City Council

Mayor Alex Beijen

South Wairarapa District Council

Mayor Andy Foster

Wellington City Council

Mayor Wayne Guppy

Upper Hutt City Council

Mayor K Gurunathan

Kāpiti Coast District Council

Mayor Greg Lang

Carterton District Council

Mayor Lyn Patterson

Masterton District Council

Deputy Chair Adrienne Staples (Alternate)

Greater Wellington Regional Council

Mayor Bernie Wanden

Horowhenua District Council

### **Ministers of the Crown**

Hon. Michael Wood (until 2.02pm)

Minister of Transport

### **Iwi organisations**

Darrin Apanui

Rangitāne Tū Mai Rā Trust

Helmut Modlik

Te Rūnanga o Toa Rangatira Inc.

Huia Puketapu (from 1.10pm)

Port Nicholson Block Settlement Trust

Di Rump (from 1.07pm)

Muaūpoko Tribal Authority Inc.

All members participated at this meeting remotely and counted for the purpose of quorum in accordance with clause 25B of Schedule 7 of the Local Government Act 2002.

## **Karakia timatanga**

The Committee Chair invited Darrin Apanui to open the meeting with a karakia timatanga.

## **Public Business**

### **1 Apologies**

Moved: Hon. Tracey Martin / Mayor Beijen

That the Committee accepts the apology for absence from Minister Woods and Council Chair Ponter, the apology for early departure from Minister Wood, and the apology for lateness from Huia Puketapu.

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 Confirmation of the Public minutes of the Wellington Regional Leadership Committee meeting of 3 November 2021 - Report 21.528**

Moved: Mayor Beijen / Darrin Apanui

That the Committee confirms the Public minutes of the Wellington Regional Leadership Committee meeting of 3 November 2021 - Report 21.528.

The motion was **carried**.

Mayor Barry and Di Rump joined the meeting at 1.07pm, after the vote on the above item.

### **5 Draft Regional Housing Action Plan – Report 22.79**

Kim Kelly, Programme Director, Wellington Regional Leadership Committee Secretariat, spoke to the report.

Moved: Di Rump / Mayor Foster

That the Committee:

- 1 Approves the draft Regional Housing Action Plan (Attachment 1), incorporating the below changes requested by the Committee:
  - a Strengthened commentary regarding the importance of integrating transport and urban planning as one.
  - b More specific recognition of other vulnerable communities, and the incorporation of these communities into the existing focus areas.

- 2 Notes that once approved, a design version of the Regional Housing Action Plan will be developed.

The motion was **carried**.

Huia Puketapu arrived at the meeting at 1.10pm, during the introduction of the above item.

## **6 Regional Housing Delivery Options – Report 22.80**

Kim Kelly, Programme Director, Wellington Regional Leadership Committee Secretariat, spoke to the report.

Moved: Mayor Baker / Mayor Beijen

That the Committee:

- 1 Notes that there are region wide, multi stakeholder opportunities and benefits available to optimise regional housing growth and establish the requirements under Resource Management Act reform as outlined in this report and in Attachment 1.
- 2 Supports the development of a detailed proposal for a “regional expertise and advice unit” as outlined in Attachment 1, noting that the proposal will be provided to the Wellington Regional Leadership Committee Chief Executive Officer Group for approval and then reported back to the Committee for finalisation.
- 3 Endorses further investigation into a “regional housing delivery unit” and a “joint building consenting unit”, as outlined in Attachment 1, to be undertaken after the regional expertise and advice unit proposal is complete and in time to inform 2024 Long Term Plans.
- 4 Requests that following the Strategic Planning Act and the Natural and Built Environments Act being passed into law (expected 2023), the Committee Secretariat report back to the Committee on proposed options for a regional response to the development of the Regional Spatial Strategy and the Natural and Built Environment Plan, and in line with this, the potential establishment of a regional resource consenting unit.
- 5 Notes that the capacity of partners to participate in this work is dependent on resourcing and the capacity for change in partner organisations.

The motion was **carried**.

## **7 Programme Director’s Report – March 2022 -Report 22.78**

Kim Kelly, Programme Director, Wellington Regional Leadership Committee Secretariat, spoke to the report.

Moved: Mayor Guppy / Mayor Patterson

That the Committee:

1. Endorses the direction of work outlined in the Programme Director’s Report.

2. Supports the proposed approach to undertaking the Future Development Strategy (FDS) and the next Housing and Business Development and Capacity Assessment (HBA) for the region.
3. Endorses the direction of the Wellington Regional Growth Framework aspects of the Regional Policy Statement Change 1 as outlined in Attachment 3.

The motion was **carried**.

## **8 Complex Development Opportunities – Report 22.81**

Kim Kelly, Programme Director, Wellington Regional Leadership Committee Secretariat, spoke to the report.

Moved: Mayor Foster / Mayor Guppy

That the Committee:

- 1 Supports the work being undertaken on Complex Development Opportunities.
- 2 Notes that a further report on Complex Development Opportunities will be provided to the Committee at its next meeting in May 2022

The motion was **carried**.

## **9 Wellington Regional Leadership Committee Programme Reporting – Report 22.74 [For Information]**

Allen Yip, Programme Manager, Wellington Regional Leadership Committee Secretariat, spoke to the report.

**Noted:** The Committee Chair advised that members can send through requests for future areas of analysis and dashboard reporting to the Secretariat for prioritisation.

## **10 Introduction to the Wellington Transport Analytics Unit – Report 22.108 [For Information]**

Andrew Ford, Manager, Wellington Transport Analytics Unit, spoke to the report.

Minister Wood left the meeting at 2.02pm, during discussion of the above item, and did not return.

## **Karakia whakamutunga**

The Committee Chair invited Darrin Apanui to close the meeting with a karakia whakamutunga.

The public meeting closed at 2.09pm.

Hon Tracey Martin

**Chair**

Date:

**Wellington Regional Leadership Committee**  
**31 May 2022**  
**Report 22.202**



**For Decision**

## **ENDORSEMENT OF COMPLEX DEVELOPMENT OPPORTUNITIES**

### **Te take mō te pūrongo**

#### **Purpose**

1. To update the Wellington Regional Leadership Committee on the work being undertaken with regards to Complex Development Opportunities (CDOs).
2. To obtain the Committee's endorsement on the recommended CDO list and the Projects to Watch list and gain approval to proceed to the next steps.

### **He tūtohu**

#### **Recommendations**

That the Committee:

- 1 **Endorses** the list of Complex Development Opportunities.
- 2 **Endorses** the list of Projects to Watch.
- 3 **Approves** the next steps as outlined in this report.
- 4 **Notes** that the Committee will receive regular Complex Development Opportunities project reports.

### **Te horopaki**

#### **Context**

3. Complex Development Opportunities are projects that have a special partnership arrangement with central government agencies that are needed because they:
  - a Have the potential to deliver significant housing and other benefits to the region
  - b Especially support the objectives of the Wellington Regional Leadership Committee (WRLC)
  - c Are in key locations where successful development gives effect to those agreed strategic objectives
  - d Are complex and working in partnership is required to deliver at the desired pace and scale.
4. This approach is being used in several other regions in New Zealand because it has provided benefits to development projects. The benefits to the projects in the WRLC region include:

- a Identifying a set of projects for WRLC to provide specific focus on and communicate about
- b Formalising project partnerships between central government, local government and iwi.
- c Getting the right agencies involved in the project from the start which enables collective planning, decision making, problem solving and issue resolution and risk mitigation
- d Having central government agencies involved enhances the ability to access central government resources
- e Enhanced reporting provision:
  - i Highlights the projects at the top political level, which helps to identify issues for the WRLC and clear hurdles
  - ii Improves communications of project progress, and issues and risks mitigation measures to all project stakeholders
  - iii Improves transparency of the efforts of all project partners.

### **Te tātaritanga Analysis**

- 5. Following the WRLC's endorsement of the CDO approach at its 22 March 2022 meeting (Report 22.81), staff from partner agencies have been working the development of a CDO list including:
  - a Compiling and prioritising a list of all larger Greenfield, Urban Regeneration and/or Business Development areas across the region
  - b Establishing a "task group" to agree on the list of
    - i CDOs and,
    - ii Projects to Watch (PTW)
  - c A Task Group workshop to agree on the lists
  - d Presentation of draft at a WRLC workshop on 2 May 2022.
- 6. The starting point was the list of projects or potential projects listed in the Wellington Regional Growth Framework.
- 7. The WRLC Senior Staff Group scored the projects against a set of criteria which reflected the WRLC's objectives and consistent with the criteria used to assess similar developments throughout New Zealand. Projects score higher where they:
  - a Are within a well-defined geographical area
  - b Already have a plan or programme for delivery
  - c Are complex, in that successfully developing at the required pace and scale requires working in partnership to better support or unlock additional value and existing investment
  - d Are well aligned with government direction/policies

- e Offer opportunities for accelerated and/or significant development
  - f Offer affordable, inclusive, and diverse housing opportunities
  - g Enable Māori housing aspirations and process delivery
  - h Are close to or have good access to local employment
  - i Support a transformational shift to a low carbon future, including supports transformational shift to PT and active modes
  - j Encourage sustainable, resilience and affordable settlement patterns/urban forms
  - k Support protection and enhancement of the natural environment
  - l Include hazard mitigation and address climate change impacts.
8. Following the scoring exercise, a subsection of the WRLC Senior Staff Group formed a Task Group to agree a list of CDOs, as well as a list of PTWs. A PTW is one that does not currently meet the CDO threshold but is significant for the region and may meet the CDO thresholds in the future.
9. It is important to note that these lists change as and when required. All projects and both lists will be reviewed and refreshed regularly. As projects’ characteristics change, their potential to benefit from a CDO approach may change. If the complexity of projects are resolved or other characteristics evolve, they may be moved to different lists. Additionally, where new projects emerge consideration will be given to whether they will benefit from being in the CDO programme.
10. Using the scores as a starting point, the Task Group also took a strategic approach and considered regional priorities and benefits. The agreed lists below reflects a mix of projects that:
- a Especially contribute to WRLC objectives
  - b Have the most potential for significant housing **and** other benefits to the **region**
  - c Are complex in nature
  - d Require, or would particularly benefit from partnerships between local and central government
  - e Form a mix of large and small sites, and short and long-term opportunities
11. The Task Group proposed the following:
- a CDOs (listed in alphabetical order)

<b>Project</b>	<b>Lead agency</b>
Featherston Masterplan Development	South Wairarapa District Council
LGWM - Courtenay Place to Newtown	Wellington City Council
Otaki	Kāpiti Coast District Council
Porirua Northern Growth Area	Porirua City Council
Riverlink	Hutt City Council
Trentham	Upper Hutt City Council

Waterloo Station Transport Oriented Development	Greater Wellington Regional Council
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b Projects to Watch (listed in alphabetical order)

Project	Lead agency
Johnsonville	Wellington City Council
Lincolnshire Farm	Wellington City Council
Paraparaumu central area	Kāpiti Coast District Council
Tara Ika	Horowhenua District Council
Titahi Bay	Porirua City Council
West-East connection	WRLC

12. Due to the limited opportunity to engage with Iwi partners, we have asked them to propose additional shortlisting assessment criteria. We have also invited our Iwi partners to review the list of projects to highlight any that have the potential to especially contribute to their housing aspirations. Any changes and/or additions from this process will be reported to a future Committee meeting.
13. Feedback from the WRLC Senior Staff Group meeting of 11 May 2022 on this matter included:
- Agreement with the rationale behind the CDO and PTW process, and agreed that the process would assist with the progress of qualifying projects
  - Agreement on the CDO and PTW lists, and acknowledged that there was good robust discussion where regional priorities and benefits were considered
  - Noted that there will be a process to monitor and CDO and PTW lists to ensure that the appropriate projects are on them. Projects will move from list to list, and on and off lists as their status changes.
14. Feedback from the WRLC CEO Group meeting of 20 May 2022 on this matter included:
- Agreement with the content of both lists.
  - Noted that the review of the lists needed to be robust and have strict criteria to assess projects to prevent the dilution of the prioritisation process.
  - Acknowledgement that the wider objectives of CDO include measures to reduce carbon by growing employment closer to housing development and locating education and other services in locations of closer proximity.
  - Acknowledgement that there are resourcing pressures that need to be monitored. The resourcing pressures exist at both local and central government levels.
  - Central Government members of the group (from Ministry of Housing and Urban Development, Waka Kotahi and Kainga Ora) noted that the CDO project groups need input from other Central Government Agencies, especially Ministry of Education and Ministry of Health.
  - Requested more information on the listed projects for the next reporting cycle, as well as presentations on selected projects at future meetings.

### **Ngā Take e hāngai ana te iwi Māori**

#### **Implications for Māori**

15. Enabling Māori housing aspirations and process delivery was a key consideration for the WRLC Senior Staff Group in scoring the proposed projects. The secretariat will be working with iwi partners to build in additional channels for important assessment criteria and projects to be included.

### **Ngā tikanga whakatau**

#### **Decision-making process**

16. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

### **Te hiranga**

#### **Significance**

17. 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 recommend that the matters are of low significance given their administrative nature.

### **Te whakatūtakitaki**

#### **Engagement**

18. The WRLC Senior Staff Group and WRLC CEO Group have been included in discussions on this matter.
19. We have had limited opportunity to engage with our iwi partners and we are providing additional channels for input, as outlined previously in this paper.

### **Ngā tūāoma e whai ake nei**

#### **Next steps**

20. The WRLC Secretariat will work with CDOs project managers and central government partners to agree on the formal establishment of CDOs, the progress and performance reporting expectations and the review process, including the assessing when projects move between the CDO and PTW lists.
21. CDOs will commence or continue with project delivery, and this will be reported regularly to the Committee.

### **Ngā kaiwaitohu**

#### **Signatories**

Writer	Allen Yip - Programme Manager, Wellington Regional Leadership Committee
Approvers	Kim Kelly - Programme Director, Wellington Regional Leadership Committee Luke Troy – Kaiwhakahaere Matua Rautaki   General Manager Strategy

<b>He whakarāpopoto i ngā huritaonga Summary of considerations</b>
<b><i>Fit with Council's roles or with Committee's terms of reference</i></b> The Committee has specific responsibility for the work programme and other matters of regional importance. The reporting is to enhance the Committee's ability to fulfil its responsibilities.
<b><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></b> The regular reporting to the WRLC will provide it with a mechanism to monitor the implementation of the Wellington Regional Growth Framework.
<b><i>Internal consultation</i></b> Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting. Their views are incorporated into this paper.
<b><i>Risks and impacts - legal / health and safety etc.</i></b> There are no known risks.

**Wellington Regional Leadership Committee**  
**31 May 2022**  
**Report 22.191**

**Wellington**  
Regional Leadership Committee

**For Decision**

## **IWI CAPACITY AND CAPABILITY SCOPING REPORT**

### **Te take mō te pūrongo**

#### **Purpose**

1. To provide the Wellington Regional Leadership Committee the findings and recommendations from an iwi capacity and capability scoping report into the initial three opportunities approved for further work by the Committee in November 2021 (Report 21.494).

### **He tūtohu**

#### **Recommendations**

That the Committee:

- 1 **Endorses** the following recommended iwi capacity and capability building activities for focus:
  - a Work with local tertiary providers to promote career pathways in local government and iwi organisations, through Careers Evenings and/or promoting Internship Programmes.
  - b Establish reciprocal work placements/employment (of iwi members in local and/or central government organisations) of no less than six months with an agreed funding split.
  - c Establish fixed-term (three to six months) secondments of central government or local government technical or system experts into iwi organisations.
  - d The Wellington Regional Leadership Committee (the Committee), through the Chair, provides letters of support for specific or general iwi proposals/applications for capacity and capability funding through other avenues (e.g. other agencies and/or philanthropic trusts).
  - e Local government and central government partners supporting iwi members to build governance capability/experience through sitting on council-controlled organisations and other relevant boards.
- 2 **Authorises** the Committee Chair, on behalf of the Committee, to provide letters of support for specific or general iwi proposals/applications for capacity and capability funding through other avenues (e.g., other agencies and/or philanthropic trusts).

- 3 **Notes** that the Committee partners will, when resourcing permits, also look to implement some of the ideas outlined in the “next steps” section of the full iwi capacity and capability Scoping Report.
- 4 **Notes** that the WRLC Programme Director and Chair have been advocating to central government for improved central government funding levels to support iwi participation in regional spatial planning processes, both currently with the WRLC and for future Regional Spatial Planning under Resource Management reform.

## Te horopaki

### Context

2. At its meeting of 11 November 2021, the Committee resolved to:
  - a Approve further work to be undertaken on the three opportunities outlined in the “Iwi capacity and capability project – next steps” (Report 21.494)
  - b Note that at present the three opportunities identified are high level concept ideas derived from meetings and workshops.
3. The report in **Attachment 1** is the Scoping Report of the initial three opportunities. It provides background, analysis and a list of preferred/potential opportunities (see point 30 of the attached report) including new opportunities identified.

## Te tātaritanga

### Analysis

4. There is a fair amount of activity already underway in this area including secondments, work placements and funding from local government and central government, either as bulk funding or for specific pieces of work.
5. This is helpful in the short term but not expected to assist with medium to long term iwi capacity and capability to participate as equal partners in the Committee and its activity.
6. The focus for this overall project is to look for opportunities to improve iwi capability and capability in the medium to longer term.
7. The three opportunities identified and agreed at the November 2021 (Report 21.494) meeting were:

Opportunity	Core issues this is seeking to address
Opportunity 1: Formal career/qualification pathways	<ul style="list-style-type: none"> <li>• Lack of attractiveness of local government and iwi as career paths (and likely lack of understanding of skill/qualification requirements for local government in particular).</li> <li>• Lack of knowledge/understanding of respective priorities, approaches, systems, ‘languages’.</li> <li>• Inability of local government and iwi to compete with central government.</li> </ul>

<p>Opportunity 2: Reciprocal work placements/employment</p>	<ul style="list-style-type: none"> <li>• Need for iwi to understand how local government and central government work relates to/impacts their interests.</li> <li>• Need for local government and central government to understand how iwi interests relate to their activities.</li> </ul>
<p>Opportunity 3: Short-term secondments to provide technical input</p>	<ul style="list-style-type: none"> <li>• Lack of iwi capacity (staff, systems and time) and/or capability (technical skills or systems expertise) to input into central government and local government 'projects'.</li> <li>• Lack of central government and local government recognition of iwi priorities and responsibilities.</li> </ul>

8. The report in Attachment 1 was developed through information, experiences and insights that were primarily gathered through (due to ongoing COVID-19 restrictions) online engagements with iwi, local government and central government organisations including:
- a Hui with representatives of all of the iwi partners in the Wellington Regional Leadership Committee.
  - b A workshop with local government partners (in the ten member councils) and central government agencies (Ministry of Housing & Urban Development, Kāinga Ora, Waka Kotahi, Ministry of Education, Te Puni Kōkiri and Ministry of Business, Innovation and Employment).
  - c A workshop with the Committee; and
  - d Separate meetings with:
    - i Te Puni Kōkiri to discuss their capacity and workforce development initiatives
    - ii The New Zealand Qualifications Authority (NZQA) to discuss their activities relating to 'Mātauranga Māori' qualifications; and
    - iii The Ministry for the Environment to discuss their activities in supporting the capacity and capability of tangata whenua to participate in, and influence decisions on, freshwater management.
9. The report in Attachment 1 provides a list of a large number of possible activities. The full list is outlined in the report.
10. The preferred options for immediate focus that would benefit from endorsement by the Committee are:
- a Work with local tertiary providers to promote career pathways in local government and iwi organisations, through Careers Evenings and/or Promoting Internship Programmes. [**Identified Opportunity 1, Option E**].
  - b Establish reciprocal work placements/employment (of iwi members in local and/or central government organisations) of no less than 6 months with a 60% host and 40% home (per week) split. [**Identified Opportunity 2, preferred approach**].

- c Establish fixed-term (3-6 months) secondments of central government or local government technical or system experts into iwi organisations. [**Identified Opportunity 3, preferred approach**].
  - d The Wellington Regional Leadership Committee (the Committee), through the Chair, provides letters of support for (specific or general) iwi proposals/applications for capacity and capability funding through other avenues (e.g. other agencies and/or philanthropic trusts).
  - e Local government and central government partners supporting iwi members to build governance capability/experience through council-controlled organisations and other relevant board entities.
11. Feedback from the WRLC Senior Staff Group meeting on 11 May 2022 on this matter included:
- a Agreement to recommend to the Committee and undertake more detailed work to establish the activities in point 10 above.
  - b Identification of a potential new opportunity for a regionally consistent approach in partnering and requesting engagement with/feedback from iwi (both local and central government). This idea has been included in the attached report.
  - c Noting that it is important to ensure the cultural safety of those who would undertake reciprocal work placements or fixed term secondments. This could be provided by such aspects as mentors and regular check-ins.
12. Feedback from the WRLC CEO Group meeting on 20 May 2022 on this matter included:
- a This is a really important area where we can all work together. It will take a shift in approach. This is great work and where we need to be exploring and working.
  - b Projects provide a really good opportunity for developing iwi capacity and capability with this being paid for from a project budget.
  - c We need to undertake this work in a manner that:
    - i Gets more people into the system overall
    - ii Builds on and ensures we don't lose traction with what partners are already doing in this area e.g. funding, short term secondments.
    - iii Is bilateral e.g. transfer of powers
  - d One of the next steps would be a needs assessment with each iwi to understand what technical/governance/leadership capacity and capability each is looking for.
  - e They agreed with the comment in the report that local government is not as attractive as it could be to young Māori people e.g., salaries are lower than elsewhere, they don't understand what local government does and the high level of reform provides uncertainty as local government as a place to work.

**Ngā hua ahumoni**  
**Financial implications**

13. Central government and local government partners have financially contributed to the work to date and there is sufficient funding from these partners that could be used to undertake more detailed work to establish these activities.
14. Costs including salaries and overheads of such activities as secondments or reciprocal work placements would be funded primarily by the host organisation with potentially some funding from iwi. This would need to be determined on a case-by-case basis.

### **Ngā Take e hāngai ana te iwi Māori Implications for Māori**

15. This report specifically seeks to improve and provide opportunities for iwi capacity and capability building.

### **Ngā tikanga whakatau Decision-making process**

16. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

### **Te hiranga Significance**

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

### **Te whakatūtakitaki Engagement**

18. The consultant that led this work undertook the following engagement activity:
  - a A one-on-one session was offered to each of the iwi partners on the Wellington Regional Leadership Committee. Members gave feedback either in these one-on-one meetings or via email.
  - b An online workshop was held with approximately 20 central government and local government staff to discuss the opportunities.
  - c A workshop with the Committee in early May 2022.
  - d A draft of the report and findings was sent to the Committee iwi members for their comment and review.

## **Ngā tūāoma e whai ake nei**

### **Next steps**

19. Following endorsement of the activities outlined in the recommendations above and in the attached report, the WRLC Secretariat will continue to work with partners to development the activities to the point where they could be implemented.
20. The partners to the Committee will when resourcing permits also look to implement some of the other ideas outlined in the Scoping Report.

## **Ngā āpitihanga**

### **Attachment**

<b>Number</b>	<b>Title</b>
1	Deliverable 2: Scoping Report of Shortlisted Opportunities

## **Ngā kaiwaitohu**

### **Signatories**

Writer	Kim Kelly – Programme Director WRLC Secretariat
Approver	Luke Troy – Kaiwhakahaere Matua Rautaki / General Manager, Strategy

<b>He whakarāpopoto i ngā huritaonga</b> <b>Summary of considerations</b>
<p><b><i>Fit with Council's roles or with Committee's terms of reference</i></b></p> <p>This project and report aligns with the Committee's terms of reference and in particular focuses on how to provide more resource for iwi partners to participate in all aspects of the Committee's work.</p>
<p><b><i>Implications for Māori</i></b></p> <p>This report provides a list of opportunities for how iwi partners on the Committee could be provided with capacity and/or capability.</p>
<p><b><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></b></p> <p>Contributes by potential providing for more resource to undertake the work programme of the Committee.</p>
<p><b><i>Internal consultation</i></b></p> <p>Consultation has been undertaken with iwi partners individually, central and local government partners in an online workshop and with both the Senior Staff Group and the CEO Group.</p>
<p><b><i>Risks and impacts - legal / health and safety etc.</i></b></p> <p>Limited – related to the ability to find people and organisations to participate in any agreed opportunity.</p>

# Iwi Capacity and Capability Project

## **Deliverable 2: Scoping Report of Shortlisted Opportunities** Report for the Wellington Regional Leadership Committee

## Background

During the development of the Wellington Regional Growth Framework (WRGF), it was identified that the ability of the seven iwi partners to the Wellington Regional Leadership Committee (WRLC) to participate in the development of the WRGF was limited by capacity and capability issues – particularly for pre-settlement iwi. As a result, councils find it hard to meet their statutory requirements, and iwi are not able to participate and ensure that processes and outputs reflect their aspirations and views.

Subsequent developments include:

<b>1 July 2021</b>	The WRLC signed off the one-year work programme which included an initiative related to iwi capacity and capability.
<b>7 September 2021</b>	The WRLC was provided with a list of iwi capacity and capability issues and opportunities.
<b>11 November 2021</b>	The WRLC considered the <i>Iwi Capacity and Capability Project – Next Steps</i> paper, and approved further work being undertaken on the three identified (following feedback from the 7 September 2021 meeting, and meetings and e-mail exchanges with iwi and other organisations) opportunities: <ol style="list-style-type: none"> <li>1. Formal career path/qualification;</li> <li>2. Reciprocal work placements/employment; and</li> <li>3. Short-term secondments to provide technical input.</li> </ol>

As was (respectively) identified by the WRLC Senior Staff Group and WRLC CEO Group:

- We should be looking to push the boundaries and think about how the whole system operates i.e. starting this work from the point of view of Te Ao Māori and what is required with this rather than what council and central government processes or regulatory/legislative directions require.
- We should work with entities already working on iwi capacity and capability opportunities such as Te Puni Kōkiri, councils and central government agencies so as to maximise these opportunities and the work being undertaken by others.

## Purpose

This Scoping Report canvasses:

- the context within which the identified opportunities to build iwi capacity and capability are being considered;
- the three identified/shortlisted opportunities to build iwi capacity and capability, including:
  - issues/problems they are looking to resolve, and their scope/scale (iwi-specific, regional or national);
  - potential options for each, along with associated benefits and disadvantages;
  - preferred option/s, and (at a high level) establishment, implementation and other (legal, policy etc.) requirements; and
- other opportunities that were identified through discussions with iwi, councils and/or central government agencies.

### How was this report developed?

Information, experiences and insights were primarily gathered through (due to ongoing COVID restrictions) online engagements with iwi, councils and central government agencies. This included:

- hui with representatives of all of the iwi partners in the Wellington Regional Leadership Committee;
- a workshop with staff from the ten member councils, and central government agencies (Ministry of Housing & Urban Development, Kāinga Ora, Waka Kotahi, the Ministry of Education and Te Puni Kōkiri); and
- meetings with:
  - Te Puni Kōkiri to discuss their capacity and workforce development initiatives;
  - the New Zealand Qualifications Authority (NZQA) to discuss their activities relating to ‘Mātauranga Māori’ qualifications;
  - the Ministry for the Environment to discuss their activities in supporting the capacity and capability of tangata whenua to participate in, and influence decisions on, freshwater management;
- a workshop with the Wellington Regional Leadership Committee to present and discuss the high-level findings of the Scoping Report.

# Analytical Approach

The engagements with iwi, councils and central government agencies provided valuable insights into the extent of differences in starting points, expectations, interests, responsibilities and priorities. This was of particular value in establishing the context within which the identified opportunities were being considered, as well as determining the comparative feasibility/appropriateness of different options.

A stocktake of current central government and councils' iwi capacity and capability building initiatives in the Wairarapa-Wellington-Horowhenua region (as of April 2022), as suggested during the workshop with those organisations, yielded a wealth of information on activities and their objectives, strengths/successes, and learnings. It was acknowledged that many activities had been reactive (meeting urgent needs/gaps) rather than strategic (with a longer-term focus).

Analysis of the identified opportunities included consideration of distinct and collective interests, responsibilities and potential contributions, as well as the extent to which identified options met short-, medium- and long-term aspirations.

It was also informed by distinctions between 'capacity' and 'capability', as combining them can result in narrow interpretations of what is within scope (e.g. training/qualifications, 'jobs'):

- **Capacity** is about:
  - systems (groups of interacting or interrelated elements that act according to a set of rules to form a unified whole and achieve a desired goal); and
  - numbers (e.g. of roles and/or resources required to deliver system elements).
- **Capability** is about skills, experience, knowledge, and attitudes/behaviors (to deliver system elements according to a set of rules).

Accordingly, capacity is both informing of (via systems), and informed by (for numbers), capability.

# Context

To quote one of the iwi partners:

**“We need transformational approaches rather than just more transactional ones”.**

## Partnership vs Participation

As central government introduces new policy reforms and work programmes, they create significant 'implementation' responsibilities or expectations for councils, and for iwi<sup>1</sup>. These currently span freshwater/water management, resource management, and infrastructure development (including roading and housing). The creation of these responsibilities/expectations often occurs without meaningful engagement with those who will bear the full weight<sup>2</sup> of them, to:

- determine whether there is existing capacity and capability to deliver these (on top of current responsibilities); and
- what resources are needed to ensure/build sufficient capacity and capability to effectively implement changes or new requirements.

The silo-ised/single focus of central government agencies, and their inability to recognise shared interests and coordinate activities accordingly continues to be frustrating for iwi and councils. Despite different agencies having 'invested' in capacity and capability in the past, no evidence or learnings are readily available to inform current efforts and ensure they avoid repeating past mistakes.

If several agencies (e.g. Ministry for the Environment, Ministry of Housing & Urban Development and Ministry of Transport) are creating implementation responsibilities/expectations for local government and iwi, they should work together to resource these and ensure they don't create unnecessary conflicts, unhelpful competition, and/or additional compliance requirements.

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<sup>1</sup> Iwi also face additional challenges in responding to or meaningfully engaging in discussions on other central government-led activities (from co-governance right through to data sovereignty), as well as responding to emerging issues for their iwi members and others in their communities/tribal rohe.

<sup>2</sup> It was identified that councils and iwi believe they have 'sharper' or greater accountability because they live and operate within the communities they serve.

## Partnership vs Participation (cont'd)

Over the last 180 years, central government has had billions of taxpayer dollars, and councils have had hundreds of millions of ratepayer dollars, to support their capacity and capability. Iwi have not only had none, they've also been excluded from exercising the authority (as was recognised in Article II of the Treaty of Waitangi) over their language, culture, identity and resources.

The additional difficulties faced by pre-settlement iwi must also be acknowledged. This includes a lack of recognition (legal identity, and specific provisions negotiated through settlements) and resources to invest in iwi infrastructure and capability. This inequitable starting point (for iwi, and councils to a lesser extent) needs re-balancing to effect partnership (in design, delivery and implementation) rather than simply enabling 'participation'.

As such, the proposition of building iwi capacity and capability needs to recognise that this requires much more than simply building knowledge/technical capabilities to meet current central government and council priorities. It also requires an investment in iwi rebuilding their own systems, relationships and reciprocal responsibilities that underpinned and informed their 'management' of collective interests. This would enable iwi to determine how they operate as partners, and confidently and meaningfully contribute rather than be just 'forever busy' reacting to the imperatives of others. For those already operating with capacity deficits, the need for immediate support is more critical – if only to enable meaningful participation.

The systems iwi are currently expected to engage in do not reflect their distinct/rohe -specific interests, frames of reference, approaches or decision-making processes. Central government, council and iwi styles and languages are also vastly different, and accordingly expectations of engagement and measurable contributions are too high.

A shift in practice, potentially resulting from the de-construction of existing processes, and design of new processes that reflect partner's interests, would be most desirable. Although this would be challenging given existing workloads/pressures, it could provide a better model for enabling sustainable local-level implementation – and provide strong evidence of the need for better implementation resourcing.

## Partnership vs Participation (cont'd)

Iwi, and councils, also noted (sometimes frustrating) differences in their respective approaches – whilst more commonality would be easier to manage, iwi and councils are not all the same, and nor should they be by virtue of the diversity of interests of their 'constituents'. Iwi are also at different stages in their revitalisation; some are limited by being pre-settlement, and even the post-settlement iwi are at different levels of maturity.

Despite the numerous challenges detailed above, there is a genuine and shared interest amongst all in working together to find ways forward. As well as the larger shifts in paradigms, power-sharing, and practices, there were some suggestions for immediate changes, including:

- Iwi and Councils (bi-laterally) working together to identify shared priorities and determine how they could work together on these. Several iwi identified that they would value council contributions to their thinking on wider iwi priorities, and council staff indicated an interest in better understanding the nature and breadth of iwi priorities and activities. This focus on building the relationship rather than just response capability is critical in enabling the shift to partnership/working together for the greater good.
- Central government agencies and councils having better planning/preparation and giving iwi more notice (and explanation in plain English) of activities they need iwi to contribute to. Iwi members are already thinly spread and are forced to reprioritise efforts when urgent requests are made.
- Working together to position (e.g. in language to meet preferences, and to support engagement) and promote activities that require wider (e.g. public, including Māori citizens/ratepayers) participation. This was seen as an option for actively demonstrating how councils and iwi are working together.

## Capacity and Capability Challenges

A fundamental issue is the inability of councils and iwi to compete with central government salaries and conditions. There have been huge increases in central government staffing in particular areas (e.g. freshwater and resource management) without any consideration of the impact of this centralisation of capability – and effective removal of it from the critical local-level implementation (and experiential learning) activity. Other than recommending a moratorium on central government agency staffing increases, the secondment option (Opportunity 3) may be the best way to enable the (albeit temporary) relocation of capability to where it's most needed. This wouldn't address the need for devolved resourcing – but may help if the secondments were fully funded by the home (central government) organisations.

Whilst everyone saw value in building a pipeline/flow of talent into council and iwi organisations in particular, as this wouldn't yield benefits for some time (or at all given the competition issue above) it was understandably seen as less attractive in meeting immediate/short-term needs.

Everyone agreed that attracting staff (“we’re just not sexy enough”) and retaining them (especially given the competition issue detailed above) were distinct and shared challenges. As discussed in the *Other Opportunities* section of this report, there may be ways to leverage existing central government activities to build the profile and ‘attractiveness’ of council and iwi roles/organisations.

Iwi-specific challenges included:

- their (multi-generational) interest in succession and growing future leaders;
- attracting and engaging rangatahi;
- finding ways to engage pakeke and kaumātua (that had capacity due to their being retired);
- supporting iwi members with extensive operational experience into management and governance-level activities; and
- trying to attract their (often skilled) iwi members home (as a number lived outside their rohe) – whilst working remotely became more of an option during COVID lockdowns, it doesn't realise the benefits of being fully immersed in an iwi context “all day, every day”.

## Evident Interests

Considerations that may well guide partner choices of which options best meet their needs include the extent to which they:

- can meet immediate/short-term needs but also build longer-term/broader knowledge and improved practices (e.g. more transformational than transactional or more deliberate than ad-hoc/reactive);
- are mutually beneficial, in delivering benefits to all parties (including potential/existing employees or secondees) that are evident and valued; and
- can be easily (without requiring significant development work, time/efforts and costs) established/implemented, and complement/enhance (rather than duplicate) existing activities.

A specific issue raised by Muaupoko is the extent to which **capacity deficits** are already impacting iwi, and potentially other partner, participation. Whilst acknowledging the value of all partners considering opportunities to support iwi capacity and capability, the lag created by decision-making and implementation processes means any eventually adopted options will take some time to 'bear fruit'. In the meantime, existing and new demands exacerbate/increase these capacity deficits (e.g. burning out individuals, contributions being wide and shallow rather than focused and deep, and/or partners being burdened by guilt).

As this is not a widespread issue (affecting all partners), it could be easily addressed through a discussion about critical capacity deficits and ways in which partners could help each other alleviate or reduce these. Possibilities include targeted funding, sharing resources and/or personnel, providing focused technical or systems expertise or support, and/or support to develop positions/approaches that address multiple issues and requests for input.

# Opportunities to support Iwi Capacity and Capability

## Opportunity 1: Formal career/qualification pathways

<b>Core issues this is seeking to address</b>	<ul style="list-style-type: none"> <li>• Lack of attractiveness of councils and iwi organisations as providing career paths (and likely lack of understanding of skill/qualification requirements for councils in particular).</li> <li>• Lack of knowledge/understanding of respective priorities, approaches, systems, 'languages'.</li> <li>• Inability of councils and iwi to compete with central government.</li> </ul>
<b>Scope/scale</b>	Likely a national issue (to differing degrees), but also relevant regionally (as training programmes and qualifications are delivered by local providers).
<b>Options</b>	<ul style="list-style-type: none"> <li>A. Developing packages of micro-credentials and/or tailored qualifications.</li> <li>B. Inclusion of 'Mātauranga Māori' into current qualifications.</li> <li>C. Inclusion of 'Mātauranga Māori' into current training programmes.</li> <li>D. Formal training programmes/Training trainers.</li> <li>E. Careers evenings/promotion of internships.</li> </ul>
<b>Broad establishment/implementation requirements</b>	<ul style="list-style-type: none"> <li>• Skill requirements would need to be unpacked/specified to then be packaged into micro-credentials, tailored qualifications, complete training programmes or modules for delivery within existing training programmes.</li> <li>• Work with different organisations and providers would be required, to design/tailor and deliver (directly or in a support capacity) micro-credentials, tailored qualifications, whole training programmes or modules within existing training programmes.</li> </ul>
<b>Preferred option(s)</b>	<ol style="list-style-type: none"> <li>1. <b>Option C</b> could deliver immediate benefits in tailoring existing training (e.g. RMA, water management) programmes to include Mātauranga-ā-Iwi/ā-Hapū. Facilitation support would be required for iwi to design (and align), deliver and assess new content.</li> <li>2. <b>Option E</b> could improve the profile and attractiveness of council and/or iwi career paths, and tap into the creative capability of existing staff in packaging opportunities/internships. Costs could include design workshops, promotional resources (digital and/or physical), and event attendance.</li> </ol>

## Opportunity 1: Options

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
<b>A. Developing packages of micro-credentials and/or tailored qualifications.</b>	Work with the Services Workforce Development Council (WDC) to develop micro-credentials/tailored qualifications.	<ul style="list-style-type: none"> <li>• Would enable the unpacking/definition of relevant skills.</li> <li>• Could build workforce capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant time for development activities required, and qualification approval processes are necessarily slow.</li> <li>• Largely reliant on local providers being willing and able/accredited to develop and deliver micro-credentials and/or qualifications.</li> <li>• Not guaranteed that capability will end up in council and/or iwi organisations.</li> </ul>
<b>B. Inclusion of 'Mātauranga Māori' into current qualifications.</b>	Work with NZQA and the Services WDC to identify relevant qualifications, and design delivery and assessment processes to reflect Mātauranga-a-Iwi/-ā-Hapū.	<ul style="list-style-type: none"> <li>• Could enable the tailoring of existing qualifications to include Mātauranga-a-Iwi/-ā-Hapū.</li> <li>• Could build 'value-added' workforce capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant burden on iwi to support the design, delivery and assessment of iwi/hapū-specific content.</li> <li>• Largely reliant on local providers being willing and able/accredited to deliver modified qualifications.</li> <li>• Not guaranteed that capability will end up in council and/or iwi organisations.</li> </ul>
<b>C. Inclusion of 'Mātauranga Māori' into current training programmes.</b>	Work with existing providers to design delivery and assessment processes to reflect Mātauranga-a-Iwi/-ā-Hapū.	<ul style="list-style-type: none"> <li>• Could enable the tailoring of existing training programmes to include Mātauranga-a-Iwi/-ā-Hapū.</li> <li>• Could build 'value-added' workforce capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Burden on iwi to support the design, delivery and assessment of iwi-specific content; needs facilitation support.</li> </ul>

Note that as relates to resources, 'Mātauranga' is not generically 'Māori', but is distinctly ā-Iwi/ā-Hapū.

## Opportunity 1: Options (cont'd)

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
<b>D. Formal training programmes/Training trainers.</b>	Design, market/manage (enrolments and scheduling) and deliver training programmes	<ul style="list-style-type: none"> <li>• Would enable the delivery of tailored (iwi and Council-specific) training.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant burden on iwi and councils to design and deliver training programmes.</li> <li>• May not result in demand for/uptake of training.</li> </ul>
<b>E. Careers evenings/Promotion of internships.</b>	<p>Iwi and councils would need to:</p> <ul style="list-style-type: none"> <li>• put together a promotional package, highlighting opportunities in their respective organisations;</li> <li>• work with Universities, Wānanga, Te Kupenga and other relevant providers to meet/brief students;</li> <li>• refine existing internship programmes (to ensure experiences are appropriately structured) and/or consider introducing internship programmes (for those that don't already have them).</li> </ul>	<ul style="list-style-type: none"> <li>• Interns/graduates gain practical experience to balance their theoretical expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• May not result in demand for/uptake of internships, or the pursuit of relevant qualifications/council career paths.</li> </ul>

## Opportunity 2: Reciprocal work placements/employment

<b>Core issues this is seeking to address</b>	<ul style="list-style-type: none"> <li>• Need for iwi to understand how councils' and central government work relates to/impacts their interests.</li> <li>• Need for councils and central government to understand how iwi interests relate to their activities.</li> </ul>
<b>Scope/scale</b>	Identified as a Regional/iwi-specific opportunity, although it could also be of interest as a national initiative.
<b>Options</b>	<p>Central government agencies or councils employ people from each of the seven iwi partners, to gain knowledge/experience (of central government and/or council systems) and build understanding of iwi interests/approaches. Options relate to:</p> <ul style="list-style-type: none"> <li>• the terms (e.g. 3, 6, 9 or 12 months);</li> <li>• proportional splits of time and funding to effect reciprocity [e.g. 60% of time (3 days) at the host organisation and 40% (2 days) at the home organisation per week, or a 50/50 split with a week at the host organisation and a week at their home organisation]; and</li> <li>• the match of hosts and work programmes with iwi priorities/interests.</li> </ul>
<b>Broad establishment/implementation requirements</b>	<p>Requires a lot of effort from both iwi and the host agency (central government or councils) to establish and manage, including:</p> <ul style="list-style-type: none"> <li>• identification (by iwi) of preferred host agency and work area, and potential candidates;</li> <li>• negotiation/agreement of the work placement or employment arrangement and candidate choice;</li> <li>• the active support of employees throughout the placements, including the establishment of mentor/buddy systems;</li> <li>• the creation of opportunities for the sharing of learnings across iwi (as each employee's learnings will be limited by the specificity of their host's responsibilities/activities); and</li> <li>• the active monitoring and management of the placement.</li> </ul>
<b>Preferred option(s)</b>	Reciprocal work placements of no less than 6 months with a 60% host and 40% home (per week) split. This split could also apply for respective contributions to employee salary and overhead costs, or be fully funded by the host organisation.

## Opportunity 2: Option

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
<p><b>Central government agencies or councils employ people from each of the seven iwi partners, to gain knowledge/experience (of central and/or council systems) and build understanding of iwi interests/approaches.</b></p>	<p>Iwi would need to:</p> <ul style="list-style-type: none"> <li>pick their preferred council or central government organisation (and work area) and identify potential candidates for the placements;</li> <li>negotiate/agree the work placement or employment arrangement and candidate choice with the host agency;</li> <li>actively support employees throughout the placement, and support their sharing of insights/learnings when they spend time in their home organisation;</li> <li>create opportunities for the sharing of learnings across iwi (as each employee's learnings will be limited by the specificity of their host's responsibilities/activities); and</li> <li>actively monitor and manage the placement in partnership with the host agency/organisation.</li> </ul> <p>Central government agencies or councils would need to:</p> <ul style="list-style-type: none"> <li>identify and structure work placements/employment they could offer to iwi;</li> <li>negotiate/agree the work placement or employment arrangement and candidate choice with the iwi (home) organisation;</li> <li>set up, welcome and induct selected candidates, and actively support them throughout their placement; and</li> <li>actively monitor and manage the placement in partnership with the iwi (home) organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Can meaningfully build iwi capability in supporting the acquisition and transfer (via the reciprocal splits) of knowledge, experiences and networks.</li> <li>Can build central government agency's or council's understanding of iwi perspectives (as the employee is enabled to apply these in their work/in the workplace).</li> <li>Can support the development/activation of <i>Tuakana-Teina</i> relationships (mentors in iwi, buddies in councils or central government), as critical supports for staff working in new environments and within different systems.</li> </ul>	<ul style="list-style-type: none"> <li>Risks losing employees to host organisations.</li> <li>Requires a lot of effort from both iwi and the host agency (central or local government) to establish and manage (including access to confidential/commercially sensitive information and having the authority to represent iwi positions to central government or councils).</li> <li>Would place great responsibility on the employees (having to manage the duality of responsibilities, workplace requirements and interests), potentially limiting candidate choices (to those with more experience/maturity).</li> </ul>

## Opportunity 3: Short-term secondments to provide technical input

<b>Core issues this is seeking to address</b>	<ul style="list-style-type: none"> <li>Lack of iwi capacity (staff, systems and time) and/or capability (technical skills or systems expertise) to input into central government and council 'projects'.</li> <li>Lack of central government and council recognition of iwi priorities and responsibilities.</li> </ul>
<b>Scope/scale</b>	Identified as a Regional/iwi-specific opportunity, although it could also be of interest as a national initiative.
<b>Options</b>	<p>A. Fixed-term secondments of central government or council technical or system experts into iwi organisations. Technical advice/input may relate to specific council systems and processes or central government policies and associated implementation requirements, whereas systems support may be for the development of:</p> <ul style="list-style-type: none"> <li>infrastructural systems (e.g. human resource management, financial management, communications);</li> <li>data collection, management and analysis (including forecasting/modelling); and</li> <li>information and communication technology (ICT) tools.</li> </ul> <p>B. The provision of technical advice on an as-needed basis (as was suggested at the councils and central government workshop, similar to the Citizens Advice Bureau model).</p>
<b>Broad establishment/implementation requirements</b>	<p>Requires iwi and central government agencies or councils to:</p> <ul style="list-style-type: none"> <li>identify technical or system supports that are needed, what would be offered (experience), and potential candidates;</li> <li>select candidates, and negotiate/agree secondment arrangements (term and work programme/foci); and</li> <li>monitor and manage secondees to proactively identify and manage any emerging issues.</li> </ul>
<b>Preferred option(s)</b>	<p>Both options have merit.</p> <p>The preference for the fixed-term secondment option (Option A) is 3-6 months, to ensure a clear focus on productivity/performance in positioning the iwi to improve their influence of council or central government systems and processes.</p> <p>The technical advice on an as-needed basis (Option B) requires a system to connect iwi and potential providers of advice.</p>

## Opportunity 3: Options

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
<b>A. Fixed-term secondments of central government or council technical or system experts into iwi organisations.</b>	<p>Iwi would need to:</p> <ul style="list-style-type: none"> <li>identify the type(s) of technical or system supports they need, what they'd offer (experience-wise), and seek <i>Expressions of Interest</i> from councils and/or central government agencies;</li> <li>select candidates, and negotiate/agree secondment arrangements (term and work programme/foci) with the secondee and their home agency; and</li> <li>monitor and manage secondees to proactively identify and manage any emerging issues.</li> </ul> <p>Central government agencies or councils would need to:</p> <ul style="list-style-type: none"> <li>negotiate/agree secondment arrangements (term and work programme/foci) with the secondee and the iwi host organisation;</li> <li>backfill if the secondment affects an existing work programme;</li> <li>monitor and manage secondees to proactively identify and manage any emerging issues.</li> </ul>	<ul style="list-style-type: none"> <li>Provides iwi with critical technical and/or systems support to enable their meaningful contribution to council/central government priorities.</li> <li>Builds iwi understanding of council/central government systems and processes, and opportunities to influence these.</li> <li>Provides secondees with knowledge and experience of iwi interests and perspectives, and access to iwi culture (by virtue of their being immersed in it). This in turn yields benefits for their host organisation/agency, in that their work will be more informed by secondee experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Requires the active engagement of council and central government technical or system experts (or their managers) to respond to <i>Expressions of Interest</i>.</li> <li>Will still need some support to translate technical advice in ways that iwi can understand.</li> </ul>
<b>B. The provision of technical advice on an as-needed basis (similar to the Citizens Advice Bureau model).</b>	<p>A system (online, like that used in the gig economy) would need to be established to enable iwi to register their advice needs, and for council or central government technicians to respond to.</p>	<ul style="list-style-type: none"> <li>Provides iwi with immediate/quick access to specific technical advice – with the overarching proviso that it is advice only and not a council/central government position.</li> <li>Can enable iwi to plan for, and respond more effectively, to council/central government requests.</li> </ul>	<ul style="list-style-type: none"> <li>Requires the active engagement of council/central government technical or system experts (or their managers) – iwi are not necessarily guaranteed to get a response to their registered interests.</li> </ul>

## Other Opportunities: Effecting Partnership

A range of additional opportunities emerged through the discussions with iwi, council and central government representatives, with the broader intent of **effecting partnership**:

- Holding annual bilateral engagements to share priorities, discuss needs, and agree on opportunities to work together/build each other's understanding of respective interests. The leadership teams of iwi and their local council could spend a day together (each year) discussing respective priorities and work programmes, sharing information on the different perspectives they bring to particular issues ('walking in each other's worlds), signaling challenges they are facing and need some support to manage/minimise, and/or reviewing progress/achievements since their first engagement.
- Establishing a (indicative title only) *Regional Tangata Whenua Expertise and Advice Unit/function* to create a shared knowledge base, and (in time) potentially reduce demands on iwi for issue-specific response and create more regionally consistent practices (amongst councils). This could include:
  - Providing a centralised repository of data (e.g. demographics), information (e.g. the location of wāhi tapu/significance of particular sites), iwi perspectives (e.g. on environmental management considerations), relevant legal precedents etc. for use by all partners (in accordance with agreed access and use protocols).
  - Enabling the sharing of data, to inform iwi planning and priorities, but also to build their skills in data management, analysis and application. As was identified (as a likely shared need), using data to forecast the impact of decisions can assist iwi and local government advocating for better supports from central government, and particularly in areas that already face significant challenges (e.g. socio-economic deprivation).
  - (Depending on which options or combinations thereof that partners choose) Coordinating and supporting the implementation of iwi capacity and capability support, including preparing materials/required documentation, developing systems, monitoring progress, and capturing and sharing learnings.
  - Coordinating the 'provision of technical advice on as as-needed basis' system (Option B of Opportunity 3).

## Other Opportunities: Enabling Participation

The discussions with iwi, council and central government representatives also enabled the identification of other opportunities, focused on **enabling participation**:

- Supporting iwi members to become (Planning/Resource Management) Commissioners (attending Commissioner training). It is understood that these training programmes provide the most focused explanations of council processes, which may be of great value to iwi members. An additional benefit would be the creation of networks (training attendees).
- Exploring options for promoting career pathways in local government (and iwi organisations) with the Tertiary Education Commission (Careers function) e.g. 'Inspiring the Future'. The Careers website ([www.careers.govt.nz](http://www.careers.govt.nz)) includes a Job Profiles section (accessed by youth and adults) which could be expanded/improved with more examples of council and/or iwi roles.
- Advocating for more recognition and resourcing from central government to enable the effective 'implementation' (by councils and iwi) of their work/reform programmes. Related to this is the notable absence of the Ministry for the Environment from the Wellington Regional Leadership Committee. As they are leading much of the policy work (e.g. water and resource management) that directly impacts iwi and councils, and are supporting tangata whenua and local government capacity and capability, they should be included – if only to enable understanding of the breadth of, and learnings from, their activities.
- Supporting iwi members to build governance capability/experience through council-controlled organisations, by shadowing existing members, attending training and/or being appointed to Boards.
- The WRLC (through the Chair) providing letters of support for (specific or general) iwi proposals/applications for capacity and capability funding through other avenues (e.g. other agencies and/or philanthropic trusts).

# Next Steps

As detailed in the Iwi Capacity and Capability Project Plan, the next stage (Deliverable 3) of this work is “High-level business cases for each opportunity on the ‘go’ list”.

Preferred/potential options for building iwi capacity and capability include:

- a. Including Mātauranga-ā-Iwi/ā-Hapū into current training (e.g. RMA, water management) programmes. [*Identified Opportunity 1, Option C*].
- b. Working with local tertiary providers to promote career pathways in councils and iwi organisations, through Careers Evenings and/or Promoting Internship Programmes. [*Identified Opportunity 1, Option E*].
- c. Establishing reciprocal work placements/employment (of iwi members in councils and/or central government agencies) of no less than 6 months with a 60% host and 40% home (per week) split. [*Identified Opportunity 2, preferred approach*].
- d. Fixed-term (3-6 months) secondments of central government or council technical or system experts into iwi organisations. [*Identified Opportunity 3, preferred approach*].
- e. Holding annual bilateral engagements to share priorities, discuss needs, and agree on opportunities to work together/build each other's understanding of respective interests. [*New*].
- f. Establishing a *Regional Tangata Whenua Expertise and Advice Unit/function* to create a shared knowledge base, and (in time) potentially reduce demands on iwi for issue-specific responses and create more regionally consistent practices (amongst councils). [*New*].
- g. Supporting iwi members to become (Planning/Resource Management) Commissioners (attending Commissioner training). [*New*].
- h. Exploring options for promoting career pathways in councils (and iwi organisations) with the Tertiary Education Commission (Careers function). [*New*].
- i. Advocating for more recognition and resourcing from central government to enable the effective 'implementation' (by local government and iwi) of their work/reform programmes. [*New*].
- j. Inviting the Ministry for the Environment to present to/join the Wellington Regional Leadership Committee. [*New*].
- k. Supporting iwi members to build governance capability/experience through council-controlled organisations. [*New*].
- l. The WRLC providing letters of support for iwi proposals/applications for capacity and capability funding through other avenues. [*New*].
- m. **Identifying critical capacity deficits and discussing/agreeing ways in which partners could help each other alleviate or reduce these.** [*New/Urgent*]

## Recommendations

It is recommended that the Committee:

- a. **Note** that there are a range of opportunities/options for supporting iwi capacity and capability, with the potential to contribute to varying degrees to effecting partnership and/or enabling participation;
- b. **Consider** adopting at least one of the preferred/potential options, or a combination thereof;
- c. **Support** the development of high-level business cases or detailed proposals (where needed) for selected options.

**Wellington Regional Leadership Committee**  
**22 May 2022**  
**Report 22.190**



**For Information**

## **PROGRAMME DIRECTOR'S REPORT – MAY 2022**

### **Te take mō te pūrongo**

#### **Purpose**

1. To:
  - a Update the Wellington Regional Leadership Committee on the work of the Secretariat and other parties.
  - b Advise of the outcome of discussions with the WRLC Senior Staff Group and the WRLC CEO Group on the Regional expertise and advice unit following the decision made at the March 2022 Committee meeting.

### **He tūtohu**

#### **Recommendation**

That the Committee **endorses** the direction of work outlined in the Programme Director's Report.

### **Te horopaki**

#### **Context**

2. This report is a regular update to the WRLC by the Programme Director on the work of the WRLC Secretariat and other administrative matters.

### **Te tātaritanga**

#### **Analysis**

##### ***Housing Delivery Options Model – Expertise and Advice Unit***

3. At the 22 March 2022 meeting of the Committee, related recommendations were made in the draft Regional Housing Action Plan (RHAP) paper and the Regional Housing Delivery Options paper. One of these decisions was to undertake further work on a Regional Expertise and Advice Unit.
4. The background to this work and more detailed information on this can be found in [Attachment 1](#).
5. Feedback from the WRLC Senior Staff meeting of 11 May 2022 on this matter included:
  - a Noting that the Senior Staff Group has agreed to resource the Regional Expertise and Advice function.

- b Requesting that further work on a Regional Housing Data and Analytics function be undertaken.
  - c Noting the Future Development Strategy is an approved WRLC project in its own right, and has funding attached to it and therefore already has WRLC approval to proceed.
6. Feedback from the WRLC CEO Group meeting of 20 May 2022 on this matter included:
- a Wanting to understand what this role would do and the likelihood of implementation of the RHAP being implemented using current resources only.
  - b Wanting to understand the timing of delivery of the current Housing and Business Capacity Assessment.

***National level policy direction of interest***

7. This is a regular item in the Programme Director's report to keep the WRLC informed of policy changes that are occurring at a national level (since the last meeting) that are likely to have an impact on the work of the WRLC.
8. We consider the following policy changes are of interest:
- a Release of the draft national adaptation plan and managed retreat plan: [Engagement on draft national adaptation plan and managed retreat | Ministry for the Environment](#). Submissions are due by 3 June 2022. The Committee has an active project "Regional approach to climate change impacts" which will align with this national level direction.
  - b Regional Skills Leadership Group – a submission was made on their consultation document and this submission is attached as **Attachment 2**. Staff advise that at the Regional Skills Leadership Group meeting in May where submissions were discussed, our points were actively discussed and points either noted or changes made.
  - c Infrastructure Acceleration Fund next stage. In early May Kāinga Ora announced 35 projects across the country had moved into the final stage of bids for a slice of the \$1 billion fund. This included four in the WRLC region, as outlined in this media article: [Winners and losers as \\$1b Kāinga Ora fund moves into final phase | Stuff.co.nz](#) These projects are RiverLink, Trentham Racecourse, funding to support developments of 200 or more houses in Ōtaki, Waikanae and Paraparaumu, and a development in Wellington City.  
  
In an early announcement in December 2021, the Government also announced funding from the Infrastructure Acceleration Fund for Kenepuru Landing.
  - d Aotearoa New Zealand's Emissions Reduction Plan - the Government published the first emissions reduction plan setting out policies and strategies for meeting emissions budgets on 16 May 2022.: [[Aotearoa New Zealand's first emissions reduction plan \(environment.govt.nz\)](#)]

**Housing and Business Capacity Assessment figures**

9. The most recent Housing and Business Capacity Assessment (HBA) for the metro councils in the Wellington Region is near finalisation. Some key points to note from that report and process are:
- a This HBA only includes the metro councils (referred to as the Greater Wellington urban environment) within the Wellington Regional Leadership Committee region i.e. does not include the Wairarapa or Horowhenua.
  - b The report finds housing bottom lines (minimum housing development capacity required) of almost 104,000 houses are required by 2051 to ensure sufficient capacity to meet demand. This is made up of almost 42,000 houses in the short to medium term, plus 62,000 in the long term.
  - c Based on current district plans, the Greater Wellington urban environment does not have sufficient housing development capacity in the long term. There is a shortfall of more than 25,000 dwellings.
  - d Each HBA assessment is required to use the “current district plans” as the basis of assessment. It should be noted that the current HBA does not include the density requirements under the National Policy Statement on Urban Development or the Resource Management (Enabling Housing Supply and Others Matters) Act as these are not yet reflected in all current district plans.
  - e The near HBA including these density requirements will increase plan-enabled infill and redevelopment capacity but must be accompanied by the necessary infrastructure investment (particularly in three waters) and other measures to convert the additional theoretical capacity into development that meets future housing needs.
  - f A full revision of the HBA, including business land, will be completed in time to inform 2024 Long-term Plans and a Future Development Strategy for the Wellington Regional Leadership Committee region.

**Sense Partners population projections 2022**

10. Sense Partners provide housing and populations projects for councils in the region. They produce annual updates on their projections incorporating new information – principally updated or revised official statistics
11. The Sense Partners 2021 figures for the WRLC geographical area were:

<b>Information</b>	<b>2021</b>	<b>2051 (est.)</b>	<b>Difference 2021-2051</b>
Population (50 <sup>th</sup> percentile) as of June	589,019	839,765	250,746
Dwellings (50 <sup>th</sup> percentile) as of June	247,111	354,071	106,954

12. The Sense Partners 2022 figures for the greater Wellington<sup>1</sup> Region geographical area are:

<b>Information</b>	<b>2021</b>	<b>2051 (est.)</b>	<b>Difference 2021- 2051</b>
Population (50 <sup>th</sup> percentile) as of June	546,600	733,600	187,000
Dwellings (50 <sup>th</sup> percentile) as of June	229,548	308,972	79,424

13. Some key points to note are:
- a The 2022 projections show an increased likelihood of lower population growth across the region, compared to the 2021 projections, due to the extended impacts of border closure on immigration.
  - b The 2022 projections recognise that these measures are likely to be short term with a likely return to a more normal range of migration patterns over the longer term.
  - c But the exceptional degree of uncertainty about immigration right now means there is increased uncertainty about longer-term population growth too.
  - d Much of the uncertainty about short term immigration will resolve itself over the next couple of years. In the meantime, we will continue to monitor short term changes and their implications for longer-term population growth.
  - e All councils in the region are preparing for growth. Fluctuations in projections are expected and don't change the fact that we need to continue facilitating growth.

***WRLC Chair activity***

14. The Committee Chair has written to the Hon. David Parker, Minister for the Environment, on behalf of the Committee regarding the points below:
- a To formally indicate the willingness of the Wellington Regional Leadership Committee to be in the first tranche of Regional Spatial Strategies to be developed under the Strategic Planning Act.
  - b To request to meet to present and discuss the opportunity for the Wellington Regional Leadership Committee to be part of the delivery of Government's ambition particularly in the area of Iwi participation and how your agency might support that opportunity.
  - c Advise of "lessons learnt" from both our development and implementation of the Wellington Regional Growth Framework.

<sup>1</sup> Note the Sense Partners information is currently provided currently at Wellington regional level and to each council and we do not currently have Horowhenua District Council figures.

**Ngā hua ahumoni**  
**Financial implications**

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

**Ngā tikanga whakataurua**  
**Decision-making process**

16. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

**Te hiranga**  
**Significance**

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

**Te whakatūtakitaki**  
**Engagement**

18. None of the matters covered in this report required external engagement. All matters have been discussed at WRLC Senior Staff Group meetings and WRLC CEO Group meetings.

19. Feedback from the WRLC Senior Staff Group at their meeting of 11 May 2022 related to matters in this paper are included in the section above on the Regional Expertise and Advice Unit. They also recommended that a link be added to this paper for the National Emissions Reduction Plan.

20. Feedback from the WRLC CEO Group on 20 May 2022 related to matters in this paper are included in the section above on the Regional Expertise and Advice Unit.

**Ngā tūāoma e whai ake nei**  
**Next steps**

21. Further work will be undertaken on the matters in this report as required and as a result of discussions at this meeting.

**Ngā āpitihanga**  
**Attachments**

Number	Title
1	Proposal for a Regional Housing Expertise and Advice Unit
2	Regional Skills Leadership Group – submission on their Workforce Plan

**Ngā kaiwaitohu**  
**Signatories**

Writer	Kim Kelly – Programme Director WRLC Secretariat
Approver	Luke Troy – Kaiwhakahaere Matua Rautaki / General Manager, Strategy

<b>He whakarāpopoto i ngā huritaonga Summary of considerations</b>
<b><i>Fit with Council's roles or with Committee's terms of reference</i></b> The Programme Director's report updates the WRLC on work programmes for which it has specific responsibility (e.g. the Wellington Regional Growth Framework) and on other matters of regional importance.
<b><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></b> The activity outlined in this report contributes towards the work of the Wellington Regional Growth Framework.
<b><i>Internal consultation</i></b> Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting and the WRLC CEO Group meeting. Related views are incorporated into this paper.
<b><i>Risks and impacts - legal / health and safety etc.</i></b> There are no known risks arising from this report.

**Attachment 1 to Report 22.190**

**Proposal for a Regional Housing Expertise and Advice Unit**

**Background**

1. At the 22 March 2022 meeting of the Wellington Regional Leadership Committee (WRLC), related recommendations were made in the draft Regional Housing Action Plan (RHAP) paper and the Regional Housing Delivery Options paper.
2. The RHAP outlined some key moves and actions that would help accelerate the growth and quality of housing outcomes.
3. The Regional Housing Delivery Options paper outlined three possible delivery components summarized in the following table:

	Regional expertise and advice unit	Regional Housing Delivery Unit	Joint consenting unit
<b>Purpose</b>	To create a centralised unit for the region which undertakes all national regulatory requirements and provides a regional centre of excellence on housing matters including data.	To enable the region to undertake and/or influence housing and urban development in a more efficient, effective and co-ordinated manner and that delivers on the requirements for the region.	To maximise the consenting resources available in the region to efficiently provide for increased housing demand in the region and provide benefits to customers/end users.
<b>Growth Activities</b>	<ul style="list-style-type: none"> <li>• Undertake regional housing data collection, publishing and analytics</li> <li>• Lead the implementation of the Regional Housing Action Plan</li> <li>• Lead WRLC advocacy on housing matters</li> <li>• Provide expertise and advice on central government tools and funds e.g., IFF, SDP, Fast Track, First Home Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake housing developments alone or with others e.g., CHPs, Kainga Ora.</li> <li>• Undertake commercial developments alone or with others</li> <li>• Purchase property to hold for strategic purposes e.g., future urban development</li> <li>• Work with others to undertake urban regeneration but undertake no development itself e.g., Eke Punuku model</li> </ul>	<ul style="list-style-type: none"> <li>• Regional building consenting</li> </ul>
<b>RMA Reform Activities</b>	<ul style="list-style-type: none"> <li>• Lead development and monitoring of <u>new</u> requirements under the RMA reforms – the Strategic Plan and the Natural and Built Environment Plan</li> </ul>		<ul style="list-style-type: none"> <li>• Regional resource consenting</li> </ul>
<b>Resource &amp; Efficiency Activities</b>	<ul style="list-style-type: none"> <li>• Lead development and monitoring of <u>current</u> regulatory requirements under the NPSUD – the Future Development Strategy and Housing and Business Assessment for the region</li> </ul>	<ul style="list-style-type: none"> <li>• Provide property technical advice</li> <li>• Manage its own housing portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Regional delivery of LIMS</li> </ul>

4. The WRLC agreed with the Secretariat recommendations from the two papers:
  - a. Approving the draft Regional Housing Action Plan, and
  - b. Supporting the development of a detailed proposal for a Regional Expertise and Advice Unit (the Unit), noting that the proposal will be provided to the Wellington Regional Leadership Committee Chief Executive Officer Group for approval and then reported back to the Committee for finalisation.
5. The Committee also endorsed further investigation into a “regional housing delivery unit” and a “joint building consenting unit”, to be undertaken after the work outlined in “b” is complete and in time to inform 2024 Long Term Plans.

**Analysis**

6. The Regional Housing Delivery Options Paper detailed the following components to a Regional Expertise and Advice Unit:
  - a. Performing functions that are legislatively required, especially those which have a regional focus or require coordination. Examples given were the Future Development Strategy (FDS) and the Housing and Business Capacity Assessment (HBA). Centralising this function would avoid duplication and result in efficiencies of time and cost. It would also enable regulatory requirements to align with WRGF region and provide a regional view.

**Attachment 1 to Report 22.190**

- b Providing a single source for regional housing data with the aim of providing high quality, consistent data for the housing and urban development sectors that is well-analysed and understood. This would enable analytics and scenario planning at a regional and project/local level. We would also be able to make available new regional data e.g. number of houses built (as distinct from consented) and information on new technologies.
  - c Providing advice on central government programmes and tools targeted at increasing housing options. Entities (e.g. councils, community housing providers) across the region will be able to better understand, access and coordinate these programmes, with the expectation that there will be less duplication of resources, shared understanding of regional need and more success in applications.
  - d Implementation of the Regional Housing Action Plan
7. We have identified that the delivery of the three components requires three roles:
- a Delivery of the FDS and HBA
    - i The delivery of the FDS and HBA is not an optional activity. The delivery of the FDS is an approved WRLC project in its own right, has funding attached to it and is a requirement for most councils in this region under the National Policy Statement on Urban Development (NPS UD). While the centralisation of the HBA is a new component, it is a cost that most councils would have already expected. Therefore, this function does not require a decision by the Committee.
  - b Regional Expertise and Advice
    - i This role would:
      - Provide key resource for implementation of the Regional Housing Action Plan
      - Assist in providing advice on central government programmes and funds to relevant organisations and individuals
      - Set direction for and contribute to the establishment of the Regional Housing Dashboard
    - ii Delivery of the components are essential to realising the benefits of the RHAP and addressing our region's housing issues
    - iii There are no existing resources to perform the implementation or data roles
    - iv An alternative delivery solution would be to assign each partner with various key moves and actions. But that would not be optimal as it risks under resourcing, duplication of effort and activity that may not be well coordinated. It would be a burden on partners at a time when they are already under-resourced and face a lot of change, local government in particular.
    - v The Senior Staff Group agreed that this role is an essential element of delivering our housing ambitions, and that it should be resourced.
  - c Regional Housing Dashboard:

## Attachment 1 to Report 22.190

- i There are two elements to a Regional Housing Dashboard:
    - Providing a dashboard where housing data is generally available. This could include the ability to filter, sort and refine data sets.
    - Providing analysis and commentary on the housing data, in order to provide context and to help the audience understand the data.
  - ii Partners and others such as community housing providers and developers already collect housing data to varying levels, but this is not done collectively, the data is not consistent and there is duplication of effort. The dashboard will provide access to a single source for data which is updated regularly.
  - iii The analytics option would be delivered by a model similar to the Wellington Transport Analytics Unit.
  - iv Data with the correct context is an essential tool for informed decision making. Providing the analytics option will ensure that there is a consistent application of context. Analytics will ensure we are using available, evidence based, data to best effect to monitor performance, inform housing models and ensure a consistent approach across the region. Working together with the Transport Unit, will allow access to resources, experience and learn from each other. It will enable continuous improvement by using latest technologies, support skills development and improve knowledge and awareness of partner organisations.
  - v The Senior Staff Group has agreed that providing data without context or commentary is not desirable because of the risks associated with the interpretation of data by non-experts.
  - vi While the Secretariat has made an estimate of resourcing the data collection, publication and analysis, the Senior Staff Group has requested more work to be undertaken to better establish more certainty about costs and benefits.
- d Delivery of the FDS and HBA
- i The delivery of the FDS and HBA are required by legislation. There is no existing resource that can undertake this work. Funding has already been allocated to completing the FDS. Specific funding for the HBA has not yet been requested, but it is an expense that Councils already expect to incur.

### Financial implications

8. The estimated annual cost of **Regional Expertise and Advice** is estimated at approximately \$190,000. This includes staff costs, operational overheads and the cost of professional advice.
9. The proposal is to fund the position for twelve months initially, with an option for additional extensions following assessments of progress and the effectiveness of the service. Progress will be monitored regularly throughout the year, which will enable efficient planning for the future of the service.

**Attachment 1 to Report 22.190**

10. Funding for the first twelve months will be provided from a combination of central government contributions and reallocation of existing funds from housing related projects.
11. If the service is extended, the costs will be calculated, agreed and communicated with consideration of Councils' financial planning schedules. Funding will be allocated under the funding principles that have been agreed with local government and central government partners.

## Attachment 2 to Report 22.190

### Feedback on the Regional Skills Leadership Group Regional Workforce Development Plan – March 2022

Please find below feedback from the Wellington Regional Leadership Committee (WRLC) Secretariat with regards to the above documents. If you have any questions, please contact me on [kim.kelly@gw.govt.nz](mailto:kim.kelly@gw.govt.nz).

Kim Kelly, Programme Director Wellington Regional Leadership Committee

#### Regional Workforce Development Plan - Key questions

1. *Are these our region's challenges?*

I suggest a challenge related to jobs being “accessible” particularly by public transport (I also mention this under question 4 below) should be added. This could be reflected on both the employer and the employee side. For instance people with no car in Otaki will limit their job search area based on their ability to get to a place of employment. Even for people in Porirua without a car, getting to the Hutt Valley for work is problematic. This limits the pool of people available for employers and also limits the job opportunities for employees.

2. *What do you think of our proposed actions?*

Action – “Establish a youth caucus to bring a youth voice and operate as an advisory group to the RSLG.” We should consider the opportunity to establish a youth caucus that could cover both RSLG and the WRLC activities (for both the Wellington Regional Growth Framework (WRGF) and regional economic development activities).

Action – “Encourage the public service to proactively enable career progression of Māori and Pacific staff”. See **Attachment 1**, a paper to the WRLC on iwi capacity and capability and opportunities the WRLC is exploring. There may be opportunities to work together on our work and this RSLG action. A recommendation on this topic will be presented to the WRLC within the next few months.

Action – “Liaise with Government Property regarding the establishment of regional government hubs and the implications for regional workforce planning”. I think this reference is to the Government Property Group. We support this action as it aligns well with the WRGF direction of having people working closer to where they live and helps develop 20 minutes villages.

Action – “Support efforts to achieve better public transport between Kāpiti Coast and Horowhenua and within the Wairarapa”. We would welcome support from the RSLG on this matter. We are currently undertaking some work to look at how we might advocate for this programme of work to possibly be undertaken earlier than planned.

Actions – “Investigate a system to collate and report data and information that helps stakeholders make better decisions” and “Create a set of regional data indicators of workforce change. Monitor and report these regularly”. The WRLC has a project to set up

a regional housing dashboard and there is also a Transport Analytics Unit in the Wellington region. We should look at how we could co-ordinate /join these up.

3. *Have we done enough to support efforts to improve employment outcomes for Māori and other priority communities?*

No comment provided.

4. *Do you have any other comments that would help the RSLG plan for this region's workforce?*

Page 2 – what success looks like. A couple of points:

- A regional culture of decent work – suggest this should also talk about work that is accessible. It is hard to participate fully and equitably when it takes you 2 hours by public transport for instance to get to your job or say you work in manufacturing and there is no public transport after hours. I note the next point under what success looks like mentions mobility but my reading of this is the ability to move between jobs rather than get to a job.
- Workforce aspirations of the region's iwi are realised – is this more about Māori than iwi – for instance Wikipedia states "Iwi are the largest social units in Aotearoa Māori society. The Māori-language word iwi roughly translates to "people" or "nation", and is often translated as "tribe", or "a confederation of tribes". When the WRLC talk about iwi we are talking about the entity not the individual – is this success factor about the entity or the individual. You may have already debated this point.

**Comments of an administrative nature**

Wellington region – it would be useful to footnote somewhere near the beginning of the document what you mean by the Wellington region in the context of your document.

Page 21 – *“We need to make sure that we have people with the right skills for the 70,000 new jobs to be created across our region and also to replace people who exit the Wellington labour market.”* The WRGF has been developed for a scenario of 100,000 more jobs in the region (Wellington-Wairarapa-Horowhenua) over the next 30 years. I see on page 20 the 70,000 is to 2035. It would be useful to state this on page 21 also.

Page 24 – *“Wellington’s population is set to grow significantly, with estimates ranging from around 50,000 by 2038 to 200,000.”* It then has a footnote for the 200,000 as the WRGF. The Region Workforce Development Plan should make it clear that the WRGF uses a scenario of 200,000 more people in 30 years. We don't say this is an estimate or a projection but that the WRGF is a plan for 200,000 more people. I always state that if growth happens faster, we need to do the things in the plan earlier and if it happens slower, we can slow things down. Can you make this distinction in your document.

Page 24 – *“This high growth will impact the cost and availability of housing, already particularly acute in some sub-regions, and this will affect where people live and work.”* This is not a correct statement. If nothing is done, then that the statement might be correct, but the WRGF and its actions plan to enable more housing and more affordable housing, so this doesn't happen. The next sentence on page 24 notes this.

Page 31 – under challenges, notes *“Demand primarily driven by population growth.”* You may want to consider added “business” into that sentence also, although I agree it is primarily driven by housing growth.

Page 31 – under challenges, notes *“Examples include the Eastern Porirua Regeneration project with plans for 4,000 new homes in the short term,”*. Numbers in the Regional Housing Action Plan (RHAP) state for Eastern Porirua – To replace 2000 existing state homes with approximately 2300 new state homes and 1500 new market/affordable homes over a 20–25-year period – net **1800** dwellings. They have to demolish a whole lot of homes first so in the end there will be 1800 more homes/dwellings not 4000.

Page 31 – under challenges, notes *“with 11,000 likely needed in the next 25 years”*. I think you will find this is in Porirua as a whole, not just Eastern Porirua.

Page 31 – under challenges, notes *“Lower Hutt \$455 million Riverlink project which is projected to provide 1,300 houses and apartments”* The RHAP has **1750** dwellings/houses in RiverLink now. This is an updated figure.

Page 32 – notes *“Much larger initiatives are likely to come out of the Regional Spatial plan longer term, such as an East-West connection transport corridor”*. Can you change the wording of “the regional spatial plan” to “the Wellington Regional Growth Framework” as you have mentioned elsewhere.

## **Attachment 1**

**Wellington Regional Leadership Committee**

**11 November 2021**

**Report 21.494**



**For Decision**

## **IWI CAPACITY AND CAPABILITY PROJECT – NEXT STEPS**

### **Te take mō te pūrongo**

#### **Purpose**

1. To advise the Wellington Regional Leadership Committee (the Committee) of a list of potential opportunities to assist in improving iwi capacity and capability.

### **He tūtohu**

#### **Recommendation**

That the Committee:

- 1 **Approves** further work to be undertaken on the three opportunities outlined in this report.
- 2 **Notes** that at present the three opportunities identified are high level concept ideas derived from meetings and workshops.

### **Te tāhū kōrero**

#### **Background**

2. During the development of the Wellington Regional Growth Framework (WRGF) it was identified that the ability of the seven iwi partners to the WRLC to participate in development of the WRGF was limited by capacity and capability issues. This is particularly so for pre-settlement iwi.
3. This is an issue not specific to the WRGF. A number of government directions and reforms require engagement with iwi, for instance, the National Policy Statement on Urban Development (NPSUD). A lack of iwi capacity and capability means councils therefore find it hard to meet their statutory requirements in this area and iwi are not able to participate.
4. More importantly from an iwi perspective this means that the process and outputs of such plans and reforms do not clearly reflect iwi aspirations and views.
5. If the WRLC is to be a true partnership, it requires the ability for all partners to equally input and have their say at all levels of the programme for example, the specific initiatives such as the regional emissions reduction plan, at the WRLC Senior Staff Group level and at the WRLC CEO Group level. This is currently not able to be the case.

6. At its meeting of the 1 July 2021 the WRLC signed off the one-year work programme which includes an initiative related to iwi capacity and capability. At its meeting of the 7 September 2021 the WRLC was provided with a list of issues and opportunities.

## **Te tātaritanga**

### **Analysis**

7. Since the 7 September 2021 WRLC meeting further analysis has been undertaken to distil potential opportunities into three top opportunities and these are covered further below in this report.
8. The three opportunities have come from feedback at the 7 September 2021 WRLC meeting and one on one meetings and email conversations with iwi and other organisations.
9. It should be noted that:
  - a The opportunities listed below are high level concept ideas at this stage and much more detail needs to be developed to outline the opportunity in more detail and provide a common understanding of what the opportunity is.
  - b Once an outline level has been developed for each opportunity then a decision would be made on which of the three opportunities (if any) would be carried forward for more detailed development.
  - c For those opportunities carried forward at that stage, a business case level report would be provided.
10. When the WRLC Senior Staff Group discussed these opportunities at its meeting on 20 October 2021, there was a strong direction as follows:
  - a Yes, we should be working to improve iwi capacity and capability by looking at the opportunities below within the current frameworks we operate e.g., the Local Government Act 2002.
  - b In addition to this, we should be looking to push the boundaries and think about how the whole system operates i.e., starting this work from the point of view of Te ao Māori and what is required with this rather than what local government and central government processes or regulatory/legislative directions require.
11. When the WRLC CEO Group discussed these opportunities at its meeting on 29 October 2021 they:
  - a Agreed with the opportunities as outlined.
  - b Advised that we should ensure we work with entities already working on iwi capacity and capability opportunities such as Te Puni Kokiri, councils and central government agencies so as to maximise these opportunities and the work being undertaken by others.

12. The three opportunities are covered below.

**Opportunity 1 – Formal career path/qualification**

<p>What <u>might</u> this include?</p>	<p>A formal training programme covering the sectors in local government and central government as a career for iwi members – uplifting cultural integrity. To be able to confidently contribute to and explain how iwi Kaupapa can shape local government and central government policy.</p> <p>A multi-layered approach that involves several formal and informal training opportunities as a basis for building a career pathway for iwi members and meet the Local Government Act 2002 obligations regarding Māori employees.</p> <p>This could include for instance building on Councils' partnering with mana whenua to implement knowledge exchange systems and processes e.g. including targeting career evenings at Wananga and universities to encourage students to apply for local government internships.</p> <p>People coming to partnership positions having been adequately prepared and grounded in both technical and mātauranga Māori.</p> <p>Professional development pathways through partnering (e.g., Te Whare Wananga o Raukawa) to grow people who have confidence to do training and develop themselves. Iwi members encouraging the relevant people to choose these career pathways as determined by iwi in regard to their own aspirations and collective iwi aspirations.</p> <p>Adding Te ao Māori/ mātauranga Māori to current training programmes e.g. Resource Management Act 1991 (RMA) training, training for water engineers.</p>
<p>What issue/s is this looking to resolve?</p>	<p>Local and central government are not seen as a career path for iwi members.</p> <p>Lack of capacity within iwi/Māori organisations about technical matters related to local and central government e.g., three waters, housing development</p> <p>Iwi partners often spend lots of their time (their capacity) explaining Te ao Māori/ mātauranga Māori aspects to local government and central government staff. A better understanding by these staff would assist in improving capacity.</p>
<p>What outcome could be achieved?</p>	<p>For iwi/Māori organisations – people coming to partnership positions having been adequately prepared and grounded in both technical and Māori mātauranga.</p> <p>For local government/central government partners – staff and or people participating for iwi/Māori organisations that understand and also be able to communicate and report back effectively to their collective iwi group about the technical aspects but also provide mātauranga Māori. This would provide not only the input required but upskilling for local and government partners.</p>

### **Opportunity 2: Reciprocal work placements/employment**

<p>What <u>might</u> this include</p>	<p>Pilot a regional programme where central/local government employ people from each of the seven iwi partners to upskill people – with partnership agreements e.g. mutual exchange of knowledge.</p> <p>This could be with the employee working 100 percent for the employer or an option with 80 percent for the employer and 20% for their iwi (or other mixed options such as 50/50). This will provide upskilled members in the iwi and maintain expertise in the rohe rather than have people leave town.</p> <p>Alternatively piloting on a regional level (there are some current local examples) having staff from local/central government working in iwi on a longer-term secondment/basis e.g. 12 months.</p>
<p>What issue is this looking to resolve?</p>	<p>Having people in iwi adequately able to speak on a technical issue e.g., councils currently provide funding for participation/engagement but there is often no one with the technical knowledge and/or the time to participate.</p> <p>Understanding on plans, growth strategies, and planning/policy (i.e. consenting, building code etc.), and how their aspirations relate and can be enabled better. Make better connections.</p> <p>Freeing up time for iwi members to participate – often done outside work hours or they have to take time off from work.</p>
<p>What outcome could be achieved?</p>	<p>This opportunity provides upskilling through the work environment (compared to option 1 which is through formal training) and enables iwi/Māori to understand how local government and central government work relates to/impacts their Kaupapa.</p> <p>Raising the ability for iwi/Māori organisations to participate in local/central government engagement in a timely manner.</p> <p>The reciprocal nature of this work will provide a deeper knowledge and understanding of Te ao Māori into local and central government work places.</p> <p>Central Government and local government is able to ensure Māori aspirations and perspectives are at front and centre when thinking and shaping policy/knowning when to engage.</p>

### **Opportunity 3: Short term secondments to provide technical input**

<p>What <u>might</u> this include</p>	<p>Regional mentoring and business development programme - provide iwi with access to various sorts of experts (e.g., property, RMA) who can work alongside organisations to build and develop capability and capacity and provide input into projects and/or free up other staff to do this. Note the O2NL/Muaūpoko Tribal Authority placements are an example of this.</p>
<p>What issue is this looking to resolve?</p>	<p>Various central and local government organisations require (from both a statutory and relationship point of view) input into projects and often iwi do not have the capacity, technical skill and/or ability to provide input in the timeframe required.</p> <p>There is a need for additional capacity and skills for a short period of time to provide input/engagement. Even if funding is provided for engagement, iwi do not have the human resource to provide input or sometimes even the time to look for someone (e.g., a consultant)</p>

What outcome could be achieved?	Skill transfer (from seconded person to iwi) Freeing up CEO or other personnel to input/engage Local government/central government have the input/engagement they require – these timeframes and requirements are often driven by legislative or regulatory timeframes.
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### **Ngā hua ahumoni**

#### **Financial implications**

13. The budget required for the work is still being determined and as part of that we are determining where funding would come from. Central government have advised they can provide funding to this project.

### **Ngā tikanga whakatau**

#### **Decision-making process**

14. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

### **Te hiranga**

#### **Significance**

15. 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 recommend that the matters are of low significance given their administrative nature.

### **Te whakatūtakitaki**

#### **Engagement**

16. The recommended opportunities in this paper were identified from engagement which included the July 2021 WRLC meeting; meetings and emails with iwi, central government and local government partners; the WRLC Senior Staff and WRLC CEO Group meetings.

### **Ngā tūāoma e whai ake nei**

#### **Next steps**

17. Once the opportunities are confirmed by the WRLC, work will begin on identifying resource to manage this project and the funding for this. Regular reporting on this project will be provided to the WRLC at future meetings.

**Wellington Regional Leadership Committee**  
**31 May 2022**  
**Report 22.203**



**For Decision**

## **WELLINGTON REGIONAL LEADERSHIP COMMITTEE – YEAR-TWO PROJECTS**

### **Te take mō te pūrongo**

#### **Purpose**

1. To provide the Wellington Regional Leadership Committee (the Committee) with an overview of the remainder of the three-year work programme for the Wellington Regional Growth Framework (WRGF) part of the Committee’s work programme and seek endorsement for commencement of year two and three initiatives.

### **He tūtohu**

#### **Recommendation**

That the Committee:

- 1 **Endorses** the commencement of the following year-two projects,
  - a Future Development Strategy and HBA
  - b Kāpiti and Horowhenua Greenfield
  - c Upper Hutt Structure Plan.
- 2 **Endorses** the Three Waters Project in principle, to be implemented using one of the following approaches;
  - a Commencement of the project following consultation with and approval from the Three Waters Reform Programme National Transition Unit and/or Entity C Transition Unit (if applicable after consultation)
  - b Recommended commencement of the project to be led by the new Entity C when it is established.
- 3 **Approves** in principle bringing forward the Regional Sustainable Food Production Strategy from Year Three to Year Two, subject to resource availability.
- 4 **Notes** the Year-One projects that will progress into subsequent years.

### **Te horopaki**

#### **Context**

2. At the Committee meeting on 1 July 2021, the Committee approved the three-year work programme (Report 21.273). Project cost estimates were advised to all Councils in November 2021.

3. Year One projects have been delivered in the 2021-2022 financial year.
4. As we approach the beginning of the next financial year (2022-2023), it is appropriate to outline Year Two projects and seek endorsement to proceed, noting that these projects have been signed off as part of the overall three-year work programme.
5. All the projects listed in this report relate to the WRGF area of responsibility of the Committee. The Committee will receive the draft Regional Economic Development Plan (REDP) at its meeting in July 2022, along with a paper about projects and funding that result from the REDP.

**Te tātaritanga  
Analysis**

6. A three-year work programme for implementing the Wellington Regional Growth Framework has previously been developed which includes:
  - a Key spatial initiatives – these are projects of a spatial nature that will be undertaken collectively by a range of stakeholders. Most of these will be led by one organisation but undertaken using a core team. These are included in the three-year work programme.
  - b Key initiatives – these are generally regional (non-spatial) projects that will be undertaken collectively by a range of stakeholders. The lead agency for these projects will be one of the partner agencies. These projects will be undertaken using a core team. These are included in the three-year work programme.
  - c Projects – these are generally projects that are the responsibility of one entity (e.g., rail projects being delivered by KiwiRail). These are not included in the three-year work programme.
7. For the work programme, the initiatives from the Wellington Regional Growth Framework have been grouped into four priority areas.
  - a Housing supply, affordability, and choice
  - b Transport choice and access
  - c Iwi/ Māori housing, capacity and taonga
  - d Climate change and resilience
8. Progress on projects is reported to the WRLC at each of its meetings. This information is also provided to the WRLC CEO Group and the WRLC Senior Staff Group.
9. The approved Year One projects are as follows:

Project	Project Description
Iwi capacity and capability	Develop an approach to establish capacity building training to strengthen iwi involvement in regional and local planning and to understand current issues, enlist opportunities for improving, training and developing capacity and capability for iwi members and make

	recommendations to the WRLC with regard to next steps.
Levin Structure Plan	Structure plan to guide longer term development to facilitate transformational level community and housing development, provide for a step change in the number of houses, maximise the benefits from improved road and rail services and protect taonga such as highly productive land.
Lower Hutt Structure Plan	Structural plan to guide longer term improved method of development with coordinated outcomes between stakeholders enabling transformational level urban development to creates great places to live and work, improves health and wellbeing and provides a sense of community.
Regional approach to climate change impacts	Develop a regional approach to climate change impacts including coastal protection, longer term development areas and areas to stop developing, consistent information and approach that enables planning, implementation and monitoring of climate change adaptation and increased capacity to understand and manage climate change risks
Regional Emissions Reduction Strategy	Develop a collectively-owned emissions reduction strategy which directs the transition to a low-no carbon Region. This strategy will identify priorities for the region, as well as being clear on timing, roles and responsibilities, high-level costs, and consideration of equitable distribution of costs and benefits.

10. The year two projects are as follows:

<b>Project</b>	<b>Budget</b>	<b>Project Description</b>
Future Development Strategy and HBA	\$300,000 +	The objectives of this project are to complete the FDS by June 2023 to inform the 2024 LTP, ensure that it includes all the legislative requirements and that it has been developed in a collaborative manner with all partners to the WRLC and reflects the WRLC partnership. This includes making sufficient progress with the HBA so it can input into the FDS and developing an improved and sustainable process

Kāpiti and Horowhenua Greenfield	\$100,000	An integrated, joint planning approach that leads to the creation of vibrant, connected communities across the Horowhenua and Kāpiti Coast districts. This will be done by building partnerships. It will the spatial identify potential housing development, identify and plan staged delivery of infrastructure, community facilities and social services.
Three Waters	\$700,000	To develop a 50- to 100-year regional three waters strategy to support anticipated growth, including upgrades to infrastructure that supports growth in key development areas and improves environmental outcomes.
Upper Hutt Structure Plan	\$400,000	Develop a structure plan for coordinated transformational housing and business land development to compliment the Upper Hutt rail development, from the town centre to Heretaunga/Silverstream station.

11. The Regional Sustainable Food Production Strategy was scheduled to be commence in the 2023-24 financial year (i.e. Year Three), mainly due to resourcing considerations. The details are as follows:

Project	Budget	Project Description
Regional Sustainable Food Production Strategy	\$100,000	Develop a regional strategy for sustainable food production to ensure equitable food security and efficient supply chains and retail infrastructure, and to include an emphasis on employment opportunities and workforce development. This strategy should consider long-term foresight from the perspective of human needs and sustaining the planet.

12. Due to interdependencies with the following projects, there is good rationale to bring the commencement date for the Regional Sustainable Food Production Strategy forward:
- a Regional Economic Development Plan
  - b Regional Approach to Climate change
  - c Regional Emissions Reduction Strategy
  - d All structure and spatial planning projects
13. Regional Public Health (RPH) has been identified as the best agency to lead this project, notwithstanding the current health reforms. We ask for approval in principle to bring forward this project subject to the RPH's ability to provide project resources.

14. Feedback from the WRLC Senior Staff Group meeting on 11 May 2022 on this matter included:
  - a Support for the bringing forward of the Regional Sustainable Food Production Strategy, due to the interdependencies between this and other projects.
15. Feedback from the WRLC CEO Group meeting on 20 May 2022 on this matter included:
  - a A robust discussion on whether it was appropriate to proceed with the Three Waters Project before the completion of the Three Waters Reform Programme.
  - b While it was agreed that strategic planning of our three waters was critical, discussion centred around:
    - i Whether a strategy led and completed by the WRLC would be relevant to a potential new water management entity, i.e. would they use it?
    - ii Whether there was sufficient resource within Wellington Water to focus on their business-as-usual priorities (as directed by partner councils) as well as this planning project.
  - c The CEO Group wanting the Secretariat to discuss with either the Three Waters Reform Programme National Transition Unit and/or Entity C Transition Unit the likelihood of them utilising a 50-100 Three Waters Strategy if undertaken by the Committee or whether they are likely to develop this type of Strategy themselves.
  - d Support for the bringing forward of the Regional Sustainable Food Production Strategy, due to the interdependencies between this and other projects.
  - e To ensure that the Regional Sustainable Food Production Strategy included the water requirements for food production.

**Ngā Take e hāngai ana te iwi Māori  
Implications for Māori**

16. Iwi members sit on the WRLC, and they have been part of the programme decision making processes.

**Ngā hua ahumoni  
Financial implications**

17. Funding principles have previously been agreed with local government and central government partners. The latest estimates of funding contributions were sent to council senior staff in November 2021.
18. Discussions have been held with some central government organisations as to their possible contribution to projects where it aligns with national policy direction and/or projects. Waka Kotahi is the co-lead on the West-East investigation, which has funding from the National Land Transport Fund (NLTF).
19. If there are variations agreed to the current Year Two projects from this meeting (i.e., bringing forward the Regional Food Productions Strategy and/or not undertaking the Three Waters project) we will reassess the funding required from WRLC partners and advise accordingly.

**Ngā tikanga whakatau**  
**Decision-making process**

20. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

**Te hiranga**  
**Significance**

21. 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 recommend that the matters are of low significance given their administrative nature.

**Te whakatūtakitaki**  
**Engagement**

22. None of the matters in this report required external engagement. All matters have been discussed at WRLC Senior Staff Group meeting and WRLC CEO Group meeting.
23. This approach has been endorsed at both the WRLC Senior Staff Group and WRLC CEO Group meetings.

**Ngā tūāoma e whai ake nei**  
**Next steps**

24. The Programme Report will be updated with the most current information for each Committee meeting.
25. The WRLC Secretariat will continue to explore adjustments and improvements to the report, especially as projects progress through their lifecycle.

**Ngā kaiwaitohu**  
**Signatories**

Writer	Allen Yip - Programme Manager, Wellington Regional Leadership Committee
Approvers	Kim Kelly - Programme Director, Wellington Regional Leadership Committee Luke Troy – Kaiwhakahaere Matua Rautaki   General Manager Strategy

<b>He whakarāpopoto i ngā huritaonga Summary of considerations</b>
<b><i>Fit with Council's roles or with Committee's terms of reference</i></b> The Committee has specific responsibility for the work programme and other matters of regional importance. The reporting is to enhance the Committee's ability to fulfil its responsibilities.
<b><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></b> The regular reporting to the WRLC will provide it with a mechanism to monitor the implementation of the Wellington Regional Growth Framework.
<b><i>Internal consultation</i></b> Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting. Their views are incorporated into this paper.
<b><i>Risks and impacts - legal / health and safety etc.</i></b> There are no known risks.

**Wellington Regional Leadership Committee**  
**31 May 2022**  
**Report 22.207**



**For Decision**

## **REGIONAL ECONOMIC DEVELOPMENT PLAN UPDATE**

### **Te take mō te pūrongo**

#### **Purpose**

1. To provide the Wellington Regional Leadership Committee (the Committee) with an update on progress towards completing the Regional Economic Development Plan (REDP) and to present the key components of the REDP.

### **He tūtohu**

#### **Recommendations**

That the Committee:

- 1 **Endorses** the key components of the Regional Economic Development Plan ([Attachment 1](#))
- 2 **Notes** that the final draft of the Regional Economic Development Plan, including a chapter on each of the specific sectors and enablers, and associated initiatives, will be presented for approval in July 2022.

### **Te horopaki**

#### **Context**

2. Officers have been working on the development of the REDP for the past 12 months. The first phase report was completed last year and presented to the Committee (Report 21.259).
3. Following the completion of the first phase a Steering Group was established and has been developing the REDP based on the sectors and enablers identified for the region.
4. The key components of the REDP have now been completed; they are detailed in the report from the Steering Group (**Attachment 1**).

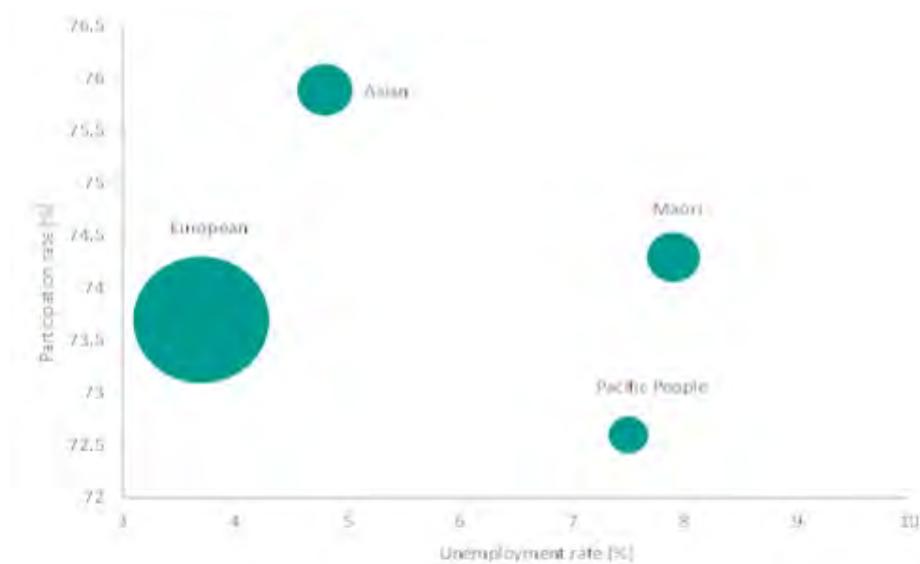
### **Te tātaritanga**

#### **Analysis**

5. In working on the key components, the Steering Group held a stakeholder workshop in late 2021, a workshop with the Committee, engaged MartinJenkins to provide independent strategic advice, engaged AATEA Solutions to incorporate a Māori perspective into the writing of the REDP, met on a monthly basis and also met with stakeholders and interested parties to develop the chapters and initiatives.

6. The key components provide an overview of where the REDP sits in relation to other documents, this highlights that many decisions will still be taken at a local level on economic matters impacting a locality as well as the role of other agencies and plans (such as the Regional Skills Leadership Group) in achieving important outcomes for the wider region.
7. The regional economic overview provided in the key components section shows a mixed performance across the region. This highlights the challenges to creating employment growth in an equitable and distributed manner and the importance of the REDP complementing other initiatives across the region and at a sub-regional level. One area of focus is the need to address disparities in the employment market for Māori and Pasifika.

Labour participation, unemployment and employment size by ethnic groups in the Wellington Region:



8. The key components also provide the vision and strategic objectives of the REDP which has been workshopped with the Committee earlier this year and reflect the feedback and insight provided at that time.
9. Feedback on this matter at the WRLC Senior Staff meeting on 11 May 2022 noted:
  - a That they were happy with the involvement and process to date. A number of members of the Senior Staff Group are also on the Steering Group.
  - b The satisfactory level of iwi involvement in this project through both the involvement of Te Matarau a Māui personnel and the work being undertaken by AATEA Solutions.
  - c The support for the Key Components being presented to the Committee for endorsement at this meeting.
10. Feedback on this matter at the WRLC CEO Group meeting on 20 May 2022 meeting noted:

- a The REDP will be a critical part of the development of the region and will be important with regards to the Emissions Reduction Plan. The spatial element of the REDP is important for impact on vehicle kilometres travelled (VKT) and also for how freight fits into economic growth.
- b Support for the Key Components and there the document has a good balance.
- c The locational aspects of the initiatives that will form part of the draft REDP will also have an impact on the ability of people to work closer to where they live and the work and travel patterns in the region. This may mean that employment locations over the longer term look different than they do now.

### **Ngā hua ahumoni Financial implications**

11. The REDP will require varying levels of support. A paper on funding will accompany the draft REDP in July 2022 and this will include a report from Greater Wellington officers on how the Greater Wellington Regional Council economic development targeted rate will be distributed to achieve some of the outcomes and initiatives in the REDP.

### **Ngā Take e hāngai ana te iwi Māori Implications for Māori**

12. As noted in this report, implications for Māori have been a significant consideration in the development of the REDP and are a key aspect of the PRISM Framework that has been used in this work.

### **Ngā tikanga whakatau Decision-making process**

13. The matters requiring decision in this report were considered by officers against the decision-making requirements of the Local Government Act 2002.

### **Te hiranga Significance**

14. 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 recommend that the matters are of low significance given their administrative nature.

### **Te whakatūtakitaki Engagement**

15. The work undertaken on the key components has been subject to engagement across stakeholder groups and the WRLC.

### **Ngā tūāoma e whai ake nei**

#### **Next steps**

16. A completed draft REDP will be presented to the Committee in July, this will include a list of initiatives for the 2022/23 year.

### **Ngā āpitihanga**

#### **Attachment**

<b>Number</b>	<b>Title</b>
1	Wellington Regional Economic Development Plan 2022-32 Report from the Steering Group including Key components and WRLC feedback

### **Ngā kaiwaitohu**

#### **Signatories**

Writer	Kim Kelly – Programme Director
Approver	Luke Troy – General Manager, Strategy

<b>He whakarāpopoto i ngā huritaonga Summary of considerations</b>
<b><i>Fit with Council's roles or with Committee's terms of reference</i></b> The Committee has specific responsibility for the regional economic development work programme. The final Regional Economic Development Plan will be a key document for the Committee.
<b><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></b> The final Regional Economic Development Plan will be a key document for the Committee alongside the Wellington Regional Growth Framework.
<b><i>Internal consultation</i></b> The work in this report and attachments has been developed by a comprehensive Steering Group and has been discussed at the WRLC CEO Group and WRLC Senior Staff Group.
<b><i>Risks and impacts - legal / health and safety etc.</i></b> There are no known risks.

## Attachment 1 to Report 22.207

Attachment 1 to Report 22.207



**To:** Wellington Regional Leadership Committee

**From:** John Allen, Chair of the Regional Economic Development Plan Steering Group

**Date:** Tuesday 31 May 2022

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# Wellington Regional Economic Development Plan 2022-32

## Purpose

1. To present key components of the Regional Economic Development Plan (REDP) for approval by the Wellington Regional Leadership Committee (WRLC).

## Background

2. The Wellington Regional Leadership Committee has three interdependent areas of responsibility: the Wellington Regional Growth Framework, Regional Economic Development Plan, and recovery from the impacts of Covid-19. This paper relates to the key components of the Regional Economic Development Plan.
3. One of the six challenges identified in the Wellington Regional Growth Framework (WRGF) is creating more decent employment opportunities for the projected population increase, close to where people live.
4. Research undertaken for the WRGF suggests there could be up to 200,000 additional people living in the Wellington region (including Horowhenua) in 30 years' time, leading to a need for approximately 100,000 more jobs. This would equate to a regional population of 730,000 people, however there is no certainty as to if or when this may occur.

## Purpose of the Plan

5. Our Regional Economic Development Plan<sup>1</sup> will guide the long-term direction of our regional economy and assist with prioritising high impact initiatives over the next ten years, to contribute towards creating decent jobs for our growing population and continuously improving quality of life in the region.
6. We aim to help:
  - a) create some of the 100,000 new jobs needed in the region over the next 30 years;
  - b) improve quality of life by supporting our region to be more Productive, Resilient, Inclusive, Sustainable and empower Māori and Pasifika to thrive; and
  - c) elevate approximately 20-40 regionally significant initiatives and complement (not replace) individual local development plans.
7. A well-connected region with an agreed plan will help us and other funders know what regional priorities could potentially be supported. This is about building a better future for our residents, our region, and the place we call home.

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<sup>1</sup> [Wellington Regional Economic Development Plan - WellingtonNZ.com](https://www.wellingtonnz.com)

**Attachment 1 to Report 22.207**

Attachment 1 to Report 22.207

**Developing the Plan**

8. A Steering Group made up of representatives from across central and local government, iwi and business was formed in October 2021 to guide the development of the REDP. The Steering Group is managing the development of the plan in two stages:

**Stage One - Key Components (Attachment 2)**

- a) The Positioning Diagram to illustrate the relationship of the REDP with other plans across the wider region that have economic impacts;
- b) The Regional Snapshot that has been used to base the REDP on research, evidence and benchmarks;
- c) The Overarching Wellington Regional Framework to create a clear line of sight between the Vision, Strategic Objectives, Approach, Focus Areas and Initiatives.

**Stage Two – Final draft plan (expected in July)**

- a) A forward from the WRLC Chair and context;
  - b) The focus areas by sector and enabler, and short list of associated initiatives (actions);
  - c) The implementation approach, including monitoring and reporting; and
  - d) All other components to complete the plan.
9. The final draft REDP will incorporate the content from both Stage One and Two, be peer reviewed by independent advisors, and undergo professional design before being presented for approval in July.

**Stage One - Key Components**

10. The key components highlighted in Attachment 2 are ready for your endorsement. They have been developed based on input from Henley Hutchings research of over 300 documents, a public workshop held on 6 December 2021, a workshop with the WRLC on 21 February 2022 (Attachment 3), the Steering Group, independent advice from Martin Jenkins, engagement with iwi, and many stakeholders throughout the region.
11. The PRISM Framework used by Central Government<sup>2</sup> was adopted by the Steering Group to consider the different aspects of regional economic development. This is a generic way of looking at the issues through different lenses.
12. The independent advice supports the need for the key components presented with this paper, including an overarching framework tailored to our region that connects the vision to the approach and initiatives, as the actions for change. The Overarching Framework is essentially a one-page overview to structure the REDP.
13. We have used the PRISM Framework to develop the Overarching Wellington Regional Framework and identify the strategic objectives that are most important and relevant to our region. The Framework has been based on other good practice examples such as Taranaki, and Glasgow in Scotland.
14. AATEA Solutions (Māori consultants) is engaged to conduct additional iwi engagement and incorporate a Māori perspective into the introduction and context of the REDP. A key part of this is to incorporate a whakataukī or Māori world view that aligns with the vision. This will be added to the REDP once available.
15. The approach and focus areas have been identified using the regional snapshot research, analysis and evidence. This is where the bottom-up development of sector/enabler chapters that highlight the issues,

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<sup>2</sup> [Home | Grow Regions](#)

**Attachment 1 to Report 22.207**

Attachment 1 to Report 22.207



opportunities and initiatives link back to the strategic objectives and the vision. The sector/enabler chapters (part of Stage Two) are in development and we expect these to be presented back to the WRLC in July 2022.

**Risks**

16. There is a large amount of planning, engagement, and research underway on different timeframes that could provide inputs into Economic Development such as Industry Transformation Plans, Economic Wellbeing Strategies, Wairarapa Economic Development Strategy refresh, Workforce Development Plans, Destination Management Plans and Low Carbon Economy Transition Research. There is a high risk that these will not be completed in the same timeframes. The REDP is a living document that will evolve and adapt as conditions change. We have been working to align with other plans and research where possible and will manage change by refreshing the REDP periodically (such as every 12-24 months).
17. There is a high risk that the REDP will try to be all things to all people and not meet expectations. We have had clear messaging from the beginning that the plan is focused on creating more (decent) jobs to keep up with the projected population growth and for the Wellington region to be more Productive, Resilient, Inclusive, Sustainable and empower Māori and Pasifika to thrive. Priority areas and a shortlist of 20-40 initiatives supported by the WRLC will guide the collective focus of the region, identify all of government pathways for initiatives, and attract future investment.

**Next steps**

18. The next steps are:
  - a) Finalise Stage One - the key components;
  - b) Continue to progress Stage Two including finalising chapters on each of the key focus areas, and the assessment and shortlisting of 20-40 regionally or sub-regionally significant initiatives;
  - c) Present the shortlist of initiatives and final draft REDP to the WRLC for approval in July 2022; and
  - d) Complete final design and publication.

## Attachment: Key components

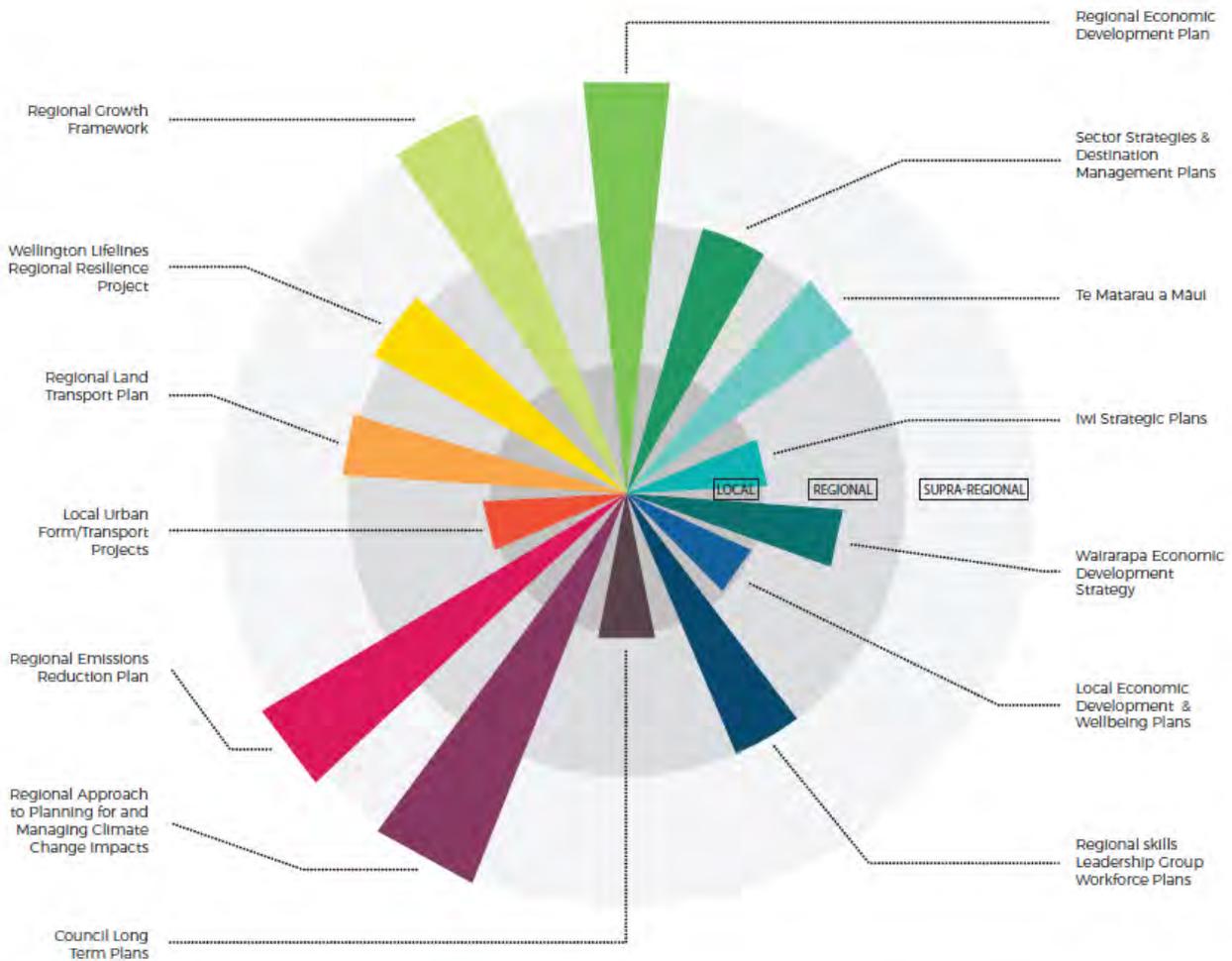
### 1) Positioning Diagram

This diagram illustrates the relationship and span of some of the key plans across the wider region with economic impacts. It is not a hierarchy but rather shows the link between those plans, the local communities, and how they support and intersect with each other.

The Regional Growth Framework and Regional Economic Development Plan sit in the supra-regional sphere. This includes territorial authorities and iwi across the region as well as central government.

At the regional level we include Te Matarau a Māui, Destination Management Plans and Regional Land Transport Plan as reflecting the scope of the whole region. Sector strategies which can provide relevance are included as one grouping. There are also a number of sub-regional plans, providing regional benefits across localities but with a narrower geographic focus, such as the Wairarapa Economic Development Strategy.

There are then local plans which remain important and governed at the local level. Importantly, these include any local economic development or wellbeing plans as well as council long term plans, district plans and iwi strategic plans.



## 2) Regional Snapshot

Te Upoko o Te Ika represents the wider supra-region and contributes to the rich history that is part of the Wellington story.

As a region we accounted for 13.7% or \$44.87 billion of New Zealand’s Gross Domestic Product (GDP) in 2021. This represents close to \$80,000 GDP per capita across the Wellington region, much higher than New Zealand overall at \$63,700 GDP per capita.

However, this is driven by Wellington City, which achieved an estimated \$126,000 GDP per capita in 2021, accounting for 61% of the Region’s total, and is growing at one of the lowest rates of all regions, only above growth achieved in the West Coast and Taranaki. GDP per capita across all the other sub-regions was well below the New Zealand average, particularly Horowhenua, Kāpiti Coast and Porirua<sup>6</sup>.

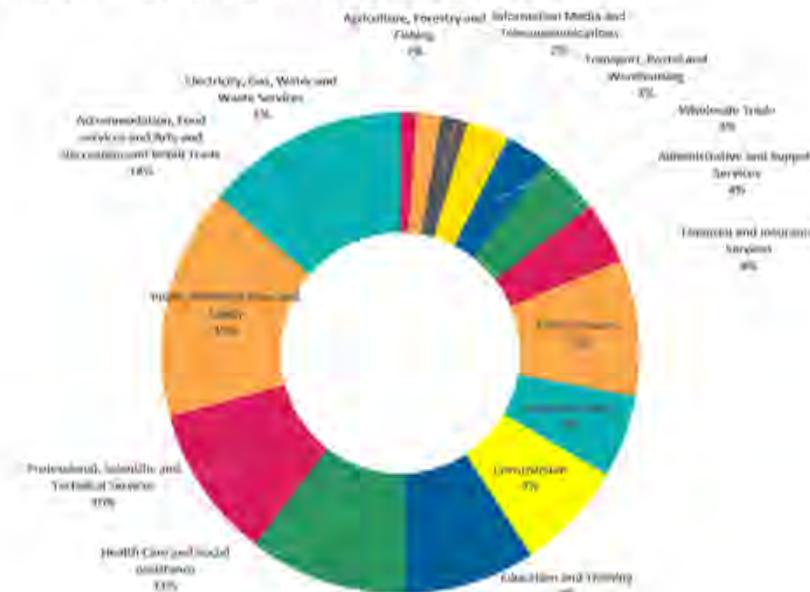
The mean income per capita in 2020 was \$46,333 for Wellington, an increase of 1.5% from 2019, and higher than the mean income per capita of \$40,399 across New Zealand<sup>7</sup>.



Estimates indicate our real regional GDP growth over 2011-2021 was 2.1% per year, an increase of \$8.38 billion over the decade. This was below the national growth rate over the same period of 2.6% per year<sup>6</sup>, however some sub-regions including Porirua, Carterton and the South Wairarapa achieved stronger growth than others.

<sup>6</sup> Martin Jenkins Independent Review and Advice, 11 April 2022.

Estimated industry contribution to regional employment in 2021:



In 2021, our regional employment rate (excluding Horowhenua), at 70.3% was well above the New Zealand rate of 67.0%. Our labour force participation rate (the proportion of working-age people 15 years and over that are either employed or actively looking for work) of 73.6% in 2021 was also well above the New Zealand rate (70.3%).

Employment and participation rates differ across our sub-regions, with urban areas generally having higher rates than rural areas, and unemployment represents unfilled potential for our region. Horowhenua, Porirua and Wellington City have relatively high unemployment rates, and the latter two along with Masterton also have relatively high underutilisation rates.

<sup>7</sup> Infometrics, 2021.

**Attachment 1 to Report 22.207**

However, our regional employment growth has been relatively low over the past decade at 1.5% per year job growth, or a total increase of 43,100 jobs, compared to 2.0% per year nationally<sup>6</sup>.

The number of people receiving a work-ready job benefit in the region decreased significantly between 2021 to 2022 as the region began to recover from the initial shock of Covid-19.



Our population growth has been below the national average over the last 10 years, at 1.3% per year compared to 1.6% nationally, representing a growth by 69,100 from 2011-2021. Most population growth for the region (excluding Horowhenua) has been due to inward migration (87%), much higher than most urban-regions other than Auckland, and a low proportion from natural increase. Wellington has had a relatively high proportion of international migration compared to other urban regions<sup>6</sup>.

Horowhenua and the Wairarapa have experienced the strongest population growth in our region for the medium-term, while Wellington City and Lower Hutt have experienced the lowest. Our working age population is expected to grow relatively slowly by 42,800 over the next 20 years, while the population of over 65-year-olds is expected to grow very strongly, by 67,400 over the same period.

<sup>6</sup> <https://www.mercer.com/our-thinking/career/cost-of-living.html>

Wellington was the 94<sup>th</sup> most expensive city out of 209 in Mercer’s annual cost of living index 2021<sup>8</sup>, indicating the cost of living here is more affordable than Sydney at 31<sup>st</sup>, Melbourne at 59<sup>th</sup>, and Auckland at 70<sup>th</sup> however much higher than the NZ average.

A key indicator of our regional performance is that 89% of residents reported overall satisfaction with their quality of life compared to 87% of New Zealanders. This has remained relatively consistent over the past six years<sup>9</sup>.

Despite this, there are differences in affordability across the region, and only 56% of residents reported having enough or more than enough income to meet their everyday needs in 2020 compared to 48% across New Zealand<sup>9</sup>. This is expected to decline as the increased cost of food, fuel and impacts from COVID-19 affect consumers.



Overall, our region is achieving mixed results, with moderate GDP growth and good performance on indicators of wellbeing and labour market participation, relatively slow employment and population growth, but high productivity and income levels.

<sup>8</sup> [CoL-8-City-Topline-FINAL-Interactive-PDF-2020.pdf \(qualityofflifeproject.govt.nz\)](https://www.mercer.com/our-thinking/career/cost-of-living.html)

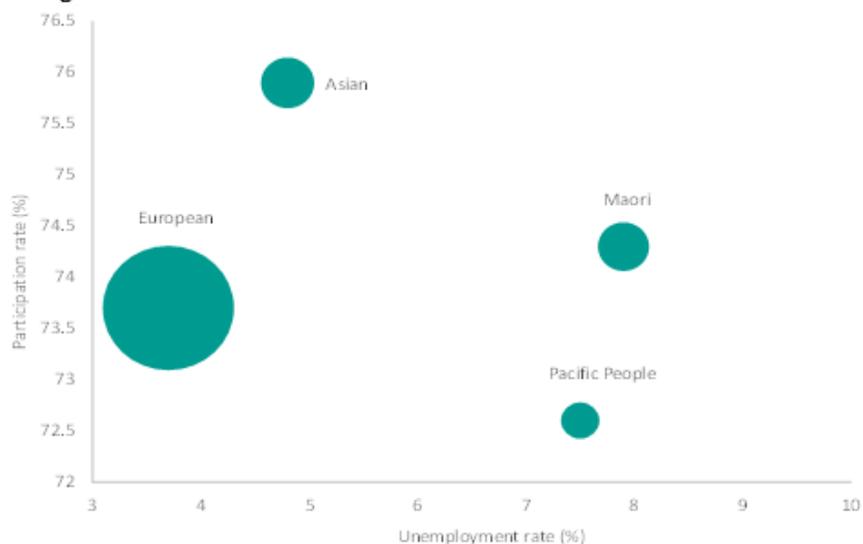
**Attachment 1 to Report 22.207**

**Impact of our regional performance on Māori and Pasifika**

Māori represent 14%<sup>14</sup> of our regional population and 12% of our workforce, (excluding Horowhenua)<sup>10</sup> however only 16% of Māori living in our region whakapapa to one of our local mana whenua, meaning 84% whakapapa elsewhere<sup>11</sup>.

While our regional economy performs strongly in some areas, there are wide disparities, especially for Māori and Pasifika.

**Labour participation, unemployment and employment size by ethnic groups in our region:**



In 2021, our region’s unemployment rate was 4.5%, just below the New Zealand rate of 4.7%, however the unemployment rate was 7.9% for Māori and 7.5% for Pacific People, compared to 3.7% for European and 4.8% for Asian<sup>6</sup>. The figure

above illustrates how unemployment and labour participation vary considerably across ethnicities.

We have a young and growing Māori population, with 58% under 30 years old compared to 38% of non-Māori, yet Māori in employment earn \$165 per week less<sup>6</sup> than the regional average, and only 30% are employed in high-skill jobs compared to 47% of non-Māori in the region<sup>12</sup>. One quarter of our Māori workforce have no qualifications, and half of Māori with a degree live in Wellington City<sup>6</sup>.

Māori home ownership rates remain constant despite a declining national trend, however only 28% of Māori in our region own their home compared to 57% of non-Māori<sup>13</sup>.

Covid-19 has amplified the disparity between many Māori living in our region, and Western economic measures such as GDP do not reflect the socio-economic realities that Māori live and experience. More holistic wellbeing frameworks are being developed to reflect that Māori wellbeing is measured more in terms of quality of life than quantity of wealth and employment rates.

Pasifika represent 8%<sup>14</sup> of our population and 6%<sup>15</sup> of our workforce. Pasifika experience many similar issues to Māori. Pasifika people contribute to our economy and connect us to the Pacific and related trade opportunities. They have potential to leverage commercial opportunities that enhance these connections. Showcasing international partnerships in events and festivals is a key element in achieving a vibrant, creative region.

**Our transition to a low carbon economy**

In 2019, our region emitted just over 5 million tonnes of CO<sub>2</sub>, or about 8.8 tonnes per person. Although the Wairarapa accounted for about 8% of the population, it accounted for just over a third of emissions. Upper Hutt, which had a similar sized population, only accounted for 4% of emissions. Wellington City, which accounts for just under 40% of the population, accounted for just over 20% of emissions<sup>6</sup>.

<sup>10</sup> Household Labour Force Survey, Dec 2021 StatsNZ

<sup>11</sup> <https://wrgf.co.nz/wp-content/uploads/2020/03/BERL-Report-GWRC-final-report-29-March-2018.pdf>

<sup>12</sup> <https://wrgf.co.nz/wp-content/uploads/2020/10/WRGF-Employment-Analysis-Report-0.6-1.pdf>

<sup>13</sup> <http://www.tematarau.co.nz/current-state-of-play/>

<sup>14</sup> StatsNZ, Regional Report

<sup>15</sup> Household Labour Force Survey, StatsNZ

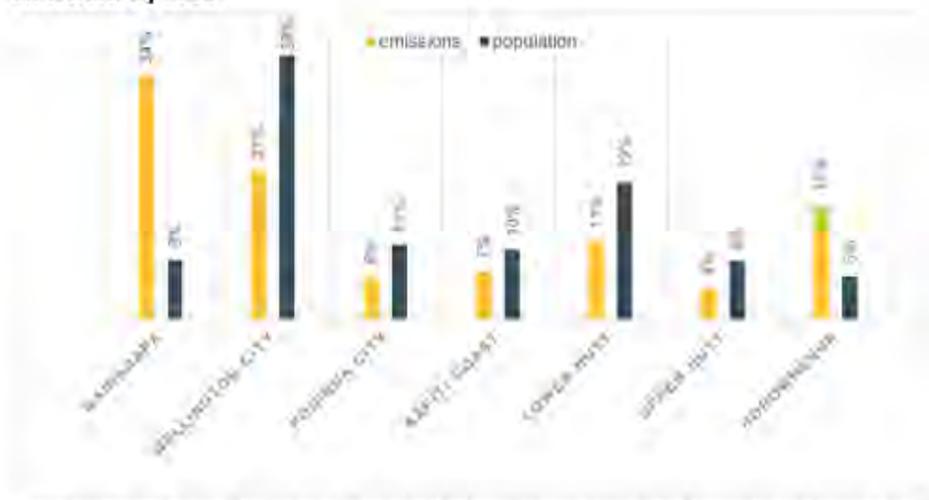
Transport accounts for the largest share of emissions, followed by agriculture and then stationary energy. Industry and waste account for less than 5% of total emissions respectively. Most of the agriculture emissions are from the Wairarapa and Horowhenua however the largest carbon sinks are also in these locations.

Increased environmental consciousness is driving greater industry-consumer interaction, changes in consumer behaviour, and community action around environmental change. This creates new opportunities for business, particularly future niche sectors and services, re-defining skills requirements and innovative operational approaches.

We need to build the reduction of CO<sub>2</sub> emissions and potential impacts of climate change into planning and economic development processes, to become more resilient to the future economic and social impacts of climate change while ensuring we can take advantage of the opportunities.

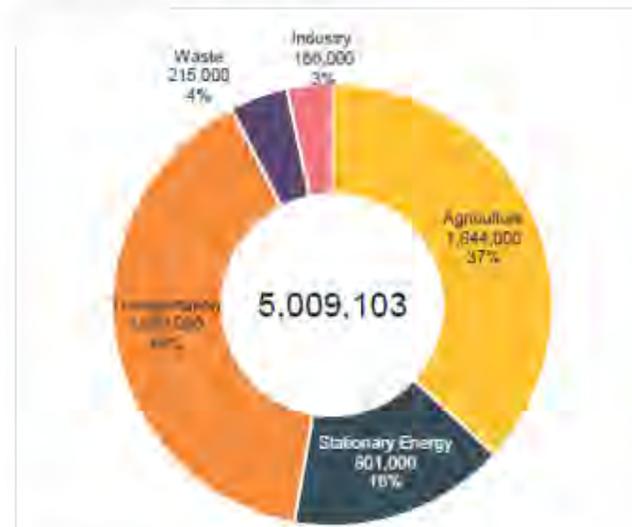
The Regional Emissions Reduction Strategy being developed by June 2023 to guide how our region can actively reduce emissions. In the interim we have considered the impact on emissions as part of determining which initiatives to support.

**Emissions by area:**



Source: GWRC (2020) Wellington Region's Carbon Footprint 2018-19; Horizons Regional Council (2020) Horizons Region Community Carbon Footprint 2018/19

**Gross emissions by sector:**



Source: estimated from GWRC (2020) Wellington Region's Carbon Footprint 2018-19; Horizons Regional Council (2020) Horizons Region Community Carbon Footprint 2018/19

### 3) Overarching Wellington Regional Framework Attachment 1 to Report 22.207

#### PRISM Regional Economies

We have adopted the Government’s PRISM Regional Economies Framework to build on our economic strengths and address the unique challenges we face in the Wellington region.

PRISM has helped us to develop the Overarching Wellington Regional Framework that we will structure the REDP around. It has helped us to prioritise the strategic objectives that are most important and relevant to our plan and identify how we can help the Wellington region be more Productive, Resilient, Inclusive, Sustainable and empower Māori & Pasifika to thrive.



## Overarching Wellington Regional Framework



## Vision

Our vision is *“to build a future focused, creative, sustainable, and thriving Wellington region for all to be proud of”*.

The reason for this vision is that we are collectively aiming for an entirely better life and world in its broadest sense for all our children and mokopuna. Our vision was created based on feedback from the Wellington Regional Leadership Committee, iwi and the Steering Group. Our progress will be measured using the Nielsen bi-annual Quality of Life Survey<sup>3</sup>.

## Whakataukī or Māori narrative aligned to the vision

PLACEHOLDER: A foreword/narrative to bring an ahikā energy to the plan. AATEA Solutions/Kura Moeahu is progressing the development of this in discussion with mana whenua and we expect to include it when available.

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<sup>3</sup> As measured by Nielsen bi-annual Quality of Life Survey. In 2020, 89% of Wellington Regions residents quality of life was positive. only 56% of residents reported having enough or more than enough income to meet their everyday needs in 2020.

## Strategic objectives

We thought carefully about all the opportunities and challenges we have heard about and will focus on five broad strategic objectives that are important across the region.

### **1) We aim to be a leader of change utilising our competitive advantage in key sectors.**

Through innovation, partnerships, and supporting our diverse sectors we will enable our region to be internationally competitive and highly productive, therefore contributing to our positive global reputation.

### **2) We aim to build a prosperous and creative region to improve our quality of life.**

We recognise our urban and rural potential, as well as variations in wellbeing across the region, and seek to create an enabling environment for a positive standard of living we all aspire to.

While our regional economy performs strongly in some areas, there are wide disparities, especially for Māori and Pasifika.

### **3) Te Ahikāroa will enhance and empower the takiwā of Te Upoko o Te Ika.**

Ahikāroa are those who stoke the home fires, supporting the vibrancy of our takiwā (supra-region).

Through supporting implementation of Te Matarau a Māui we will support Māori to thrive, leading to greater outcomes for everyone.

### **4) We aim to build our workforce and resilience in our infrastructure to support economic development.**

We need to attract, retain and develop our workforce to meet increasing demand and grow our industries.

By developing resilient infrastructure, we create new opportunities and protect our regional economy from future disruptions such as earthquakes and flooding.

### **5) We aim to support a transition to a low carbon economy and responsibly manage our natural resources for future generations.**

We have an opportunity to be a national leader in the deployment and adoption of Climate change technology.

We support initiatives that lower overall carbon emissions, to protect the wellbeing of the people and environment in our region both now and in the future.

## Approach

We heard a strong emphasis on the need for action while engaging with a range of stakeholders and iwi. This Plan is a cluster of opportunities and the concrete steps which, if pursued together, will boost the prosperity of the region. It is both a strategy and an Economic Action Plan – with enough detail to guide and enough vision and direction to lead. Our plan therefore focuses on two key areas:

### 1) Accelerating key sectors to build on our competitive advantage and future opportunities

The following sectors have been identified because of the potential growth opportunities, annual average growth over the last decade, creation of skilled employment, and contributions to our regional identity. These sectors are:

- Screen, Creative and Digital Technology;
- Science, engineering and high value manufacturing;
- Technology;
- Visitor Economy (including tourism, arts and hospitality); and
- Primary sector - food and fibre.

### 2) Accelerating key enablers to create solid foundations for building our regional economy

The following enablers have been identified because they unlock, leverage and build resilience of our businesses, iwi and communities. These enablers include:

- Māori economic development;
- Skills, talent and education;
- Water resilience (in the Wairarapa); and
- Resilient and enabling infrastructure.

We aim to focus on key sectors and enablers that we can influence to shape our diverse regional economy. Other sectors have been considered such as Central Government and Professional Services, which make up 25% of jobs in our region, however their size and potential growth are mainly influenced the Government of the day. Health and Construction are also potential growth sectors however the opportunities are largely workforce related and subsequently included in the Regional Workforce Plan being developed by the Regional Skills Leadership Group.

## Sectors and Enablers

Each of the sectors and enablers has different contexts, complexities, opportunities, issues and stakeholders. The chapters are being developed with a deliberate focus on outlining the opportunities and issues, and the tangible initiatives that we will undertake to achieve the strategic objectives. These are expected to be presented to the WRLC in July 2022.

## Attachment 3 – Wellington Regional Leadership Committee feedback

# WELLINGTON REGIONAL ECONOMIC DEVELOPMENT PLAN

## Wellington Leadership Committee

### Vision and Priorities Workshop 21 Feb - Feedback on Draft Vision

**Table 1: Reactions to Draft Vision(s)**

	Comments
<b>I like</b> – what aspects of the draft vision do you like?	<ul style="list-style-type: none"> <li>• Inclusion of environmental and equity considerations</li> <li>• World class aspirations</li> <li>• It's comprehensive but could be anywhere in the world – would anyone disagree</li> <li>• Decent jobs</li> <li>• Creative</li> <li>• Connected, Diversity and Positive</li> <li>• Has all the elements but long</li> </ul> <p><b>On Alternative Vision</b></p> <ul style="list-style-type: none"> <li>• Get it – short and sweet</li> </ul>
<b>I wish</b> – what aspects do you think are missing or are unclear?	<ul style="list-style-type: none"> <li>• Needs to be a discussion about 'global' aspects of vision and perhaps more important to be 'NZ solid'</li> <li>• Environment is more than 'resources' e.g., source of life and health</li> <li>• Need to say something about our uniqueness and something which is authentically us</li> <li>• Reference to Human Capital Development</li> <li>• Why 90% target in vision - shouldn't no one be left behind?</li> <li>• Creative is in the vision statement but doesn't seem to be a priority in areas of focus</li> <li>• Needs a shorter and sweeter statement</li> <li>• Needs to be more aspirational</li> <li>• Simplify the vision</li> <li>• Where is Partnership and Tangata Whenua in vision</li> <li>• Include cooperative and collaborative instead of competitive</li> </ul>
<b>I wonder</b> – are there other matters that need to be considered in finalising the vision statement	<ul style="list-style-type: none"> <li>• Needs to be more focus on productivity and innovation</li> <li>• Sustainable missing</li> <li>• Could the vision and the alternative vision be combined</li> <li>• Proud of who we are and where we have come from – able to aspire to what we want to be</li> <li>• We have equal opportunity to be creative, connected etc.</li> <li>• Important to account for environmental quality of our air, water, biodiversity</li> <li>• World class includes environmental state</li> </ul>
<b>Suggested alternatives</b>	<p>Delivering a region where all residents have the opportunity to live, work and play</p> <p>Building a region where all our people thrive</p> <p>A region that attracts and grows innovative industry, where residents have the opportunity to succeed, which is connected and well supported, diversity is celebrated, environment is protected for future generations</p> <p>A creative, connected, competitive and sustainable Wellington Region where all our diverse residents the opportunity to succeed</p>

## Applying the PRISM Framework

**Table 2: Areas of focus for Wellington Regional Development Plan**

Dimension	Comments
<b>Productive</b>	<ul style="list-style-type: none"> <li>• Education and training opportunities</li> <li>• Upskill SMEs in technology so they are more productive</li> <li>• Better multi-modal networks and public transport</li> <li>• Importance of creative economy</li> <li>• Central government opportunities</li> <li>• Centre of excellence</li> <li>• We have space all over the region to use</li> </ul>
<b>Resilient</b>	<ul style="list-style-type: none"> <li>• Gardens and water supply</li> <li>• Community strengthened</li> <li>• Food security</li> <li>• Health of water reflects health of people</li> </ul>
<b>Inclusive</b>	<ul style="list-style-type: none"> <li>• Opportunities for training, skills development and education</li> <li>• Build community hubs for connecting and training</li> <li>• Getting input from diverse group – youth, older people etc</li> <li>•</li> </ul>
<b>Sustainable</b>	<ul style="list-style-type: none"> <li>• Food chains</li> <li>• Gardens</li> <li>• All sectors need to work towards sustainable outcomes</li> <li>• Focus on regenerative economy</li> <li>• Sustainable energy</li> <li>• Support wānanga knowledge transfer</li> <li>• Address outdated bi-laws to enable/incentivise rain water tanks</li> <li>• Practical and achievable strategies – liveable place supports economic development</li> </ul>
<b>Māori and Pasifika Enabling</b>	<ul style="list-style-type: none"> <li>• Training opportunities</li> <li>• Invest in cadetships</li> <li>• Appoint Māori to governance roles for diversity and influence</li> <li>• Identify Māori and Pasifika needs by asking them</li> <li>• Skills and capacity identification</li> <li>• Secondments to iwi (knowledge/skills)</li> <li>• Skills and capacity building</li> </ul>

## Priority Areas for Action

**Table 3: Sectors and Enablers**

Dimension	Comments
<b>Sectors</b>	
<b>Screen, digital, gaming (including software/digital tech)</b>	<ul style="list-style-type: none"> <li>• Creative Industries</li> <li>• Invest in rangatahi IT and creative training</li> </ul>
<b>Science, engineering and high value manufacturing</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Sustainable technology</li> <li>• Essential to be competitive in global market</li> </ul>

## Attachment 1 to Report 22.207

Dimension	Comments
<b>Primary sector – food and fibre</b>	<ul style="list-style-type: none"> <li>• Sustainable foods</li> <li>• Changing and improving land use</li> <li>• Establish a COVE (Taratahi)</li> <li>• Develop Food Bowl</li> <li>• Land use changes</li> <li>• Consider what grows best</li> <li>• Reliable water</li> <li>• Continue technologic advancement</li> <li>• Maximum value added opportunities</li> </ul>
<b>Tourism and visitor economy</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Other sectors</b>	<ul style="list-style-type: none"> <li>• Retirement sector/demographic change</li> </ul>
<b>Enablers</b>	
<b>Māori economic development</b>	<ul style="list-style-type: none"> <li>• Invest in Māori business networks</li> <li>• Resource Te Matarau a Maui (Māori Economic Development Strategy)</li> <li>• Invest in Māori employers (iwi, SMEs, Māori business networks)</li> <li>• Internships</li> <li>• All councils commit to Te Ika a maui accprd on social procurement</li> <li>• Introduce minimum numbers for Māori and Pasifika employment in councils)</li> </ul>
<b>Skills, talent and education</b>	<ul style="list-style-type: none"> <li>• Spread across region more</li> <li>• Sort out apprenticeships</li> <li>• Enable micro credentials</li> <li>• Internships</li> <li>• Remuneration to match skills (retention)</li> <li>• Local government is the connector – opportunities to get alongside young people and businesses to create pathways</li> </ul>
<b>Water (mainly in Wairarapa)</b>	<ul style="list-style-type: none"> <li>• Water strategies to enable land use</li> <li>• Reliable</li> <li>• Protect category A&amp;B soils from urban development</li> <li>• Te Maui o te wai principles during decisions</li> </ul>

**Wellington Regional Leadership Committee**  
**31 May 2022**  
**Report 22.201**

**Wellington**  
Regional Leadership Committee

**For Information**

**WELLINGTON REGIONAL LEADERSHIP COMMITTEE PROGRAMME REPORTING  
– MAY 2022**

**Te take mō te pūrongo**

**Purpose**

1. To update the Wellington Regional Leadership Committee on its projects and programmes.

**Te tātaritanga**

**Analysis**

2. The Programme Report is provided to highlight progress, plans and issues and risks to the Wellington Regional Leadership Committee (WRLC).
3. The Programme Report (**Attachment 1**) consists of information from Project Status Reports that are submitted by each project manager.
4. The Programme Report for May 2022 shows that all projects are currently making satisfactory progress.
5. While programme risks exist, they are being managed.
6. A comprehensive programme of communications and engagement opportunities is also underway.
7. The Indicator Dashboard is provided to highlight some of the measures relating to the programme's objectives.

**Ngā tūāoma e whai ake nei**

**Next steps**

8. The Programme Report will be updated with the most current information for each Committee meeting.
9. The WRLC Secretariat will continue explore adjustments and improvements to the report, especially as projects progress through their lifecycle.

**Ngā āpitihanga  
Attachment**

<b>Number</b>	<b>Title</b>
1	WRLC Programme Report - May 2022

**Ngā kaiwaitohu  
Signatories**

Writer	Allen Yip - Programme Manager, Wellington Regional Leadership Committee
Approver	Kim Kelly - Programme Director, Wellington Regional Leadership Committee Luke Troy – Kaiwhakahaere Matua Rautaki   General Manager Strategy

<b>He whakarāpopoto i ngā huritaonga Summary of considerations</b>
<b><i>Fit with Council's roles or with Committee's terms of reference</i></b> The WRLC has specific responsibility for the work programme and other matters of regional importance. The reporting is to enhance the WRLC's ability to fulfil its responsibilities.
<b><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></b> The regular reporting to the WRLC will provide it with a mechanism to monitor the implementation of the Wellington Regional Growth Framework.
<b><i>Internal consultation</i></b> Information and analysis in this report has been discussed at the WRLC Senior Staff Group meeting. Their views are incorporated into this paper.
<b><i>Risks and impacts - legal / health and safety etc.</i></b> There are no known risks.

INCREASE HOUSING SUPPLY AND IMPROVE HOUSING AFFORDABILITY AND CHOICE

Building consents are currently at an all-time high, but not all consents result in a finished dwelling. There are indications that the sector is currently operating near capacity, with COVID-related supply and staff shortages. Not all the growth potential in the region may be able to be realised, and there are variances in how much is being built across the region.

Dwelling units consented in year to Dec 2021 per 1,000 estimated usually resident population



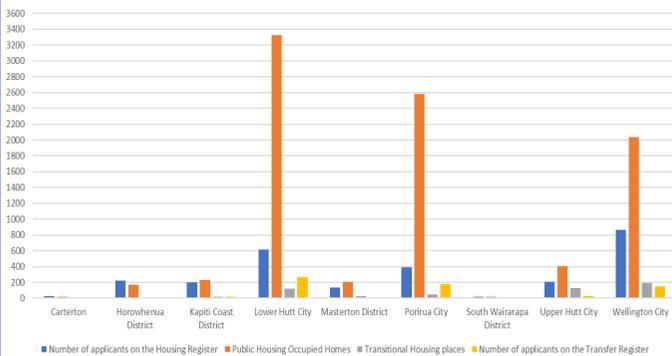
New standalone houses versus apartments, units and townhouses

Apartments, units and townhouses as percentage of total dwelling consents - 2021

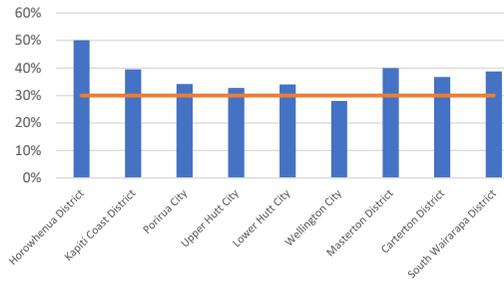


Public Housing Status - Regional demand and need of Public Housing

Public Housing in Wellington Region (data collected 31 Dec 2021)



Geometric mean rent as a percentage of median household income before tax

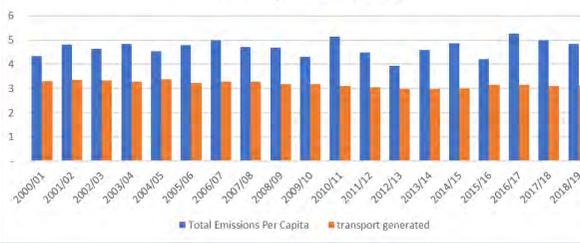


"Affordable" rent is generally considered to be 30% or less of household income.

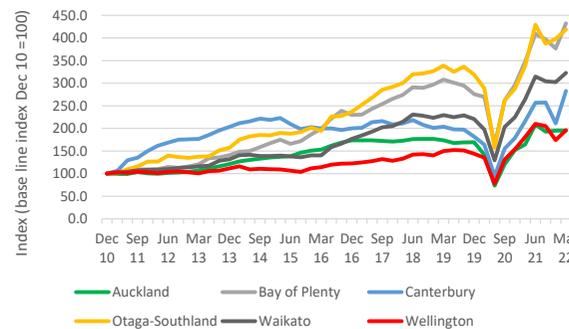
ENABLE GROWTH THAT PROTECTS AND ENHANCES THE QUALITY OF THE NEUTRAL ENVIRONMENT AND ACCOUNTS FOR A TRANSITION TO A LOW/NO CARBON FUTURE

This data is sourced from the last emissions inventory.

Emissions per capita (tCo2e)

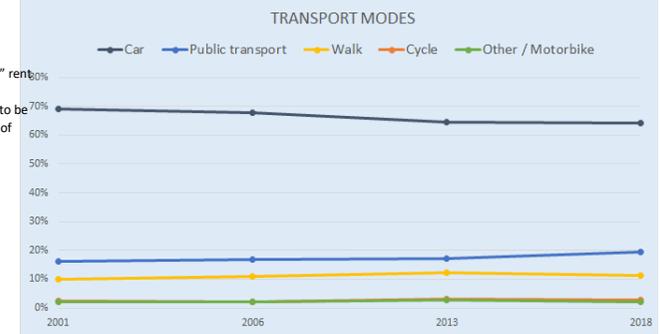


Regional All Vacancies Index (AVI) 2010 - 2022

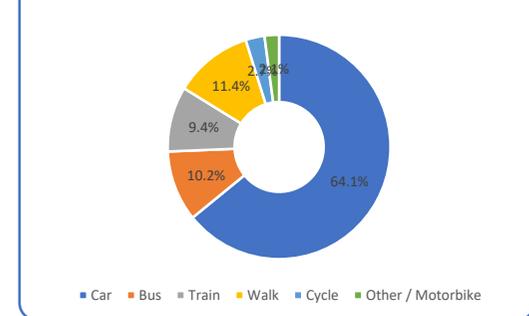


IMPROVE MULTI-MODAL ACCESS TO AND BETWEEN HOUSING, EMPLOYMENT, EDUCATION, SERVICES

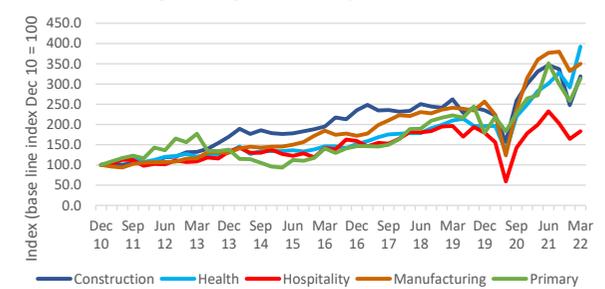
Transport mode share - Journeys to work Wellington Region (census 2001-2018)



TRANSPORT MODE SHARE WELLINGTON REGION 2018



Wellington Region Industry AVI 2010 - 2022



## Programme Dashboard

project name	Category Regional / local	lead organisation	leader	project plan sign-off	start date	project completion	Scope	Programme	Budget	Risk	Confidence
							↕	↕	↕	↕	↕
Iwi capacity and capability	Regional	WRLC Secretariat	Kim Kelly	Nov 21	Nov 21	Jul 22	●	↕	↕	↕	↕
Levin Structure Plan	Local	HDC	Cherie McKillop	Nov 21	Nov 21	Aug 22	●	↕	↕	↕	↕
Lower Hutt Structure Plan	Local	HCC	Becky Kiddle	Aug 21	Nov 21	May 22	●	●	●	●	●
Ōtaki Pilot Project	Local	KCDC	Catherine Knight	Nov 21	Feb 22	Dec 22	●	●	●	●	●
Regional approach to climate change impacts	Regional	WCC	Jamuna Rostein	Nov 21	Oct 21	Dec 24	↕	↕	↕	↕	↕
Regional Economic Development Plan	Regional	Wellington NZ	Stuart Taylor	Aug 21	Aug 21	Jun 22	●	●	●	●	●
Regional Emissions Reduction Strategy	Regional	GWRC	TBC	Nov 21	Feb 22	Feb 23	●	●	●	●	●
Regional Housing Approach and Action Plan	Regional	MHUD, WRLC	Kashmir Kaur/Kim Kelly	Aug 21	Aug 21	May 22	●	●	●	●	●
Wellington Regional Growth Framework and Regional Policy	Regional	GWRC	Fleur Matthews	Aug 21	Aug 21	Aug 22	●	●	●	●	●

project name	lead organisation	What Is This Project?	Planned sign-off
3 Waters	WRLC – WWL	To develop a 50- to 100-year regional three waters strategy to support anticipated growth, including upgrades to infrastructure that supports growth in key development areas and improves environmental outcomes.	May 22
Future Development Strategy and HBA	WRLC	The objectives of this project are to complete the FDS by June 2023 to inform the 2024 LTP, ensure that it includes all the legislative requirements and that it has been developed in a collaborative manner with all partners to the WRLC and reflects the WRLC partnership. This includes making sufficient progress with the HBA so it can input into the FDS and developing an improved and sustainable process.	May 22
Kāpiti and Horowhenua Greenfield	HDC & KCDC	An integrated, joint planning approach that leads to the creation of vibrant, connected communities across the Horowhenua and Kāpiti Districts. This will be done by building partnerships. It will the spatial identify potential housing development, identify and plan staged delivery of infrastructure, community facilities and social services.	May 22
Upper Hutt Structure Plan	UHCC	Develop a structure plan for coordinated transformational housing and business land development to compliment the Upper Hutt rail development, from the town centre to Heretaunga/Silverstream station.	May 22
Food production	TBC	Develop a regional strategy for sustainable food production to ensure equitable food security and efficient supply chains and retail infrastructure, and to include an emphasis on employment opportunities and workforce development. This strategy should consider long-term foresight from the perspective of human needs and sustaining the planet.	May 22
Iwi Spatial Plan	Iwi	To provide a wider iwi view on this spatial plan by developing a specific mana whenua driven spatial plan and to develop iwi management plans which are required to address matters of resource management activity of significance within their respective rohe (region) but do not currently exist for many iwi at present (mainly due to resourcing issues). This would also assist in meeting Future Development Strategy requirements. Regional work to understand options for improved housing for Iwi/Maori including papakainga and affordable housing options. To include targets for housing ownership.	May 22

Status	● Tracking as planned	● Some areas requiring action, some potential risks	● Significant issues or stop/go decision required
Trend	↑ Improvement	↔ Unchanged	↓ Decline

## Programme Dashboard

### Status Summary

Project	Project Progress / Status Summary
Iwi capacity and capability	One on one interviews with WRLC iwi members have taken place, a joint local government/central government online workshop has been held and other parties such as NZQA have also been spoken to. The consultant will be presenting to the WRLC workshop on 2 May 2022 - she will cover the process, findings and draft recommendations.
Kāpiti and Horowhenua Greenfield	This project is scheduled to commence in 2022-23, but preliminary discussions about the project have commenced.
Levin Structure Plan	The project team has been established and progress is well underway. No scope changes or issues identified at this stage. Agreed to extend the area scope to include wider Levin (within existing budget allowed). Core Group Workshop confirmed structure plan objectives and led to follow up- thematic meetings with MOE, Kainga Ora, Kiwi Rail, GWRC (Transport). Work in progress scenarios have been drafted to be tested at Workshops with HDC officers and latter with Core Group.
Lower Hutt Structure Plan	The project is nearing the end of its planning phase. A workshop with key community leaders was held in November to set the direction, kawa (what we do) and tikanga (how we do it). Technical platforms for urban analysis and community empowerment have been identified and set up for next steps.
Ōtaki Pilot Project	A Housing and Social Needs Assessment is underway, which is expected to provide increased understanding about the housing needs for iwi/Māori in Ōtaki and their housing aspirations. Procurement processes are beginning for a consultant to produce the toolkit for papakainga housing.
Regional approach to climate change impacts	The contract with the BECA-NIWA-GNS Science Consortium has started. The project is currently implementing Phase 1 of the Impact Assessment which includes the following deliverables: (a) Data gap analysis - (GIS and non-spatial data); (b) Stakeholder Engagement Plan; (c) Mana Whenua Engagement Plan; (d) Detailed methodology for Phase 2 (undertaking the Impact Assessment for the region). The scope of the analysis includes the economic, social/cultural, environmental, built environment, and governance risks associate with climate change over the next century. Stakeholders have been informed of the launch of the project.
Regional Economic Development Plan	Progress is being made on numerous fronts. Martin Jenkins provided their finalised independent advice report. The key components were developed based on stakeholder input, approved by the Steering Group, and are ready to present to the WRLC on 31 May. Each sector and enabler chapter has been drafted and had an initial review. Initiative submissions closed and the shortlisting process is now underway.
Regional Emissions Reduction Strategy	Stage 1, a technical stocktake, is being done by Jake Roos Consulting for completion by financial year end. Iwi, central and local government agencies were invited to propose Steering Group members; names were received from most TAs and one government agency. The next step is to hire a project manager who will detail the scope and resource requirements for Stages 2 and 3. With good confidence for delivery of Stage 1, amber ratings refer to Stages 2 and 3.
Regional Housing Approach and Action Plan	Finalisation of RHAP (including designing and releasing it publicly). Core Team meeting to discuss implementation.
Wellington Regional Growth Framework and Regional Policy	Work on developing draft issue statements and objectives is complete, drawing on the Wellington Regional Growth Framework, national direction and documents produced by the three completed whaitua processes. Council workshop and feedback on draft proposals on 7 <sup>th</sup> April. Feedback sessions with Regional Planning Managers Group on 14 <sup>th</sup> and 21 <sup>st</sup> April. Working arrangements with four of six

Project	Project Progress / Status Summary
	Mana Whenua partners finalised to draft Te Mana o te Wai provisions, with work beginning with three partners.
West-East Access, Housing and Resilience Investigation	In December, Waka Kotahi's delegations committee deferred endorsement of the programme business case (PBC) to the National Manager System Design and requested assurance the timing of this PBC is appropriate given resourcing and other work underway such as the Emissions Reduction Plan. We are in the process of recruiting new PMs and Transport Planners. This PBC is the first priority to start once new team members are onboard.

### Upcoming communications and engagement opportunities

MPs scheduled for June 2 <sup>nd</sup> (at Parliament's Grand Hall), following a postponement due to COVID.
The first Annual Partners Forum will be held on 27 June in Wellington. This will be a key event with 100+ participants from around the region, to connect and engage with the work programme.
e-Newsletters continue to be sent every two months, subscribers up from 416 to nearly 500.
WRLC Secretariat continues to build relationships with communications staff in the relevant councils, Ministries and Iwi, who are showing strong willingness to connect regularly.

### Top Programme Risks and Issues.

Risk	Mitigation and comment
Iwi capacity and capability to participate in all levels of the WRLC work programme is limited	A consultant has been engaged to prepare a scoping report to examine three opportunities that may improve iwi capacity and capability to participate in our programme, and to assist in determining which (if any) of the opportunities to take forward.
Issue	Mitigation and comment
No issues have emerged yet	