NOTICE OF MEETING

Notice is hereby given of the Meeting of the Invercargill City Council to be held in the Council Chamber, First Floor, Civic Theatre, 88 Tay Street, Invercargill on Tuesday 27 October 2026 at 2.00 pm

Mayor T Campbell
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr A H Crackett
Cr A L de Vries
Cr G M Dermody
Cr D J Ludlow
Cr M Lush
Cr I R Pottinger
Cr B R Stewart
Cr L Tou-McNaughton

MICHAEL DAY
CHIEF EXECUTIVE

A G E N D A

1. Apologies

2. Declarations of Interest

1. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.
2. Elected members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary.

3. Statement of Reflection

4. Public Forum

4.1 Thanks for Public Memorial Plaque - Lindsay Frewen

5. Minutes of the Meeting of Council Held on 22 September 2026

To be moved:
That the minutes of Council held on 22 September 2026 be confirmed.

6. Minutes of the Water Committee Meeting Held on 6 October 2026

To be moved:
That the minutes of the Water Committee meeting held on 6 October 2026 be received and recommendations to Council be confirmed.

Recommendations to Council

5. ICC Water Service Business Unit Project - Follow Up on Wastewater and Stormwater Lateral Ownership

3. That it includes in the Water Services Strategy / Long-term Plan Council formalising ownership of wastewater and stormwater laterals between the property boundary and the public main under section 462 of the Local Government Act 1974, following the required public notice and final asset identification.

7. Minutes of the Bluff Community Board Meeting Held on 12 October 2026

To be moved:
That the minutes of the Bluff Community Board meeting held on 12 October 2026 be received.

8. **Minutes of the Community and Regulatory Committee Meeting Held on 13 October 2026**

To be moved:
That the minutes of the Community and Regulatory Committee meeting held on 13 October 2026 be received and recommendations to Council be confirmed.

Recommendations to Council

8. Gambling Venues Policy Review

7. To adopt the draft Gambling Venues Policy (option as approved by the Community and Regulatory Committee) for consultation.

9. Invercargill City Council Tree Plan 2026 Amendments

2. That Council approves the updated Tree Plan 2026, with amendments.

   a. context added within the challenges, risk, and opportunities section – highlighting the risks

   a. tree replacement policy to say a minimum of two trees.

   b. Council develops a policy that reflects public safety around trees.

3. That Council acknowledges clarifications and rationale to the questions raised at the 8 September 2026 covered in this report, including budget, risk, climate change and infrastructure.

9. **Recommendations from Finance and Policy Committee - Rates Postponement and Remission Policy**

10. **Recommendations from Finance and Policy Committee - Acquisitions, Donations and Disposals Policy**

11. **Committee Changes**

12. **Policy Planning Update**

13. **2027 – 2037 Long-term Plan Draft Assumptions**

13.1 **Appendix 1 - Infometrics "High" Scenario Long-term Plan Assumptions**

13.2 **Appendix 2 - Draft Assumptions**

13.3 Appendix 3 – Infometrics Southland Region Economic and Demographic Outlook

14. 2027 – 2037 Long-term Plan Performance Framework

14.1 Appendix 1 - Draft 2027-2037 Long-term Plan Performance Framework

14.2 Appendix 2 - Draft 2027-2037 Water Services Strategy Performance Framework

15. 2027 – 2037 Long-term Plan Significance and Engagement Policy

15.1 Appendix 1 - Draft Significance and Engagement Policy Document

16. Our Council Programme Benefits Realisation Report

17. Health, Safety and Wellbeing Update

17.1 Appendix 1 - HSW Dashboard – Council

18. Chief Executive Management Report

18.1 Appendix 1 - External Review into the Mount Maunganui Beachside Holiday Park Landslide – Tauranga City Council

18.2 Appendix 2 - Report of the Crown Review Team into Wellington Water Limited and Wellington City Council

19. **Public Excluded Session**

Moved, seconded that the public be excluded from the following parts of the proceedings of this meeting; namely,

(a) Minutes of the Public Excluded Session of Council held on 22 September 2026
(b) Minutes of the Public Excluded Session of the Water Committee meeting held on 6 October 2026
(c) Minutes of the Public Excluded Session of the Bluff Community Board meeting held on 12 October 2026
(d) Minutes of the Public Excluded Session of the Community and Regulatory Committee meeting held on 13 October 2026
(e) Potential Disposal of Land – 118 - 122 Dee Street, Invercargill
(f) Invercargill City Holdings Limited Group – Director Appointments

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
(a) Minutes of the Public Excluded Session of Council held on 22 September 2026	**Section 7(2)(a)** Protect the privacy of natural persons, including that of deceased natural persons **Section 7(2)(C)(i) and (ii)** protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information - would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or (ii) would be likely otherwise to damage the public interest **Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

		disadvantage, negotiations (including commercial and industrial negotiations)	
(b)	Minutes of the Public Excluded Session of the Water Committee meeting held on 6 October 2026	**Section 7(2)(b)(ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7
(c)	Minutes of the Public Excluded Session of the Bluff Community Board meeting held on 12 October 2026	**Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7
(d)	Minutes of the Public Excluded Session of the Community and Regulatory Committee meeting held on 13 October 2026	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7
(e)	Potential Disposal of Land – 118 - 122 Dee Street, Invercargill	**Section 7(2)(a)** Protect the privacy of natural persons, including that of deceased natural persons	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good

		Section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	reason for withholding would exist under Section 7
(f)	Invercargill City Holdings Limited Group – Director Appointments	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

MINUTES OF COUNCIL, HELD IN THE COUNCIL CHAMBERS, FIRST FLOOR, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 22 SEPTEMBER 2026 AT 2.00 PM

Present:
Mayor T Campbell
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr A H Crackett
Cr A L de Vries
Cr D J Ludlow
Cr M Lush
Cr I R Pottinger
Cr B R Stewart
Cr L Tou-McNaughton

In Attendance:
Matua M Bain – Pou Manawhenua – Waihōpai Rūnaka
Mrs T Hurst – Acting Chief Executive
Mrs P Christie – Group Manager – Finance and Assurance
Mr R Capil – Group Manager – Community Spaces and Places
Mr J Shaw – Group Manager - Consenting and Environment
Mr J Garnett – Group Manager – Capital Portfolio
Mr M Morris – Manager – Governance and Legal
Ms L Thorne – Consultant Planner (via Microsoft Teams)
Ms C Wright – Manager – Health, Safety and Wellbeing
Ms L Knight – Manager – Communications and Marketing
Mr A Eng – Team Leader – Communications
Ms M Tupara – Executive Support

1. Apologies

Cr Dermody and Cr Arnold.

Moved Cr Boyle, seconded Cr Stewart and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Statement of Reflection

Mayor Campbell provided a statement of reflection on Constable Peter Murphy and spoke about the ceremony for the installation of the memorial plaque at the location where he was fatally shot while on duty. Mayor Campbell noted that Constable Murphy was a very young police officer and read a tribute outlining his life and service.

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

It was acknowledged that Constable Murphy remained the only police officer in Southland to have been killed while on duty. Mayor Campbell reflected on his personal sacrifice and service to the community. Members present observed a minute of silence in recognition of his service and sacrifice.

4. Public Forum

Nil.

5. Minutes of the Meeting of Council held on Tuesday 25 August 2026

Mr Morris advised that a correction was required to the minutes of the previous meeting due to an inaccurate statement. He noted that the second paragraph under Item 4 had been amended, as the original wording reflected the opposite of what had been intended and sought. The amended wording was recorded in the previous set of minutes.

Moved Cr Ludlow, seconded Cr Tou-McNaughton and **RESOLVED** that the Minutes of the meeting of Council held on Tuesday 25 August 2026 be confirmed.

6. Minutes of the Bluff Community Board Meeting held on Monday 31 August 2026

Moved Cr Stewart, seconded Cr Ludlow and **RESOLVED** that the Minutes of the Bluff Community Board meeting held on Monday 31 August 2026 be received.

7. Minutes of the Water Committee Meeting held on Tuesday 1 September 2026

Moved Cr Stewart, seconded Cr Broad and **RESOLVED** that the Minutes of the Water Committee meeting held on Tuesday 1 September 2026 be received and recommendations to Council be confirmed.

Recommendations to Council

8. Water Services Activity Planning Direction

2. Approves the inclusion of the following items for consideration as part of the Water Services (Water, Sewerage, Stormwater) activity plans budgets:

    a. Water - $1,155,000 increased operational expenditure 2027 – 2037 (average $115,500 per year) for works to maintain the network including: Branxholme filter and GAC media replacement on a cyclic basis; Branxholme fluoride biennial supply (chemical) on a cyclical basis; Branxholme filter blocks (12) cyclical reconditioning; Branxholme clarifier inspections on a cyclical basis; Branxholme Accelerator clarifier structural steel repainting on a cyclical basis; Branxholme

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

clearwater tanks cyclical cleaning; Doon Street Reservoir cyclic roof repainting on a cyclical basis; Network modelling – design upgrades and future proofing the network for growth.

b. Sewerage - $1,790,000 increased operational expenditure 2027 - 2037, (Average $179,000 per annum)for works to maintain the network including: additional CCTV – condition rating to advance the knowledge of the network; Network modelling – design upgrades and future proofing the network for growth; Otatara and Omaui desludging of wastewater ponds on a cyclic basis; Bluff Wastewater Treatment Plant screen reconditioning on a cyclic basis; Bluff Wastewater Treatment Plant clarifier inspection and structural steel repainting on a cyclical basis; Clifton Wastewater Treatment Plant screen (2) reconditioning on a cyclical basis; Clifton Wastewater Treatment Plant Trickling filter (2) media top up on a cyclical basis; Clifton Wastewater Treatment Plant clarifier inspection and structural steel repainting on a cyclical basis; Clifton Wastewater Treatment Plant emptying digesters (3) on a cyclical basis; Clifton Wastewater Treatment Plant sludge pond (5) emptying on a cyclical basis; Clifton Wastewater Treatment Plant delivery of sludge to Christies Road on a cyclical basis and Clifton Wastewater Treatment Plant desludging of the maturation pond on a cyclical basis.

c. Stormwater - $4,130,000 additional operational expenditure 2027 - 2037 (average $413,000 per annum), for works needed to maintain the network including: additional CCTV – condition rating to advance the knowledge of the network; Network modelling – design upgrades and future proofing the network for growth; Desludging stormwater ponds on a cyclical basis; Reconditioning rock filters on a cyclic basis; Reconditioning rain gardens on a cyclical basis.

8. Minutes of the Infrastructure and Growth Committee Meeting Held on 1 September 2026

Moved Cr de Vries, seconded Cr Crackett and **RESOLVED** that the Minutes of the Infrastructure and Growth Committee meeting held on Tuesday 1 September 2026 be received and the recommendation to Council be confirmed.

Recommendation to Council

9. Parking Control Bylaw

6. To adopt the draft Parking Control Bylaw for consultation.

9. Minutes of the Community and Regulatory Committee Meeting Held on 8 September 2026

Moved Cr Ludlow approved, seconded Cr Boyle and **RESOLVED** that the Minutes of the Community and Regulatory Committee meeting held on Tuesday 8 September 2026 be received and recommendations to Council be confirmed.

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

Recommendations to Council

11. Activity Planning Direction – Museums and Galleries, Recreational and Sport Facilities, Community and Heritage Halls, Events and Festivals and Libraries

8.

a. Museums and Galleries Activity – Inclusion of provisional operational costs of delivering the activity, estimated at $5.961 million per annum, noting that cost of centralised corporate function support, asset maintenance and insurance (property), cafe related operational costs, depreciation, debt servicing, capex and revenue are still to be finalised.

b. Recreation and Sport Facilities Activity – Splash Palace maintenance and painting work:
   i. Hydroslide maintenance – $120,000 in 2027/2028, $100,000 in 2031/2032 and $100,000 in 2036/2037 direct operational expenditure
   ii. Internal Painting – $70,000 in 2027/2028, $80,000 in 2029/2030, $80,000 in 2032/2033 and $25,000 in 2035/2036 direct operational expenditure
   iii. Exterior Painting and Maintenance Program – $200,000 direct operational expenditure in 2030/2031
   iv. Repairs and maintenance – additional budget for building and property services – additional $50,000 direct operational expenditure per annum from 2027/2028.

c. Events and Festivals Activity – $75,000 annual operational expenditure for attraction of events to Invercargill City Council venues and facilities from 2027/2028 (Option 1).

d. Libraries Activity – Community internet access - Increase of subscription service costs due to reduction in Central Government/ National Library of New Zealand funding - $10,000 operational expenditure per annum 2027/2028 – 2032/2033 (Option 1).

12. Te Unua Museum of Southland – Establishment Phase Admissions, Access and Revenue

2. Approves a 'free admission with voluntary visitor contributions' (Active Giving) model for general admission to Te Unua Museum of Southland upon opening (being Option A).

3. Confirms that charges may be applied to special or touring exhibitions, public programmes and events, guided tours, education programmes and other premium experiences where appropriate.

4. Endorses the development of a diversified revenue strategy for Te Unua including philanthropy, grants, sponsorship, retail, food and beverage, venue hire and events, membership programmes, premium products (as described in recommendation three) and commercial partnerships.

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

5. Directs the Chief Executive to complete a review of admissions settings following the establishment phase of Te Unua (Years 1-3 of the 2027-2037 LTP), informed by visitor behaviour, financial performance and operational data.

10. Minutes of the Risk and Assurance Committee Meeting Held on 15 September 2026

Moved Mayor Campbell, seconded Cr Stewart and **RESOLVED** that the Minutes of the Risk and Assurance Committee meeting held on Tuesday 15 September 2026 be received and recommendations to Council be confirmed.

Recommendations to Council

7. 2027 – 2037 LTP Audit Engagement Letter

2. That Mayor Campbell signs the 2027 – 2037 LTP Audit Engagement Letter.

8. Climate Change Update

4. Approves to use the medium emissions scenario (SSP 2 – 4.5) as the base for the Long-term Plan, with the higher emissions scenario (SSP 3 – 7.0) considered for planning for larger projects as relevant.

5. Approves to not proceed with further greenhouse gas emissions assessments for Council operations until such a time as the sector is required to undertake reporting, noting the limited usefulness due to frequent methodology changes and complexity of analysis.

11. Notices of Motion

Mayor Campbell advised that the notice of motion, signed by five councillors, proposed that the paper previously submitted to Council in 2025 be brought back for further consideration. Mayor Campbell noted that a further paper on the matter was also expected.

Mrs Christie spoke to the report and advised that the paper before Council was an updated version of the report presented in June of the previous year. She noted that updates were required following changes to the United Nations sanctions list and the adoption of a new procurement policy. As a result, several aspects of the report had been amended.

A review of suppliers had been undertaken against the updated sanctions list and identified two additional suppliers, Booking.com and Airbnb. It was noted that these providers had been used from time to time to support travel arrangements and provide additional accommodation options.

Moved Cr de Vries, seconded Cr Broad and **RESOLVED** that Council:

1. Receives the Notice of Motion.

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

12. Procurement Guidance: Alignment with United Nations Security Council Resolution 2334 - 2026 Review

Mrs Patricia Christie spoke to the report.

A question was raised regarding the increase in entities on the sanctions list from 97 to 158 companies and how frequently the list was reviewed. It was noted that the list appeared to be updated more frequently than every 12 months and that changes had occurred since staff had last reviewed it.

A question was raised as to whether the report's implications were largely limited to travel arrangements undertaken by Council and whether any other financial implications had been identified. Clarification was also sought regarding the reporting process should an exception be required and Council engage with an entity on the list. It was advised that any such use would generally relate to a minor supplier used from time to time and that alternative suppliers were typically available. It was noted that changing travel arrangements was not difficult and that any such matters would be reported to the Risk and Assurance Committee.

A question was raised regarding the frequency with which the identified accommodation providers had been used. It was advised that the providers had been used on approximately three occasions and that they could, at times, provide more cost-effective accommodation options.

A question was raised as to whether there were circumstances where a staff member arranging travel could inadvertently make a booking through a listed provider. It was advised that Council's travel booking service could assist in such circumstances and arrange alternative bookings where required.

A question was raised regarding whether the procurement policy applied to all purchasing activities regardless of value. It was advised that the policy applied to all purchasing activities. Further clarification was sought as to whether the policy applied only to the specifically named organisations on the sanctions list or whether it also extended to subsidiary companies.

It was advised that the policy related specifically to the named organisations identified on the list.

Moved Boyle, seconded Stewart and **RESOLVED** that Council:

1. Receives the report "Procurement Guidance: Alignment with United Nations Security Council Resolution 2334 – 2026 Review".

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

Moved Cr Tou-McNaughton, seconded Cr Ludlow and **RESOLVED** that Council:

2. Notes the United Nations list of companies trading with illegal Israeli Settlements attached.

Moved Mayor Campbell, seconded Cr Stewart that Council:

3. Take this matter no further.

Mayor Campbell spoke to the motion and advised that international affairs were the responsibility of central government rather than local government. He noted that Council's role was to govern the city. Reference was made to previous decisions by successive governments, noting that both Labour and National-led governments had considered sanctions-related matters and had generally not adopted unilateral trade measures. It was further noted that Council did not have the expertise or resources to determine which international entities should or should not be supported.

Discussion took place regarding the notice of motion. Members speaking in support of the motion emphasised that Council's procurement decisions should reflect broader considerations, including ethical, social, environmental, and human rights impacts. It was noted that while local government had limited influence on international matters, the proposal provided an opportunity for Council to demonstrate its values, respond to community concerns, and consider how public funds were spent. Humanitarian concerns arising from the conflict in Palestine were highlighted, and support was expressed for Council taking a position on the issue. Members acknowledged that international affairs were generally outside Council's core remit but considered the matter to be of significance due to its ethical and humanitarian implications and the views raised by the community.

The motion, now put, was LOST.

Note: A division was called.
Mayor Campbell, Cr Boyle and Cr Stewart voted for this motion.
The remainder of Councillors voted against the motion.

Mayor Campbell then invited councillors to propose an alternative motion.

Moved Cr Tou-McNaughton, seconded Cr Ludlow and **RESOLVED** that Council:

3. Agrees to address this issue through procurement guidance in response to recent requests from the Palestine Solidarity Network Aotearoa

Moved Cr Ludlow, seconded Cr Ludlow and **RESOLVED** that Council:

3. a. Directs the Chief Executive to amend the Invercargill City Council Procurement Policy to include that:

"Any organisation of the United Nations' database of business enterprises (section F) will only be included on a procurement shortlist in exceptional circumstances and with the approval of the Chief Executive"

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

Note: A division was called.
Mayor Campbell, Cr Boyle and Cr Stewart voted against this motion.
The remainder of Councillors voted for this motion.

13. Approval to Make Plan Change 2 to the Invercargill City Council District Plan Operative

Ms Lisa Thorne spoke to the report.

Ms Lisa Thorne spoke to the report. She noted that the matter had reached the final stage of the process and that the report provided a summary of the decision and the next steps. She advised that, from 2 October, Plan Change 2 would become part of the District Plan and noted that Council had already received applications under the new provisions.

A question was raised regarding the appropriate timeframe for reviewing the effectiveness of the plan change and whether there was an industry standard for such reviews. It was advised that a review after 12 months would be appropriate. It was further advised that, under the Resource Management Act, councils were required to monitor and evaluate the effectiveness of their plan provisions. While many councils would undertake more formal reviews approximately every five years, there were also ongoing urban development and housing monitoring requirements. It was noted that this monitoring information was published on Council's website and available for public access.

Moved Cr Ludlow, seconded Cr Boyle and **RESOLVED** that Council:

1. Receives the report "Approval to Make Plan Change 2 to the Invercargill City Council District Plan Operative".

2. Approves Plan Change 2 as fully operative pursuant to Clause 17 and 20 of the First Schedule to the Resource Management Act 1991, with effect from 2 October 2026.

14. ICC Spatial Plan Subcommittee Membership

Ms Shannon Baxter provided an overview of the report and advised that Mr Dean Whaanga had been appointed on behalf of Te Ao Mārama in accordance with the Council's delegated authority provisions.

A question was raised regarding whether Mr Whaanga had been involved in both the District Plan process and work undertaken for Gore District Council.

It was advised that Mr Whaanga had experience working across a number of planning processes, including involvement in district planning matters, and that all appointments had been made in accordance with the relevant statutory and procedural requirements.

Moved Cr Ludlow, seconded Cr Bond and **RESOLVED** that Council:

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

1. Receives the report "ICC Spatial Plan Subcommittee Membership".

2. Appoints Dean Whaanga to the ICC District Plan Change and Spatial Planning Subcommittee.

15. Health, Safety and Wellbeing Update

Ms Corrine Wright introduced herself and advised she would take the report as read.

A question was raised regarding the 10 recommendations directed to Tauranga City Council and emergency management agencies, and which of those recommendations had been accepted and required implementation. Clarification was also sought as to whether any of the findings had implications for Invercargill City Council. It was advised that a report was currently being compiled in response to the findings and would provide further context regarding any financial implications for Invercargill City Council. It was noted that there were a number of risk-related findings identified in the report and that staff were working through these matters. The report would be brought back to Council in the near future for consideration.

A question was raised regarding the timeframe for the report's completion, noting the importance of ensuring the public did not perceive the matter as requiring immediate action within a matter of weeks. It was advised that the report was expected to be presented to Council by November at the latest.

A question was raised regarding public incidents recorded in the report and whether these events were occurring in parks and public places, and how such incidents were being captured and reported. It was advised that these incidents were generally observed and reported by staff members through established reporting processes.

A further question was raised as to whether injuries sustained by members of the public fell within the risk categories outlined in the report. It was advised that the incidents were generally low risk in nature and typically involved minor injuries such as bumps and bruises rather than more serious or alarming events.

Moved Cr Tou-McNaughton, seconded Cr de Vries and **RESOLVED** that Council:

1. Receives the report "Health, Safety and Wellbeing Update".

16. Kumagaya Visit 2027

Mr Michael Morris spoke to the report and provided an overview of the proposed participation in the festival. He advised that the visit would provide an opportunity for councillors to strengthen relationships and showcase Invercargill. It was noted that, following discussions with Mayor Campbell, it was proposed that a delegation attend the festival in July 2027. He further advised that the addition of direct Christchurch to Tokyo flights would reduce travel requirements and remove the need for an overnight stay, providing a benefit for the delegation.

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

A question was raised regarding the cost-of-living environment and the proposed delegation to Kumagaya, including the size of the delegation. It was advised that the delegation would be kept small and would comprise two representatives only, reflecting the administrative nature of the visit.

Moved Cr Boyle, seconded Cr Crackett and **RESOLVED** that Council:

1. Receives the report "Kumagaya Visit 2027".

2. Agrees to send Mayor Campbell and Councillor Ludlow to Kumagaya, Japan in July 2027.

17. Public Excluded Session

Moved Cr Bond, seconded Cr Tou-McNaughton and **RESOLVED** that the public be excluded from the following parts of the proceedings of this meeting, namely:

a. Minutes of the Public Excluded Session of Council held on 25 August 2026
b. Minutes of the Public Excluded Session of the Water Committee meeting held on 1 September 2026
c. Minutes of the Public Excluded Session of the Infrastructure and Growth Committee meeting held on 1 September 2026
d. Minutes of the Public Excluded Session of the Community and Regulatory Committee meeting held on 8 September 2026
e. Minutes of the Public Excluded Session of the Risk and Assurance Committee meeting held on 15 September 2026
f. Great South and Space Operations New Zealand Ltd Statements of Intents 2026-2029
g. Health, Safety and Wellbeing Update

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
a. Minutes of the Public Excluded Session of Council held on 25 August 2026	**Section 7(2)(a)** Protect the privacy of natural persons, including that of deceased natural persons **Section 7(2)(b) (i)** Protect information where the making available of the information would disclose a trade secret	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

		Section 7(2)(b) (ii) Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2)(d)** Avoid prejudice to measures protecting the health or safety of members of the public **Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	
b.	Minutes of the Public Excluded Session of the Water Committee meeting held on 1 September 2026	**Section 7(2)(b) (ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2)(i)** Enable any local authority holding the information to carry on,	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

		without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	
c.	Minutes of the Public Excluded Session of the Infrastructure and Growth Committee meeting held on 1 September 2026	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section
d.	Minutes of the Public Excluded Session of the Community and Regulatory Committee meeting held on 8 September 2026	**Section 7(2)(C)(i) and (ii)** protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information - would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or (ii) would be likely otherwise to damage the public interest **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section
e.	Minutes of the Public Excluded Session of	**Section 7(2)(a)**	**Section 48(1)(a)**

	the Risk and Assurance Committee meeting held on 15 September 2026	Protect the privacy of natural persons, including that of deceased natural persons **Section 7(2)(g)** Maintain legal professional privilege **Section 7(2)(j)** Prevent the disclosure or use of official information for improper gain or improper advantage **Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section
f.	Great South and Space Operations New Zealand Ltd Statements of Intents 2026-2029	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section
g.	Health, Safety and Wellbeing Update	**Section 7(2)(a)** Protect the privacy of natural persons, including that of deceased natural persons **Section 7(2)(h)** Enable any local authority holding the	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

	information to carry out, without prejudice or disadvantage, commercial activities

There being no further business, the meeting finished at 3.32 pm.

Document Set ID: 11290303
Version: 8, Version Date: 01/10/2026

MINUTES OF WATER COMMITTEE, HELD IN THE COUNCIL CHAMBERS, FIRST FLOOR, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 6 OCTOBER 2026 AT 9.00 AM

Present:
Cr G M Dermody
Mayor T Campbell
Cr S J Broad
Cr A H Crackett
Cr B R Stewart
Matua M Bain, Pou Manawhenua – Waihōpai Rūnaka
Mr L Babe, Independent Member (Teams)

In Attendance:
Mr M Day, Chief Executive
Mrs P Christie, Group Manager – Corporate Services
Mr R Capil, Group Manager – Community Spaces and Places
Mr J Shaw, Group Manager - Consenting and Environment
Mr M Morris, Manager – Governance and Legal
Mr A Strahan, Three Waters Advisor
Mr B Staunton, Chief Financial Officer
Mr R Keen, Manager – 3 Waters Operations
Ms C Wright, Manager – Health, Safety and Wellbeing
Mr A Eng, Team Leader Communications
Ms M Broad, Executive Support

1. Apologies

Nil.

2. Declaration of Interest

Nil.

3. Public Forum

Nil.

4. Minutes of the Water Committee Meeting held on Tuesday 1 September 2026

Moved Mayor Campbell, seconded Cr Broad and **RESOLVED** that the Minutes of the Water Committee meeting held on Tuesday 1 September 2026 be confirmed.

Document Set ID: 11298650
Version: 9, Version Date: 21/10/2026

5. ICC Water Service Business Unit Project - Follow Up on Wastewater and Stormwater Lateral Ownership

Mr Andrew Strahan and Mrs Patricia Christie spoke to the report.

An outline of the issues occurring with ownership was given, noting work done on the laterals and costs being recorded under mains, yet the asset was not Council owned and depreciation not being captured.

In response to a query how much was being spent on lateral renewal it was noted the figures were not available as the lateral renewal was occurring at the same time as mains and cost had been included in that.

In response to figures on page 3 and why looking to raise funds when already in surplus, it was noted currently looking at in isolation, when rates need to be set would be looking at as a whole and when looking at funding across the board it may be lower.

In response to a query on blockages in the laterals, it was indicated in the Bylaw that if a blockage could be traced back conclusively to a property, payment would be sought, in regards to a collapse this would be repaired as it was treated as the Councils own.

In response to a query on the Wynn Williams report and how many properties may require an easement and how this would be funded, it was noted a number of mains in private properties was approximately 10%. Not many mains were in private property and policy was in place to move these to roads. It was clarified laterals were from property boundary to the mains which usually sat under Council land or pathways, within the property boundary was the landowners responsibility and mains were already under Council ownership.

In response to a query regarding liability if laterals connected incorrectly, it was noted would either be changed in the street or at the boundary and on a case by case basis.

In response to a query into research on other councils who had undertaken this work, it was indicated both Christchurch and Wellington had done this.

The Commerce Commission direction over mixed ownership was highlighted and noted Taumata Arowai was standardising ownership. Depending on the position taken it was anticipated the Commerce Commission would take a harder line resulting in this needing to be addressed at some stage. CCOs were already addressing during transition.

Discussion on ownership, and financial details related to decision. Agreement that Council should own laterals, concern of financial implications noted. Change to recommendation raised.

Clarified Reserves had always been operating with net debt accounts and those amounts for 3 Waters were moved over to the Water Services Business Unit, noted small deficit and operating surpluses so debt paid down.

Operating surpluses less breaks, repairs and maintenance would go into Long-term and ensure ability to repay debt. Currently funding laterals with mains renewals so would have greater depreciation funding and less reliance on debt. All would be considered

Document Set ID: 11298650
Version: 9, Version Date: 21/10/2026

along with comments to limit impact as much as possible. Confirmed surplus compounds each year, and running of net debt accounts so less was borrowed.

It was clarified that instances where charges were passed to the end user were very rare and had not been done in some time.

In response to a query when phasing into the Long-term Plan would occur, it was noted to keep in line with the strategy of 100% depreciation it would be in year 1, it was a lever for strategy and for water but need to see what it would look like from 1 July 2027 and various scenarios.

In response to query regarding Commerce Commission phasing on ownership, it was noted where not compliant the need to clarify why not fully funding or deferring depreciation and what steps would be to fund this, outlined information disclosure required. Currently unclear what level the Audit Office would be looking at water for the Long-term Plan.

It was noted that at the Financial Strategy Workshop there was discussion on the maturity of the organisations asset management and what impact this had on funding of depreciation and options on funding of asset replacement. Due to lower maturity in relation to asset maturity advice then was not to do immediately would be over the course of the LTP as better asset information available. Challenge with revalued assets due to do full revaluation of 3 Waters network for 30 June 2027, noting impact of what was happening around the world and value spikes could occur in revaluation and need to fluctuate between 95-100% and modelling would be required.

It was indicated the budget workshops would assist in clarifying the full funding impact, acknowledging ownership transfer and timeframe of 1 July 2027 when first information disclosure to be lodged. 100% of depreciation discussed and year which ownership would be, was noted would need to show on balance sheet from 1 July and analysis against accounting standards. Need to fund for depreciation of the assets irrespective of ownership, having a full view across water services and net impact in terms of charges. Discussion on ownership and deferring depreciation, changing laterals and current funding from mains renewals and need to show the Commerce Commission why not fully funding and when would fund.

It was indicated the Commerce Commission were keen to engage and aware of debates taking place. Their Asset Management had done a roadshow to councils and this had been conveyed to their help desk 2-3 weeks ago and still awaiting a response. Recommended that it be included in the Water Services Strategy/Long-term Plan with funding options so assets were in and what options would look like without depreciation, 50% and 100% and options and could be stress tested.

Moved Mayor Campbell, seconded Cr Stewart and **RESOLVED** that the Water Committee:

1. Receives the report "ICC Water Service Business Unit Project - Follow Up on Wastewater and Stormwater Lateral Ownership".

2. Notes that ICC already undertakes much of the repair and renewal of these laterals and that private ownership does not, on its own, determine their accounting recognition or remove the need to plan for their depreciation.

Document Set ID: 11298650
Version: 9, Version Date: 21/10/2026

Recommends to Council

3. That it includes in the Water Services Strategy / Long-term Plan Council formalising ownership of wastewater and stormwater laterals between the property boundary and the public main under section 462 of the Local Government Act 1974, following the required public notice and final asset identification.

6. ICC Water Services Business Unit Project Status Update

Mr Andrew Strahan took report as read and highlighted progress on the strategic and asset plans which had all been drafted, currently with project teams and on track to bring documents to 3 November Water Committee meeting.

Community Access to Drinking Water approximately 60 organisations supplying non reticulated water, draft stakeholder letter attached outlines their responsibility to work with Taumata Arowai and safety plans that may be required.

Trade Waste Discharge Plan was being redrafted. Existing Trade Waste Bylaw noted legislative requirement to have a trade waste discharge plan under this and consultation to occur end at the end of the Long-term Plan period and in place by August 2027.

It was noted the Water Services Business Unit was structurally in place ready for 1 July 2027 and active recruitment was underway for vacant roles.

In response to organisational structure, it was noted that would be brought back to the wider Council, regarding the internal business structure and recent Council alignment.

Concern raised that Taumata Arowai may not have local knowledge to assist, it was clarified discussions had taken place and Taumata Arowai would be first point of contact due to specialist skillset to assess suppliers and form recommendations. They also had a list of approved solutions on their website which was continually updated.

Moved Mayor Campbell, seconded Cr Stewart and **RESOLVED** that the Water Committee:

1. Receives the report "ICC Water Services Business Unit Project Status Update".

2. Notes the programme status and scope summary provided in the Project Dashboard at Attachment and the project milestones at Attachment 2.

3. Notes that the Strategic Asset Management Plan and three technical Asset Management Plans have been delivered in draft and are under review.

4. Notes the planned October and November 2026 delivery of the Community Assessment of Drinking Water engagement plan, supported by the draft customer communication at Attachment 3.

5. Notes that consultation on the Trade Waste Discharge Plan and associated water-services bylaw changes is planned for Q1 of 2027.

Document Set ID: 11298650
Version: 9, Version Date: 21/10/2026

6. Request the Chief Executive provide a report to Council outlining the organisational structure to support the Water Services.

7. 3 Waters Operational Performance – August 2026

Mr Keen spoke to the report. Noted Branxholme flow graph spike in March due to transformer replacement and no water out the day before. Health and Safety had been added to the report and going forward this would be included on a monthly basis.

In response to request for clarification on contractor events being captured, it was noted the dashboard covered the whole organisation, with the Council realignment from September going forward it would just be 3 Waters and ESG including contractors. Active engagement with ICC teams and contractors was taking place to ensure any incidences or near misses captured and any trends would be highlighted. Noted work underway to improve reporting from near miss through to critical risk across all Council functions.

In response to a query on the earthquake damage to the Bluff outflow, it was noted failure occurred in a 9 metre section of pipe. Contractors had been delayed however was back to normal operation within the week, acknowledged functions at the plant had been altered so flow was on the high tide and Environment Southland had been satisfied with this. A non-compliance notice from Environment Southland was received as the consent notes the structure not the pipe and there was a section of blue PE pipe in place. Still working to get structure into place noting delays caused by weather.

In response to how information was gathered, it was noted this was from the Scada system and rainfall data obtained from the Environment Southland site at the Waihopai and capital works from reporting structures.

Moved Cr Stewart, seconded Cr Broad and **RESOLVED** that the Water Committee:

1. Receives the report "3 Waters Operational Performance – August 2026".

8. Public Excluded Session

Moved Cr Stewart, seconded Cr Crackett and **RESOLVED** that the public be excluded from the following parts of the proceedings of this meeting, namely:

a. Minutes of the Public Excluded Session of the Water Committee held on 1 September 2026

b. Branxholme Duplicate Pump Station

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

Document Set ID: 11298650
Version: 9, Version Date: 21/10/2026

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
a. Minutes of the Public Excluded Session of the Water Committee held on 1 September 2026	**Section 7(2)(b)(ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2)(i)** enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7
b. Branxholme Duplicate Pump Station	**Section 7(2)(b)(ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2)(i)** enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

There being no further business, the meeting finished at 11.15 am.

Document Set ID: 11298650
Version: 9, Version Date: 21/10/2026

MINUTES OF THE MEETING OF BLUFF COMMUNITY BOARD, HELD IN THE MUNICIPAL CHAMBERS AT 18 GORE STREET, BLUFF ON MONDAY 12 OCTOBER 2026 AT 7.00 PM

Present:
Mr R Fife (Chair)
Ms J Eruera
Mr J Sutherland
Cr G Dermody

In Attendance:
Ms T Hurst – Deputy Chief Executive
Mr M Morris – Manager – Governance and Legal
Mrs C Rain – Manager – Parks and Recreation - via teams
Mrs P Christie – Group Manager – Corporate Services
Mr B Staunton – Chief Financial Officer
Ms R Suter – Manager – Strategy, Policy and Engagement
Mr G Hayes – Communication Advisor
Ms A Young – Great South
Mrs N Allan – Manager – Bluff Service Centre
Mrs D Fife – Bluff Service Centre

1. Apologies

Ms H Simeon and Mr F Murdoch

Moved Ms Eruera, seconded Mr Sutherland and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Public Forum

3.1 South Port - Derek Nind, Chief Executive Officer and Frank O'Boyle, Infrastructure and Environmental Manager

Mr Nind introduced himself to the Board.

Mr Nind informed the Board that they were one ship short of 4 million tonnes last year and the profit increase from 2025 was up 21%. At this time they were focussing on a plan to take the port forward for the next 20 years. Next year the port would be celebrating 150 years.

Mr O'Boyle informed the Board in the environmental space, that they were working with Environment Southland on a discharge to air and water agreement, this should be finalised in the next couple of months.

Document Set ID: 11303662
Version: 4, Version Date: 21/10/2026

Maintenance on all beacons in the harbour would be conducted over the next couple of years.

They were looking at ways the access bridge could be upgraded to make it viable for a long time.

The Cool Stores on Gore Street had been operating from September for dry storage, turnaround per year would be approximately 40,000 tonne.

It was asked if South Port's Chief Executive Officer could support the Bluff Community Board by writing a letter to Government and NZTA about the condition of the Bluff Road, that it needed investment to keep the road in good condition, Mr Nind confirmed he could do that.

It was asked if there was any thought of putting more product on rail, it was noted that they were looking at this avenue and mapping out how they could fully utilise rail.

4. Minutes of the Bluff Community Board Meeting held on 31 August 2026

Moved Cr Dermody, seconded Mr Sutherland that the Minutes of the Bluff Community Board Meeting held on 31 August 2026 be confirmed.

The motion, now put, was **RESOLVED.**

5. Bluff Action Sheet

Ms Caroline Rain spoke to the report.

Moved Cr Dermody, seconded Mr Sutherland that the Bluff Community Board Meeting:

1. Receives the report "Bluff Action Sheet" and notes the updates provided.

It was asked when the drainage at the Bluff Rugby Club would commence and how long before the start of the rugby season would it be completed, it was noted that staff were unsure of dates, but would email the Board when the information was available.

It was asked when the drainage work would begin on the footpath either side of the Foveaux Dairy, as no one from infrastructure was present, Mr Morris would take this back to the relevant staff, and an update would be bought back to the Board.

A question was asked regarding the outcome of the JG Ward Reserve hearing, it was noted that the paper was going to the Community and Regulatory meeting tomorrow and then to Council at the end of the month with recommendations.

The motion, now put, was **RESOLVED.**

Document Set ID: 11303662
Version: 4, Version Date: 21/10/2026

6. Report of the Bluff Publicity / Promotions Officer

Mr Lindsay Beer spoke to the report.

Moved Mr Fife, seconded Ms Eruera that the Bluff Community Board:

1. Receives the report "Report of the Bluff Publicity / Promotions Officer".

It was asked if Mr Beer could follow up with the Bluff Maritime Museum, as the link to the Bluff Maritime Museum on the Southland Promotions website went nowhere, Mr Beer confirmed he would follow this up.

The motion, now put, was **RESOLVED.**

7. Bluff Motupōhue Tourism Masterplan Update

Ms Amie Young spoke to the report.

Moved Cr Dermody, seconded Ms Eruera that the Bluff Community Board:

1. Receives the report "Bluff Motupōhue Tourism Masterplan Update".

A question was asked if the Te Taurapa o Te Waka – Motupōhue Bluff Hill Experience was a community project or a Runaka project, it was responded it was a Runaka project, that was part of the masterplan. It was asked whether a Board member could be part of the steering group, Ms Young would take that back to the steering group.

The motion, now put, was **RESOLVED.**

8. Long-term Planning - Bluff Community Board Targeted Rate

Ms Rhiannon Suter and Mr Bryan Staunton spoke to the report.

Moved Ms Eruera, seconded Cr Dermody that the Bluff Community Board:

1. Receives the report "Long-term Planning - Bluff Community Board Targeted Rate".

It was noted that the numbers in the report were a first draft and would be refined as the Long-term Plan developed, and it was therefore more appropriate to focus on the options that were before the Board.

In response to a question regarding the corporate overhead, it was noted this was a charge that covered all support functions that assisted in running the Board, such as Finance, Communication and Information Technology.

A question was asked about whether the corporate overhead charge was a new charge to be added to the targeted rate for the Bluff Community Board. It was clarified that the costs were already covered by the general rate but following Government legislation this was looking to be more targeted to each area. It would not be a new

Document Set ID: 11303662
Version: 4, Version Date: 21/10/2026

rate or an additional rate, simply a transfer between the general rates and the targeted rate.

The Board discussed concerns around the view of the community that this would be seen as an additional level of rate for Bluff and expressed a preference that it be covered under the general rate as was current practice. The options for the projects aspects of the report were also discussed, and the Board expressed a desire to explore this more fully before making a final decision, noting that the Long-term Plan was operative from 1 July 2027, and the options discussed would be part of a community/consultation ahead of the Plan.

The Board expressed a preference to take their time to consider this as it would have an impact on Bluff and they would like to take the time now.

It was agreed that a workshop would be held to discuss all options and project options ahead of the November Board Meeting

Moved Mr Fife, seconded Mr Sutherland that the Bluff Community Board:

2. That the Report titled Long-term Planning – Bluff Community Board Targeted Rate be left on the table.

The motion, now put, was **RESOLVED.**

9. Chairperson's Report - Tabled Update

Raymond Fife spoke to tabled report.

Moved Mr Fife, seconded Cr Dermody that the Bluff Community Board:

1. Receives the "Chairperson's Report – Tabled Update".

The Chairman received an email informing stakeholders that they were moving the telecommunications pole on Bluff Hill 2.6 metres.

Awarua Boating Club contacted the Chair regarding the west end jetty, and the Chair advised them it was still going through the consultation stage.

The Chair advised the Board that Headstart had been put on hold until after the new Government was elected.

The motion, now put, was **RESOLVED.**

10. Public Excluded Session

Moved Ms Eruera, seconded Mr Sutherland that the public be excluded from the following parts of the proceedings of this meeting; namely

(a) Long-term Plan 2027-2037 Community Funding Decisions

Document Set ID: 11303662
Version: 4, Version Date: 21/10/2026

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
(a) Long-term Plan 2027-2037 Community Funding Decisions	**Section 7(2)(h)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

There being no further business, the meeting finished at 8.24 pm.

Document Set ID: 11303662
Version: 4, Version Date: 21/10/2026

MINUTES OF COMMUNITY AND REGULATORY COMMITTEE, HELD IN THE COUNCIL CHAMBERS, FIRST FLOOR, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 13 OCTOBER 2026 AT 2.00 PM

Present:
Cr D J Ludlow (Chair)
Mayor T Campbell
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr A L de Vries
Cr G M Dermody
Cr M Lush
Cr B R Stewart
Cr L Tou-McNaughton
Matua M Bain – Pou Manawhenua – Waihōpai Rūnaka

In Attendance:
Ms T Hurst, Deputy Chief Executive
Mrs P Christie, Group Manager – Corporate Services
Mr R Capil, Group Manager – Community Spaces and Places
Mr J Shaw, Group Manager - Consenting and Environment
Mr J Garnett, Group Manager – Capital Portfolio
Mr M Morris, Manager – Governance and Legal
Ms H Kennedy, Senior Policy Analyst
Mrs C Rain, Manager – Parks and Reserves
Ms L Thorne, Planning Consultant (via Microsoft Teams)
Ms G Cavanagh, Manager – Consenting and Applications
Ms G Crawford – Engagement and Partnership Officer
Ms L Knight, Manager – Communications and Marketing
Ms L Matua Kuresa, Executive Support

1. Apologies

Cr I R Pottinger.

Moved Cr Ludlow, seconded Cr Broad and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

Document Set ID: 11304317
Version: 6, Version Date: 14/10/2026

3. Public Forum

3.1 Southland Student Volunteer Army -Jacob Wilkinson-Hall

Mr Jacob Wilkinson-Hall thanked the Committee for inviting him to give an update regarding programmes / projects that the Southland Student Volunteer Army had been involved with. He stated that the group had been involved in multiple projects across the Southland region. There were three SBA Programmes nationwide with four projects to finish off the year.

The Committee thanked Mr Wilkinson-Hall and his volunteer team of over 800, for the work they had undertaken in the community. The group was involved in community work such as the storm clean up last year, beach and park clean-up and a number of other projects undertaken.

The Chairman thanked Mr Wilkinson-Hall for taking the time to present to Council.

4. Minutes of the Community and Regulatory Committee Meeting held on Tuesday 8 September 2026

Moved Cr Stewart, seconded Cr Broad and **RESOLVED** that the Minutes of the Community and Regulatory Committee meeting held on Tuesday 8 September 2026 be confirmed.

5. Minutes of the Community Wellbeing Fund Subcommittee Meeting held on Thursday 24 September 2026

Moved Cr Broad, seconded Cr Tou-McNaughton and **RESOLVED** that the Minutes of the Community Wellbeing Fund Subcommittee meeting held on Thursday 24 September 2026 be received.

6. Minutes of the District Licensing Committee - September 2026 Meetings

Moved Cr Ludlow, seconded Cr Bond and **RESOLVED** that the Minutes of the District Licensing Committee - September 2026 Meetings be received.

7. Feedback on the Illustrative National Policy Direction

Ms Lisa Thorne (via Microsoft Teams) spoke to the report.

A query was raised, with regard to highly productive land, would it be beneficial to include in the submission that any productive land within the town boundary be exempt from oversight or regulation? It was explained that in the previous legislation under the Resource Management Act in the National Direction for highly productive land, that exemption did exist where it related to land that was not zoned. Town boundary and land zoning were two slightly different things.

Document Set ID: 11304317
Version: 6, Version Date: 14/10/2026

A query was raised as to whether Council should be anticipating document changes if the Government changed. It was clarified that it would change significantly even if there was no change of Government.

Moved Cr Dermody, seconded Cr de Vries and **RESOLVED** that the Community and Regulatory Committee:

1. Receives the report "Feedback on the Illustrative National Policy Direction".

2. Approves the Group Manager - Consenting and Environment to provide feedback to the Ministry for Cities, Environment, Regions and Transport on the Illustrative NPD.

8. Gambling Venues Policy Review

Ms Hannah Kennedy and Ms Gillian Cavanagh spoke to the report.

Moved Cr Tou-McNaughton, seconded Cr de Vries and **RESOLVED** that the Community and Regulatory Committee:

1. Receives the report "Gambling Venues Policy review".

2. Notes that the draft Gambling Venues Policy would combine and replace the existing Class 4 Gambling Venues Policy and the Board (TAB) Venues Policy.

Moved Mayor Campbell, seconded Cr Boyle that the Community and Regulatory Committee:

3. Approves the draft Gambling Venues Policy for consultation,

    a. Option 1 (cap)

4. Approves the Statement of Proposal, noting it will be finalised in line with the option chosen in recommendation 3.

The motion, now put, was **RESOLVED**

Note: Mayor Campbell, Crs Ludlow, Boyle, Stewart, Broad and Arnold voted for the recommendation.

Crs Lush, Bond, Tou-McNaughton, de Vries and Matua Mike Bain voted against the recommendation.

Moved Cr Ludlow, seconded Cr Bond and **RESOLVED** that the Community and Regulatory Committee:

5. Agrees that the draft policy be consulted on between 28 October – 29 November 2026.

Moved Cr Ludlow, seconded Cr Tou-McNaughton and **RESOLVED** that the Community and Regulatory Committee:

Document Set ID: 11304317
Version: 6, Version Date: 14/10/2026

6. Nominates a hearing panel to hear submissions and deliberate to include:

    a. Cr Bond
    b. Cr Tou-McNaughton
    c. Cr Ludlow

Recommends to Council:

Moved Cr Boyle, seconded Cr Stewart and **RESOLVED** that it be recommended to Council:

7. To adopt the draft Gambling Venues Policy (option as approved by the Community and Regulatory Committee) for consultation.

9. Invercargill City Council Tree Plan 2026 Amendments

Mrs Caroline Rain spoke to the report.

The Committee discussed public safety around trees and a concern was raised that a public safety policy needed to be included in the Tree Plan, due to incidents of trees that had fallen over near infrastructure. After discussion, it was agreed that this be added as recommendation 2c.

Moved Cr Boyle, seconded Cr de Vries and **RESOLVED** that the Community and Regulatory Committee:

1. Receives the report "Invercargill City Council Tree Plan 2026 Amendments".

Recommend to Council:

Moved Mayor Campbell, seconded Cr Broad and **RESOLVED** that it be recommended to Council:

2. That Council approves the updated Tree Plan 2026, with amendments.

    a. context added within the challenges, risk, and opportunities section – highlighting the risks

    b. tree replacement policy to say a minimum of two trees.

    c. Council develops a policy that reflects public safety around trees.

Moved Cr Boyle, seconded Cr Ludlow and **RESOLVED** that the Community and Regulatory Committee:

3. That Council acknowledges clarifications and rationale to the questions raised at the 8 September 2026 covered in this report, including budget, risk, climate change and infrastructure.

Document Set ID: 11304317
Version: 6, Version Date: 14/10/2026

10. Invercargill City Youth Council Update

Moved Mayor Campbell, seconded Cr de Vries and **RESOLVED** that the Community and Regulatory Committee:

1. Receives the report "Invercargill City Youth Council Update".

11. Public Excluded Session

Moved Cr Ludlow, seconded Cr Dermody and **RESOLVED** that the public be excluded from the following parts of the proceedings of this meeting, namely:

a. Minutes of the Public Excluded Session of the Community and Regulatory Committee Meeting held on 8 September 2026

b. Minutes of the Public Excluded Session of the Community Wellbeing Fund Subcommittee Meeting held on 24 September 2026

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
a. Minutes of the Public Excluded Session of the Community and Regulatory Committee Meeting held on 8 September 2026	**Section 7(2)(C)(i) and (ii)** protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information - would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or (ii) would be likely otherwise to damage the public interest **Section 7(2)(i)**	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

Document Set ID: 11304317
Version: 6, Version Date: 14/10/2026

	Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	
b. Minutes of the Public Excluded Session of the Community Wellbeing Fund Subcommittee Meeting held on 24 September 2026	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**Section 48(1)(a)** That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

There being no further business, the meeting finished at 3.02 pm.

Document Set ID: 11304317
Version: 6, Version Date: 14/10/2026

RECOMMENDATIONS FROM THE FINANCE AND POLICY COMMITTEE - RATES POSTPONEMENT AND REMISSION POLICY

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Michael Morris, Manager – Governance
Approved:	Trudie Hurst, Deputy Chief Executive
Approved Date:	21 October 2026
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides the recommendations from the Finance and Policy Committee meeting held on 20 October 2026, with regard to the report on Rates Postponement and Remission Policy.

Recommendations

That Council:

1. Receives the report "Recommendations from Finance and Policy Committee - Rates Postponement and Remission Policy".

2. Adopts the draft Rates Postponement and Remission Policy for consultation.

3. Holds the hearings and deliberations on the Policy at the meeting of Council on 26 January 2027.

Background

A full report was submitted to the Finance and Policy Committee meeting held on 20 October 2026 (Doc ID: 11293667).

Attachments

Nil.

Document Set ID: 11310908
Version: 4, Version Date: 21/10/2026

RECOMMENDATIONS FROM THE FINANCE AND POLICY COMMITTEE - ACQUISITIONS, DONATIONS AND DISPOSALS POLICY

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Michael Morris, Manager – Governance
Approved:	Trudie Hurst, Deputy Chief Executive
Approved Date:	21 October 2026
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides the recommendations from the Finance and Policy Committee meeting held on 20 October 2026, with regard to the report on Acquisitions, Donations and Disposals Policy.

Recommendations

That Council:

1. Receives the report 'Recommendations from Finance and Policy Committee - Acquisitions, Donations and Disposals Policy'.

2. Adopts the Acquisitions, Donations and Disposals Policy.

Background

A full report was submitted to the Finance and Policy Committee meeting held on 20 October 2026 (Doc ID: 10927229).

Attachments

Nil.

Document Set ID: 11310911
Version: 4, Version Date: 21/10/2026

COMMITTEE CHANGES

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	His Worship the Mayor, Tom Campbell
Approved Date:	15 October 2026
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report makes changes to two Committees in anticipation of the legislative changes regarding voting rights of appointed members.

Recommendations

That Council:

1. Receives the report "Committee Changes"

2. Notes and appoints:

    2.1 Cr Ria Bond is appointed as a Member of the Water Committee
    2.2 Risk and Assurance is now a Committee of the whole and all Councillors are now appointed to this Committee.

3. Notes that these appointed are effective as of 1 November 2026

The changes

I am proposing these changes in light of the statutory changes that will take effect in 2027 relating to the voting rights of appointed members.

Michael Morris will be presenting a report to Council at the November meeting relating to this issue and the options that are open (such as seeking an exception) however I feel given the direction of the change and comments from the current Minister we should adjust our Committees now so the we are well placed to meet the changes when they come into force.

Therefore, I am making the Risk and Assurance Committee a Committee of the whole and appointing all Councillors to this Committee. It is clear that Risk and Assurance is an area of

Document Set ID: 11307133
Version: 4, Version Date: 21/10/2026

great importance and has a significant oversight function that I feel will benefit, now, having all Council take part in.

I also am appointing Cr Ria Bond to the Water Committee to ensure that Committee has sufficient numbers to assist that busy Committee in its current work load, with the Independent Member Lee Babe and Matua Mike Bain both set to be unable to vote from early 2027.

Next Steps

These appointments take effect from 1 November 2026.
The Governance Statement and Delegations Register will be updated at this meeting to reflect these changes.
A Report will be presented in November 2026 regarding the removal of appointed members voting rights.

Document Set ID: 11307133
Version: 4, Version Date: 21/10/2026

POLICY PLANNING UPDATE

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Lisa Thorne, Consultant Planner
Approved:	Jonathan Shaw, Group Manager – Consenting and Environment
Approved Date:	Friday 16 October 2026
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides Council with the following policy planning updates:

- Resource Management Reform and the associated upcoming Murihiku Regional Spatial Plan.
- Progress on Invercargill City Councils District-Scale Spatial Plan – the first round of engagement is complete.
- Completion of Plan Change 2: Housing and Code of Practice – now operative.

Recommendations

That Council:

1. Receives the report "Policy Planning Update".
2. Approves amendments to the delegations for the District Plan Change and Spatial Planning Subcommittee:

   Spatial Planning Subcommittee

   Membership: Five (5) Councillors and one Mana Whenua Representative.

   Purpose: The purpose of the Subcommittee is to enable Council to develop a district-scale Spatial Plan and provide early establishment direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee under the Planning Act 2026.

Document Set ID: 11309948
Version: 3, Version Date: 21/10/2026

Scope of Activities: The development of a Spatial Plan and direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee.

Delegation: The Subcommittee has the power to:

1. Oversee the development of a district-scale Spatial Plan.

2. Provide advice and feedback and direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee under the Planning Act 2026.

3. Report quarterly or as required on progress to the Community and Regulatory Committee.

Background

This is a further update on what has been happening in the policy planning space over the last few months as resource management reform is now in place, work continues on ICC spatial planning, and the completion of Plan Change 2 is wrapped up. A summary of the status of each of these is provided below.

Issues

Resource Management Reform

The Planning Act and the Natural Environment Act are now in place, having passed their third reading and receiving royal assent on 30 September 2026. The transitional consenting provisions of the Planning Act 2026 will start to apply from 30 October 2026, and the team are readying themselves by reviewing and updating existing templates and public facing guidance on the website. A communication will also go out to local practitioners closer to the time to make them aware of the updates.

The Invercargill City District Plan will continue to apply until such time as the new Regional Combined Plans are operative in 4 ½ years.

The Upcoming Murihiku Regional Spatial Plan

There are no further detailed updates on the Regional Spatial Plan process other than the update provided to Council at the end of August, and noting the lodgement of Council's feedback to the Draft Illustrative National Direction on 16 October 2026. The framework in the Planning Act and Natural Environment Act is broadly consistent with the Select Committee report stage back in late August, noting further amendments were made during their subsequent passage through Parliament.

Staff across the Southland Councils and Te Ao Mārama are continuing to work together on a draft joint process agreement, understanding the high-level programme scope, timing, costs, and resourcing, and the requirements ahead of the establishment of the Spatial Plan Committee.

Document Set ID: 11309948
Version: 3, Version Date: 21/10/2026

An ICC workshop is scheduled for 27 October 2026, and will have occurred once this report is taken to Committee. This will be followed by a joint workshop with the other Councils and mana whenua being planned for 8 December 2026. Pending any unanticipated changes to the legislation, the joint process agreement can then be adopted by Council in the new year, and the Spatial Planning Committee would be established - work on the Murihiku Southland Regional Spatial Plan can then commence.

While the planning team will continue to keep the Community and Regulatory Committee updated over the coming months, expanding the delegation and scope for the District Plan Change and Spatial Planning Subcommittee would provide Invercargill City Council direction during the first busy few months of the reforms being in place. This would provide an opportunity for staff to seek early direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee being appointed under the Planning Act 2026.

Amendments are also proposed to remove references to 'District Plan Changes', now that Plan Change 2 has been completed, and no further Plans Changes under Schedule 1 of the RMA can be undertaken under the legislation.

The changes to the delegations are outlined below:

Current Delegation	**Proposed Changes**
District Plan Change and Spatial Planning Subcommittee	Spatial Planning Subcommittee
Membership: Five (5) Councillors and one Mana Whenua Representative.	No change
Purpose: The purpose of the Subcommittee is to enable Council to propose and develop changes to the Operative District Plan and develop a Spatial Plan.	Purpose: The purpose of the Subcommittee is to enable Council to develop a district-scale Spatial Plan and provide early establishment direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee under the Planning Act 2026.
Scope of Activities: Proposed Plan Changes to the Operative District Plan and the development of a Spatial Plan.	Scope of Activities: The development of a Spatial Plan and direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee.
Delegation: The Subcommittee has the power to: 1. Oversee the development of a Spatial Plan. 2. Provide advice and feedback and direction on the priority of proposed Plan Changes and development of a Spatial Plan. 3. Report quarterly or as required on progress of the Plan Changes and Spatial Plan to the Community and Regulatory Committee.	Delegation: The Subcommittee has the power to: 1. Oversee the development of a district-scale Spatial Plan. 2. Provide advice and feedback and direction on Regional Spatial Planning prior to the establishment of a Regional Spatial Planning Committee under the Planning Act 2026. 3. Report quarterly or as required on progress to the Community and Regulatory Committee.

Document Set ID: 11309948
Version: 3, Version Date: 21/10/2026

Progress on the Invercargill Spatial Plan

Invercargill City Council is developing a District Spatial Plan to help guide how the district grows and changes over the next 30 years. Council approved the commencement of work in June 2026. The Spatial Plan will be designed to be enduring and help position Invercargill to inform the regional Spatial Plan, along with providing long-term direction to inform future Long-Term Plans and investment in the District.

It will provide direction for how and where the district grows and changes, including direction as to where homes, businesses, infrastructure, open spaces and other community facilities are located in the future. At the same time, it will seek to identify where investment is required to support this change.

The first phase of stakeholder and community engagement was completed at the end of September 2026. At the time of this meeting, the consultation summary and feedback platform are now also complete.

Engagement comprised:

663 feedback contributions recorded	**473** social media comments	**74** online responses	**14** stakeholder and community workshops / events
74 postcard comments	**20** completed feedback forms	**14** scavenger hunt forms	**16** one on one hui with key stakeholders

What we heard – the high-level themes:

- **Parks, trees, waterways and green spaces are central to how people value Invercargill.** Participants wanted these areas protected, better connected and more accessible across the city.

- There was **general support for growth where it delivers clear local benefits.** Infrastructure, housing and services need to keep ahead, without placing an unreasonable burden on ratepayers.

- **Housing quality, affordability and choice were recurring concerns.** More smaller homes, accessible housing and medium-density options are needed. More land for larger homes is needed in some areas where there are development pressures. Poor-quality housing, particularly in parts of South Invercargill, affects community wellbeing and makes it harder to attract and retain workers. Zoned land does not always translate into development where servicing costs, fragmented ownership or weak commercial returns get in the way.

- **Natural hazards and infrastructure will influence where growth can occur.** Flooding, sea-level rise and emergency access constrain several locations. While existing networks can support some growth, the investment required will vary across the district.

Document Set ID: 11309948
Version: 3, Version Date: 21/10/2026

- Transport concerns extended beyond road capacity. **People raised public transport, rail, walking, cycling, parking and freight resilience.** Better connections are needed between homes, jobs, schools and services, as well as between Invercargill and Bluff. Safety for a range of road users was raised regularly.

- People also want a **more active city centre**, stronger neighbourhood centres and investment that benefits different parts of the city.

At the same time:

- The Subcommittee has been meeting monthly to provide direction to this mahi – informing the inputs required and shaping the engagement approach and reporting responses.

- Technical reporting is nearing completion on housing, business land, infrastructure, heritage and CBD, community values, and the natural environment.

- The project team have started early long-list optioneering using a purpose-built multi-criteria analysis tool, with direction from the subcommittee on the approach to options analysis.

Progress on Plan Change 2: Housing and Code of Practice

Plan Change 2 is now operative and has been formally incorporated into the District Plan. Council is now also aware of another significant medium and mixed density housing application planned for Invercargill for 50+ homes – intended to be lodged in the coming months.

As agreed at the 24 August 2026 update, the planning team will bring an annual update to Council to report on the uptake of additional housing density since the implementation of Plan Change 2.

Next Steps

- **Resource Management Reform and the Murihiku Regional Spatial Plan:** After the Council workshop on 27 October, the regional workshop is coming up on 8 December 2026.

- **ICC Spatial Plan:** Another update on the progress of the Invercargill Spatial Plan will be taken to the Community and Regulatory Committee meeting on 10 November 2026.

Document Set ID: 11309948
Version: 3, Version Date: 21/10/2026

2027 – 2037 LONG-TERM PLAN DRAFT ASSUMPTIONS

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Rhiannon Suter, Manager – Strategy, Policy and Engagement
Approved:	Patricia Christie, Group Manager - Corporate Services
Approved Date:	Wednesday 21 October 2026
Open Agenda:	Yes

Purpose and Summary

This report provides Council with the draft assumptions for the Long-term Plan incorporating updates to the Infometrics growth forecasts and the Business and Economic Research Limited (BERL) Cost Adjusters. The assumptions will be refined again several times in the process including as part of budgeting, following audit and prior to consultation. Changes may be made through to adoption of the Long-term Plan in June 2027.

Recommendations

That Council:

1. Receives the report "2027 – 2037 Long-term Plan Draft Assumptions".

2. Considers the updated more optimistic scenario for population and household growth and determine the following option for inclusion within the draft assumptions (delete as appropriate):
   a. Option 1 – Utilise the baseline "medium" scenario as part of the Long-term Plan assumptions (0.3% per annum population and household growth).
   b. Option 2 - Utilise the more optimistic "High" scenario as part of the Long-term Plan assumptions (0.5% per annum population and 0.4% per annum household growth).

3. Notes the proposed 0.7% rating unit growth forecast and considers whether to request officers to use a higher forecast for the rating unit forecast in budgeting.

4. Confirms the draft assumptions ahead of audit in January.

Background

Council is required to adopt assumptions for the Long-term Plan, and these are required in draft form ahead of audit for consultation. The assumptions are a supplementary item for the Long-term Plan consultation.

Document Set ID: 11267056
Version: 11, Version Date: 21/10/2026

The Risk and Assurance Committee received the first draft of the assumptions in September, and these were recommended to Council with a request to focus on the population and household forecasts with a view to determine a scenario which assumed a more proactive approach to migration attraction and retention. Infometrics have completed this revised forecasting, and this is reflected in the draft assumptions and attached in full for information here. Council has the option to instead choose the more conservative option or to consider if Councillors believe a more optimistic scenario is preferred.

Issues and Options

Analysis

The report produced by Infometrics to consider a higher population and household growth scenario is appended and discussed further under the options provided below. This work is based on regional forecasts undertaken by Great South with Infometrics and this report is also attached.

In addition, further analysis is now available on the following areas:

Growth Funding Forecasting tor Clifton Wastewater Treatment Plant

As part of ongoing work on this project further analysis of the extent to which the upgrade of the plant will be required for and enable growth is being considered through the development of the strategic case. It is important to note that as the final technical option is developed the portion of the project which supports growth is likely to change.

The percentage of key projects (all in the waters services area) which apply to growth have been identified. As part of the final Financial Strategy and budget development Council will need to consider the extent to which new growth is likely to be able to fund growth and where the cost of growth will need to be spread further across existing ratepayers.

It is only possible to make high level estimates on the likely revenue from development levies at this time as this is only a proposed financial tool and has not yet been established. It is likely that Council may choose a mixed tool setting with revenue continuing to be estimated from contracts for delivery or other mechanisms utilised for new infrastructure development for major industry.

Cost Adjusters

The final version of the BERL Local Government Cost Index has been released on schedule. This includes the updated information on which the inflation assumptions are based and these have been updated.

Updated Climate Change Assumptions

Updated assumptions have been received from the regional council and it is recommended to align with these.

Document Set ID: 11267056
Version: 11, Version Date: 21/10/2026

Significance

The assumptions are significant and will be provided as supplementary information as part of the Long-term Plan consultation.

Options

Population, Employment and Household Forecasts

Option 1

Utilise the medium scenario as part of the Long-term Plan assumptions (0.3% per annum population and household growth)

The medium scenario builds upon the baseline forecast, adding in the impact of major projects (Datagrid, aquaculture, wind farms, Aspiring Materials), while acknowledging competition for resources could limit the upside potential. For example, major projects competing for construction workers at the same time could lead to greater use of workers from out of region, without a resulting employment or population impact for Invercargill and Southland.

Utilising this scenario means that planning will be required to account for a more constrained rates capping window, however there is less risk of revenue forecasts being missed as a result of growth being lower than expected.

Option 2

Utilise the more optimistic "High" scenario as part of the Long-term Plan assumptions (0.5% per annum population and 0.4% household growth).

The high scenario includes the same major projects as the medium scenario, but assumes a high degree of regional collaboration. Regional collaboration is expected to lead to more staged construction work for a steadier overall workload. Housing growth is expected to be more closely coupled with employment growth (such as being facilitated by employers), enabling growth of permanent housing.

Utilising this scenario enables an expanded rates capping window. However, there is a risk that revenue projections may not be met if growth is lower than expected which could result in greater challenges of operating within the rates capping window in future years.

The attached draft assumptions have been adjusted to reflect Option 2.

Rating Unit Growth

The budget rests on rating unit growth forecasts which utilise the household growth scenarios. To inform the rating growth forecast it is useful to consider recent trends in rating unit numbers. Between 2012 and 2022 rating unit growth hovered between -0.2% and 0.1% with the exception of one year where it was 0.8% which included a data correction. However post-Covid this has increased, with a 1.4% spike immediately post-lockdown followed by a per annum range between between 0% to 0.6% per annum. There is data for commercial/ industrial rating unit numbers for the post Covid period which shows higher growth rates of between 0% and 3% which would enable some higher confidence for a higher average rating growth into the future.

Document Set ID: 11267056
Version: 11, Version Date: 21/10/2026

Proposed Rating Unit Growth Forecasts

It is proposed to utilise a 0.7% rating unit growth forecast reflecting the higher rate of growth in the industrial / commercial sector. This is based on the high scenario for household and population growth of 0.4 and 0.5% respectively.

Council could choose whether to further consider if recent economic news warrants a higher estimate again.

Community Views

Community consultation on the Long-term Plan will take place in March / April 2027.

Implications and Risks

Strategic Consistency

These assumptions are consistent with the strategic direction set by Council for this Long-term Plan.

Financial Implications

The assumptions will be applied to the draft budgets at the next stage of the process. The budget will be stress tested using the scenarios similar to the following (the exact settings are to be finalised) provided to the Risk and Assurance Committee in September.

Higher growth / higher inflation / stronger contractor market	**Lower growth / lower inflation / weaker contractor market**
+0.5 – 1% rating unit growth All growth capital projects delivered within first ten years of the plan +0.5 - 1% inflation on BERL cost adjusters +5 - 10% on capital delivery assumption	-0.3% - -0.1% rating unit growth Growth capital projects delayed beyond first ten years of the plan -0.5 - 1% inflation on BERL cost adjusters - 5 - 10% on capital delivery assumption

Legal Implications

The assumptions have been developed in line with the requirements of Section 101B (4)(c) and (d) of the Local Government Act 2002 (LGA) for assumptions to be included in the Infrastructure Strategy, and Schedule 10 Part 1 Clause 17 which outlines the significant forecasting assumptions which must be included in the Long-term Plan.

In line with Section 93C(4)(b) of the LGA, the auditors will provide an assessment of the quality of the assumptions underpinning the consultation document, to be included within the consultation document.

Climate Change

Climate Change assumptions are included within the draft assumptions in line with input from the Regional Climate Change Working Group.

Document Set ID: 11267056
Version: 11, Version Date: 21/10/2026

Risk

Risk	Mitigation
If assumptions are significantly inaccurate this could result in actual revenue and expenditure being misaligned with the forecasts.	Scenario stress testing through assumption development. Budget revisions during subsequent Annual plans
The Audit Office may consider the assumptions to be of variable or lower quality dependent on the options chosen by Council.	Provide underpinning evidence for Council decision. Accept that there may be a matter of emphasis in the audit opinion on the consultation document and/or for the Long-term Plan or a qualification of the Long-term Plan and appropriately communicate this to the community.

Next Steps

An updated version of the assumptions reflecting stress testing undertaken through the budgeting process will be brought to Council in December alongside other supplementary material for the Long-term Plan.

Attachments

Attachment 1 - Infometrics "High" Scenario Long-term Plan Assumptions (11302846).

Attachment 2 - Draft Assumptions (10928725).

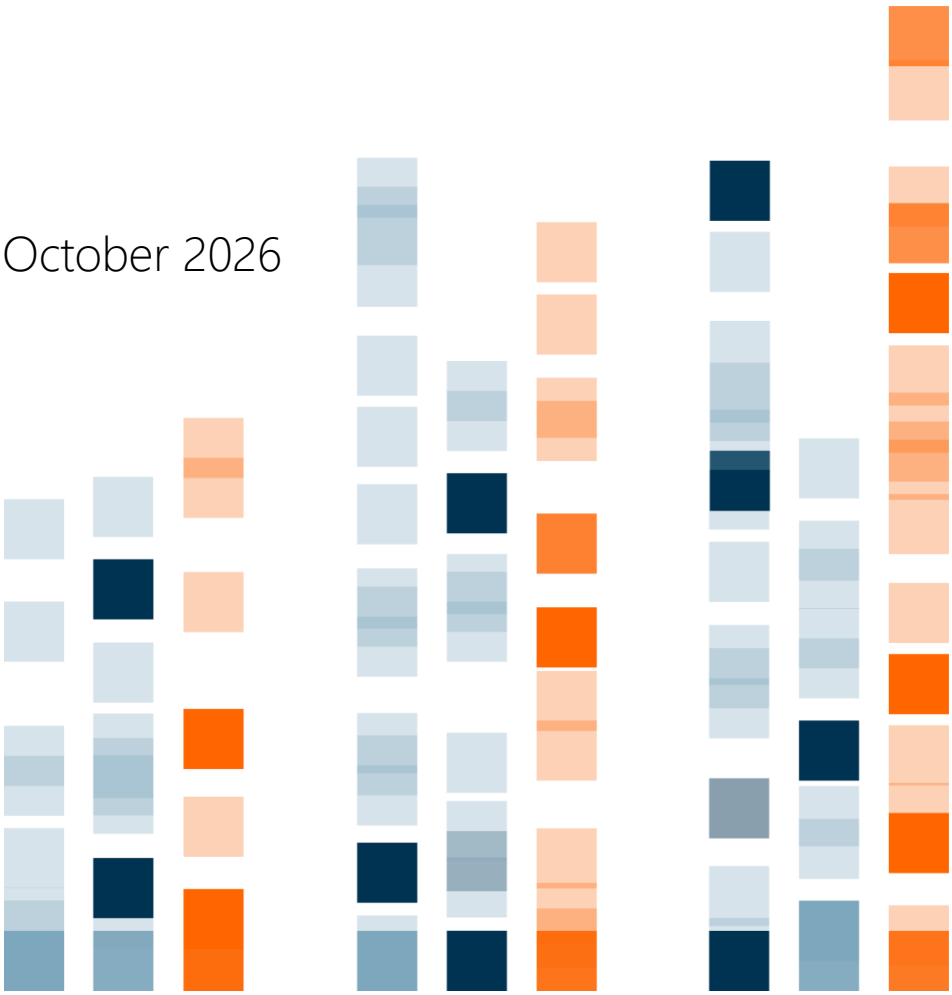
Attachment 3 – Infometrics Southland Region economic and demographic outlook (11293203)

Document Set ID: 11267056
Version: 11, Version Date: 21/10/2026

Long Term Plan forecast assumptions

for Invercargill City Council

October 2026



Infometrics
Economics put simply

Authorship

This report has been prepared by Principal Economist Nick Brunsdon.

Email:

Nick.Brunsdon@infometrics.co.nz

All work and services rendered are at the request of, and for the purposes of the client only. Neither Infometrics nor any of its employees accepts any responsibility on any grounds whatsoever, including negligence, to any other person or organisation. While every effort is made by Infometrics to ensure that the information, opinions, and forecasts are accurate and reliable, Infometrics shall not be liable for any adverse consequences of the client's decisions made in reliance of any report provided by Infometrics, nor shall Infometrics be held to have given or implied any warranty as to whether any report provided by Infometrics will assist in the performance of the client's functions.

Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

Table of contents

Executive summary 5
Introduction 5
Key projects underpin modest, steady growth 5
Employment to grow 0.7%pa to 2037 5
Population, households grow 0.5%pa to 2037 5
Further recovery for international students 5
Affordable housing, rent affordability decline 5
Introduction 7
Our approach 8
Baseline forecast 8
Modelling major projects 8
Aquaculture 8
Datagrid 8
Wind farms 9
Aspiring Materials 9
Population 10
High scenario 10
Employment 11
Invercargill employment grows 0.7%pa to 2037 11
Invercargill employment totals 33,900 in 2037 11
Population and households 13
Invercargill's population grows 0.5%pa to 2037 13
Invercargill's population to total 61,300 in 2037 13
Invercargill's population getting older 14
Invercargill becoming more diverse 15
Smaller households, but becoming larger 15
Households grow 0.4%pa to 2037 16
Invercargill households total 24,800 in 2037 17
International students 18
Long road to recovery ahead 18
Southland Region lags in recovery 18
National visa approvals continue to recover 18
Forecasting international students 19
Steady recovery for international students 19
Housing affordability 21
Lower household incomes in Invercargill 21

Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

Wide range of household incomes **21**
Common household incomes **22**
More affordable housing in Invercargill **23**
Lower mortgage burden **24**
Invercargill rent becoming less affordable **25**

Executive summary

Introduction

Invercargill City Council commissioned Infometrics to prepare forecasts and analysis to inform its 2027 to 2037 Long Term Plan. The report brings together employment forecasts, population and household projections, international student forecasts, and housing affordability analysis for Invercargill City.

Key projects underpin modest, steady growth

Overall, Invercargill is expected to experience modest but steady growth over the Long Term Plan period. Major Southland projects, including aquaculture expansion, Datagrid, Aspiring Materials, and wind farm developments, are expected to lift employment and support migration, particularly in the late 2020s.

Key projects could compete for resources, but the high scenario that this report is based on assumes a high degree of regional coordination and collaboration to ensure projects proceed without adversely affecting each other and maximising long term benefit, such as housing growth.

Employment to grow 0.7%pa to 2037

Employment in Invercargill is forecast to grow by an average of 0.7% per annum between 2027 and 2037, reaching 33,900 filled jobs by 2037. Growth is expected to be strongest in the late 2020s as construction activity associated with Datagrid and wind farm peaks, before easing in the early 2030s. Longer term, employment is forecast to reach 41,100 by 2057.

Population, households grow 0.5%pa to 2037

Invercargill's population is projected to grow by 0.5%pa between 2027 and 2037, reaching 61,300 people by 2037 and 68,000 by 2057. Households are projected to grow 0.4%pa to 2037, from 23,600 in 2025 to 24,800 in 2037. The city's population is expected to continue ageing, with the share of residents aged 65 and over rising to 20% by 2037, while the under-15 population share declines.

Further recovery for international students

International student enrolments in Southland remain well below pre-pandemic levels but are forecast to grow 9.5%pa on average between 2025 and 2037, to reach pre-pandemic levels in 2037.

Affordable housing, rent affordability decline

Housing remains more affordable in Invercargill than nationally, despite lower household incomes. In 2026, Invercargill's house-value to income ratio was 3.9 compared with 5.9 nationally, and mortgage repayments accounted for 23% of mean

Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

household incomes compared with 35% nationally. However, rental affordability has deteriorated, with rents rising from 14% of mean household incomes in 2005 to 18% in 2026, narrowing Invercargill's rental affordability advantage.

Introduction

Invercargill City Council commissioned Infometrics to produce forecasts and analysis to inform the development of their 2027 to 2037 Long Term Plan. In this report, we outline employment and international student forecasts, as well as population and household projections, for Invercargill City. We also analyse the city's household incomes and what this means for housing affordability.

This report focuses on a high scenario for Invercargill's growth, serving as an update to our earlier report which focused on a medium growth scenario. Achieving the high scenario growth will require a high level of regional coordination and collaboration.

Our approach

Baseline forecast

The baseline or foundation of our forecasts reflects a continuation of current economic and policy settings, globally, nationally and locally. Infometrics forecasts regional employment through a combination of three models. Our macro-economic model provides forecasts of national employment on an annual basis up to 2031. Our general equilibrium model forecasts national employment by industry over the long-term. Finally, our regional forecasting model breaks these forecasts down to industries in each region.

These forecasts were updated in February 2026, using regional employment and GDP estimates as of March 2025.

Modelling major projects

Southland is facing the prospect of several major projects, and we have prepared work for Great South to understand the impact of each project. However, for the purpose of informing Invercargill City's Long Term Plan, we have focused on consented projects, which are more certain and have more specific information available. In addition to the baseline forecast described above, our forecasts include aquaculture, Datagrid, Aspiring Materials and wind farm developments.

Aquaculture

We have allowed for growth in Southland Region's salmon production from 5,000 tonnes per annum in 2025 to 40,000 in 2057. Growth to 2037 aligns with the consented Hananui project, producing 16,000 tonnes at peak. The employment impact of aquaculture growth is modelled on Hananui's economic impact assessment, including a spread across aquaculture and seafood processing. Growth beyond 2037 would require additional projects to be consented, consistent with the Murihiku Aquaculture pathway.

There are additional opportunities in aquaculture (onshore, and besides Salmon) but have not been modelled in this report.

Datagrid

Datagrid proposes to build a large data centre near Makarewa, located in Southland District but near Invercargill City. Datagrid has a significant employment demand during construction, followed by a modest ongoing level of employment for operation. Analysis by Analysys Mason for Datagrid estimates that construction of Datagrid will support 460 to 750 jobs (midpoint of 605 jobs) across the South Island over a five-year construction period. Additional jobs are expected to be supported for the submarine cable construction, but we have not included these at all, as a large proportion of this work is likely to be delivered offshore and by specialist overseas cable laying companies.

We have been advised that Datagrid's construction period has since been shortened to two years, which based on the midpoint estimate of 605 jobs for five years, amounts to 1,500 jobs over two years. This is a substantial number, given that the entire Southland

Region construction industry totalled 4,550 filled jobs in 2025. Since 2000, the largest increase in construction employment in Southland Region was 9.3% in 2002, associated with construction of Southland Hospital. In the medium scenario, we took the 9.3% increase in 2002 as an upper limit, which implies Southland Region construction jobs will grow by a maximum of 420 for Datagrid. For the high scenario, we assumed that strong regional coordination of major projects will enable a sustained pipeline of work, and enable peak regional construction employment growth to increase by 50%, to a maximum of 630. The remaining jobs can be met through:

- Displacement of other construction activity in Southland Region, with a portion of the existing construction industry focusing on Datagrid, and other non-urgent construction work in the region delayed.
- Workers from other regions coming into Southland to work on Datagrid while residing elsewhere, which could involve driving from nearby regions, or flying from further afield, on a regular basis.
- Prefabrication of construction elements in other regions, to be transported into Southland, will mean some of the construction jobs can effectively be performed outside Southland Region.

For the Southland construction jobs supported by Datagrid, we have assumed these are spread across the existing construction industry. Across Southland Region, 63% of construction jobs are with firms located in Invercargill City, followed by 26% in Southland District and 11% in Gore. This reflects the location of the business or depot, from where these businesses may serve the wider region. For the high scenario, we assumed that regional coordination will enable growth of permanent housing in Invercargill, such that more of the construction jobs can be based in Invercargill, with the city hosting 73% of regional construction growth.

Ongoing operation of Datagrid is estimated to support 72-80 jobs (midpoint 76 jobs) per year, based on estimates from Datagrid.

Wind farms

Great South has identified a total of six wind farms totalling 290 turbines, either under construction or proposed for Southland Region. None of these farms are located in Invercargill City, but their significant construction works will have an impact on construction employment in Invercargill. We have estimated that these 290 turbines will generate a net 977 filled jobs in construction, in addition to the baseline employment, based on economic impact analysis of Contact's Southland wind farm. These projects are expected to support employment to 2031, with jobs spread across the region using the same approach outlined for Datagrid.

Aspiring Materials

Aspiring Materials propose to build a manufacturing facility in Invercargill City that extracts high-value minerals and green hydrogen from local rock waste. Aspiring Materials expects to employ up to 82 FTE jobs by 2037. Recent media releases have described the plant as supporting up to 200 FTE jobs, however, this larger figure includes indirect jobs, such as those with suppliers to their facility.

Population

Our population projection approach follows a traditional cohort component projection method, in which the starting population is broken up into age and gender cohorts. Each cohort is analysed and projected separately – considering the probabilities of different life events for each cohort in each five-year period. The life events include fertility, mortality, migration, household formation, and labour force participation. We also consider how these probabilities have changed over time and how they may change in future – for example, how labour force participation has risen among older age groups as life expectancy has extended over time.

The key point of difference for our population projections is that our employment forecasts inform projected net migration. We consider employment growth and labour force participation to assess labour force shortfalls in each region, which indicates how net migration will be distributed within the country.

Our projections start with a baseline population projection, based on the baseline employment forecast noted previously. We then bring in the estimated employment impacts of aquaculture, Datagrid, Aspiring Materials, and wind farms, comparing to the projected labour force, to estimate any labour force shortfalls. Where labour force shortfalls persist, our model allows for additional net migration to meet this demand – reflecting workers migrating into the region for jobs, and permanently adding to the region's population. We consider labour force shortfalls for Southland Region as a whole first, reflecting that there are extensive patterns of commuting established across Southland's three territorial authorities. Then, we apportion migration to each of the three territorial authorities reflecting historical growth patterns and the location of employment. In this high scenario, we have assumed that stronger growth will underpin housing development in Invercargill, enabling a greater share of the region's population growth to be accommodated in Invercargill.

High scenario

The medium scenario builds upon the baseline forecast, adding in the impact of major projects, while acknowledging competition for resources could limit the upside potential. For example, major projects competing for construction workers at the same time could lead to greater use of workers from out of region, without a resulting employment or population impact for Invercargill and Southland.

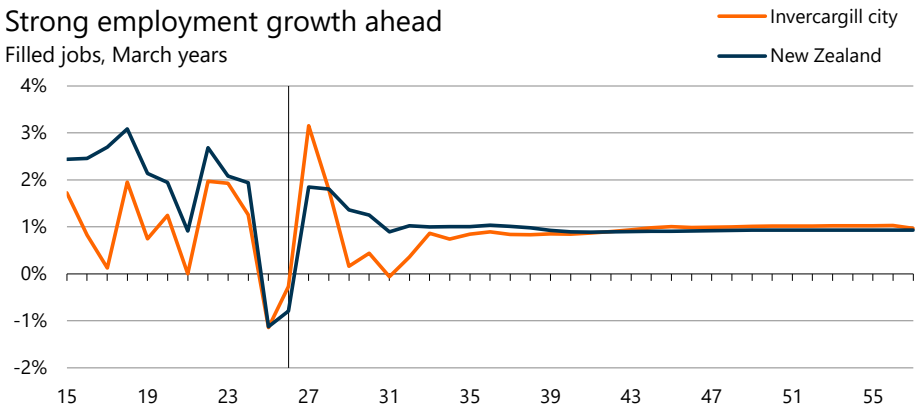
The high scenario includes the same major projects as the medium scenario, but assumes a high degree of regional collaboration. Regional collaboration is expected to lead to more staged construction work for a steadier overall workload. Housing growth is expected to be more closely coupled with employment growth (such as being facilitated by employers), enabling growth of permanent housing.

Employment

Invercargill employment grows 0.7%pa to 2037

Employment growth in Invercargill lagged New Zealand over the past decade, with Invercargill filled jobs growing 0.9%pa between 2016 and 2025, as jobs rose 1.9%pa nationally. Chart 1 shows that strong job growth in 2027 is set to push Invercargill's growth ahead of New Zealand, followed by more modest growth as Datagrid and wind construction work scales down by the early 2030s. Employment in Invercargill is forecast to grow 0.7%pa on average between 2027 and 2037, behind national growth of 1.1%.

Chart 1



Source: Infometrics, Stats NZ

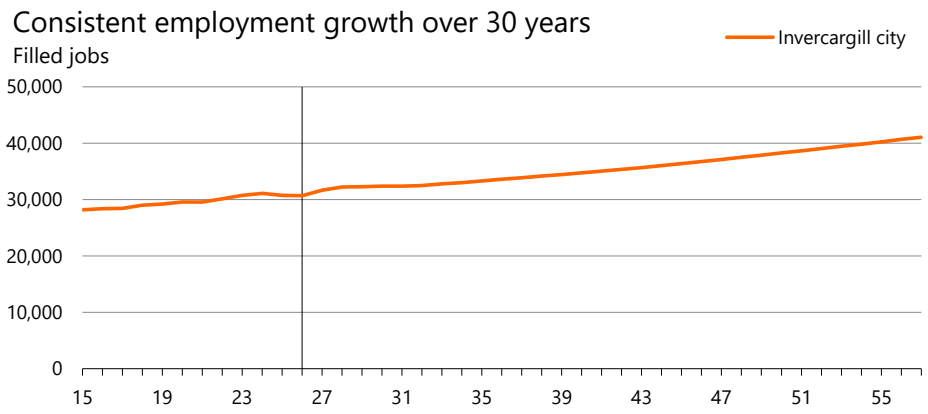
Between 2037 and 2057, Invercargill employment is forecast to grow 1.0%, just ahead of national growth of 0.9%. The high scenario features higher employment growth in Invercargill from 2027 to 2028, as a greater share of Datagrid and wind farm construction jobs are based in Invercargill. However, overall growth to 2037 is similar across the high and medium scenarios, as those construction jobs don't persist to 2037.

Invercargill employment totals 33,900 in 2037

Employment in Invercargill rose from 28,400 in 2016 to 30,800 in 2026. Chart 2 shows that Invercargill employment is forecast to rise to 31,700 in 2027, then 33,900 in 2037, and on to 41,100 in 2057.

Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

Chart 2



Source: Infometrics, Stats NZ

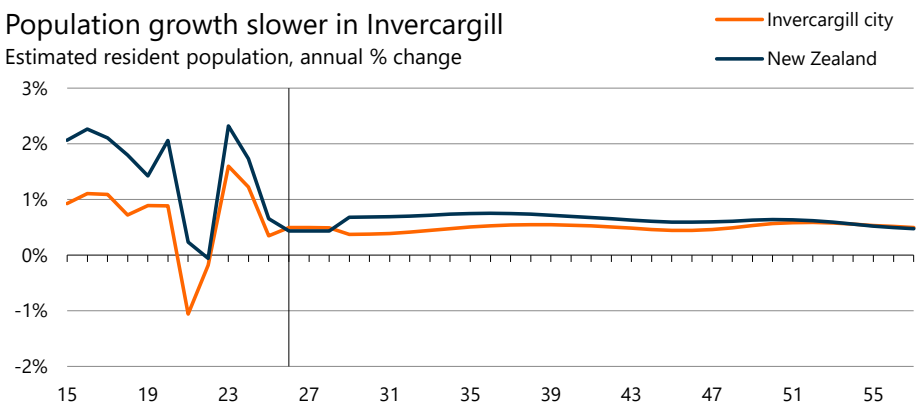
Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

Population and households

Invercargill's population grows 0.5%pa to 2037

Invercargill's population grew 0.7%pa on average between 2015 and 2025, less than half the national average of 1.5%pa (see Chart 3). Between 2027 and 2037, this gap is expected to narrow, with Invercargill's population projected to grow 0.5%pa, compared to 0.7%pa nationally. National and local population growth is slowing as the population ages, however, key projects in Southland are expected to generate employment, drive migration and in turn elevate population growth higher than it would have otherwise been, particularly in the late 2020s. For New Zealand, international net migration is currently low relative to historical levels, contributing to a relatively low rate of population growth. However, migration is expected to recover into the 2030s, as an ageing population drives a higher need for replacement workers, driving a slight pickup in New Zealand's rate of growth.

Chart 3



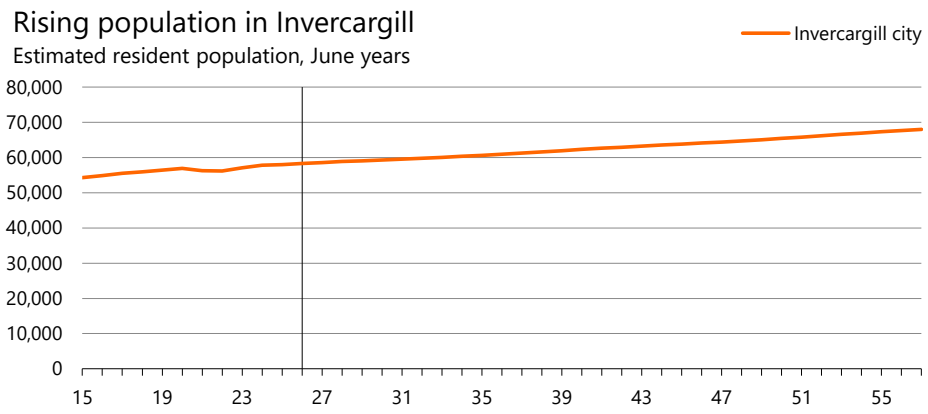
Source: Infometrics, Stats NZ

Between 2037 and 2057, Invercargill's population is projected to grow 0.5%pa, compared to 0.8%pa nationally.

Invercargill's population to total 61,300 in 2037

Invercargill's population has been through a long period of recovery over the past 55 years. Invercargill's population totalled 59,600 in 1981, but loss of major employers saw the population ease to 50,200 in 2000. From this low point, the population has recovered steadily, to 54,900 in 2016 and on to 58,000 in 2025. Chart 4 shows that Invercargill's population is projected to rise to 58,600 in 2027, then 61,300 in 2037, and on to 68,000 in 2057.

Chart 4



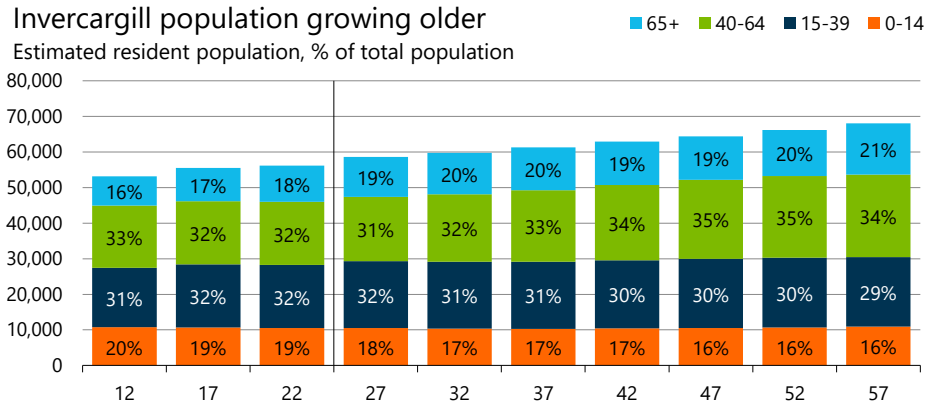
Source: Infometrics, Stats NZ

Under the high scenario, Invercargill's population is 1,400 higher in 2037, and 2,400 higher in 2057, compared with the medium scenario.

Invercargill's population getting older

Invercargill's population is projected to continue getting older. The 65-years-and-older (65+) age group grew from 16% of the population in 2012 to 18% in 2022. Chart 5 shows that by 2037, the 65+ age group will make up 20% of the city's population. The 40-64-year-old age group is projected to grow slightly, from 32% of the city's population in 2022 to 33% in 2037.

Chart 5



Source: Infometrics, Stats NZ

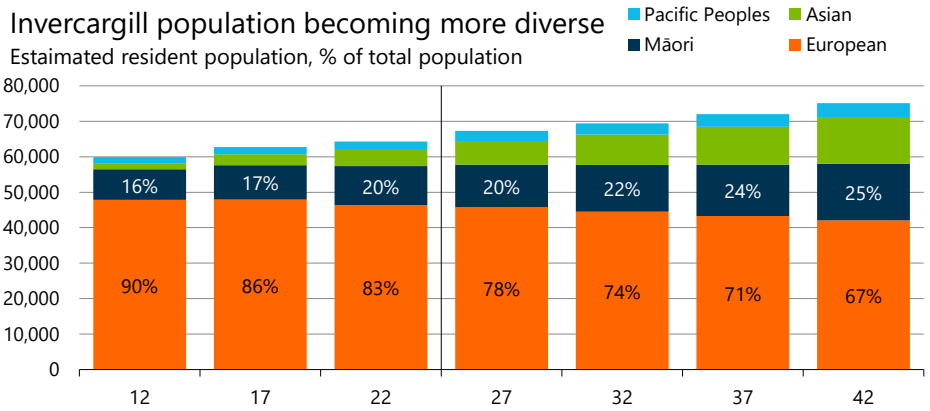
Invercargill's younger population is projected to continue declining. The under-15-year-old population eased from 20% in 2012 to 19% in 2022, and is projected to ease to 17% in 2037. Invercargill faces similar drivers of population change as the rest of the country, with an ageing population and decreasing fertility rates. Under the high scenario,

stronger migration adds more young people to Invercargill's population than in the medium scenario.

Invercargill becoming more diverse

Invercargill's population has already become more diverse, and this diversity is set to increase further. These changes are driven by faster ageing in the European ethnic group than other ethnic groups, and migration bringing in greater diversity. Chart 6 shows that people identifying with European ethnicity have eased from 90% of the population in 2012 to 83% in 2022, and is projected to ease to 78% in 2037 and 71% in 2037. At the same time, Māori ethnicity is growing quickly, from 16% in 2012 to 20% in 2022, on to 20% in 2027 and 24% in 2037.

Chart 6



Note: People can identify with more than one ethnicity, so percentages add to greater than 100%. Source: Infometrics, Stats NZ

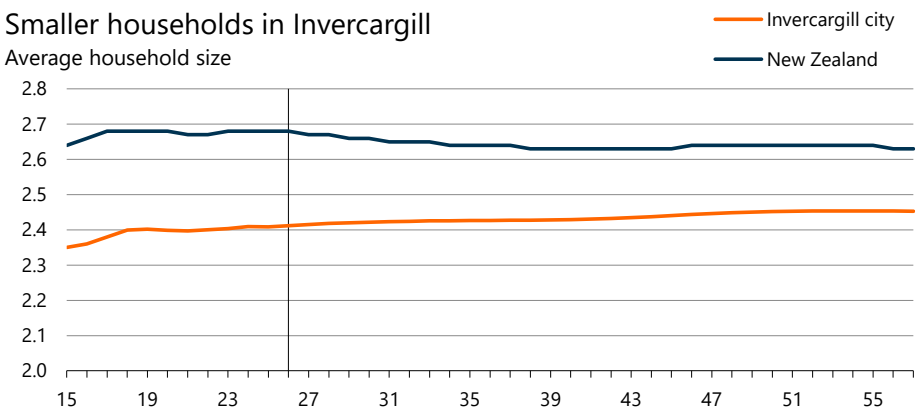
Asian is the fastest growing ethnic group in Invercargill, with the city's population identifying with Asian ethnicity set to grow from 4,500 in 2022 to 10,400 in 2037, more than doubling. The proportion of the population identifying with Asian ethnicity is set to rise from 8% in 2022 to 17% in 2037. The population identifying with Pacific ethnicity is set to grow from 4% in 2022 to 6% in 2037.

Under the high scenario, stronger migration adds greater ethnic diversity to Invercargill's population than in the medium scenario.

Smaller households, but becoming larger

The average size of Invercargill households is appreciably lower than the national average. Chart 7 shows that in 2025, the average Invercargill household had 2.41 residents, compared to 2.68 nationally. The difference largely reflects Invercargill's older population, with older age groups more likely to form smaller households, such as couples without children, or single persons, as opposed to larger households with children. Invercargill's average household size is projected to rise slightly, starting at 2.41 in 2027, then up to 2.43 in 2037, and on to 2.45 in 2057. New Zealand's average household size is projected to remain much larger than Invercargill's, though it will ease to 2.64 in 2037 and 2.63 in 2057.

Chart 7



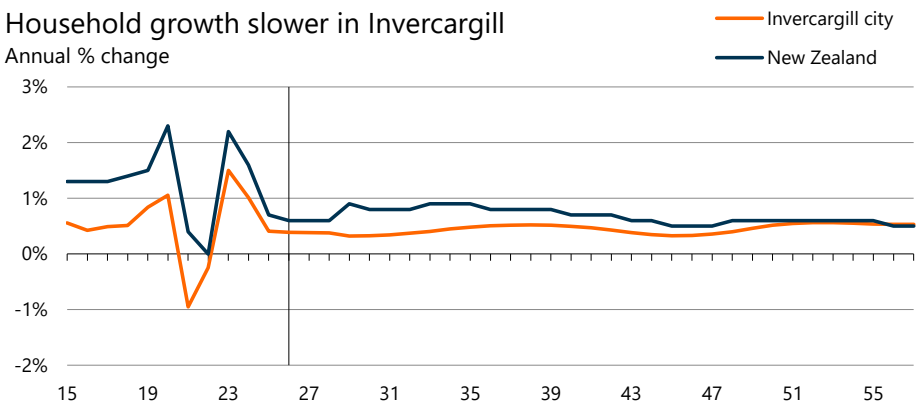
Source: Infometrics, Stats NZ

The slight increase in average household size in Invercargill means that the number of households will grow slightly slower than the population. Under the high scenario, stronger migration adds more young people to Invercargill's population, which leads to a slightly larger household size than the medium scenario.

Households grow 0.4%pa to 2037

Household growth largely mirrors population growth, though changes in average household size can modify that trend. Chart 8 shows that the number of households in Invercargill rose 0.5%pa on average between 2016 and 2025, and is projected to grow 0.4%pa between 2027 and 2037, followed by 0.5%pa between 2037 and 2057.

Chart 8



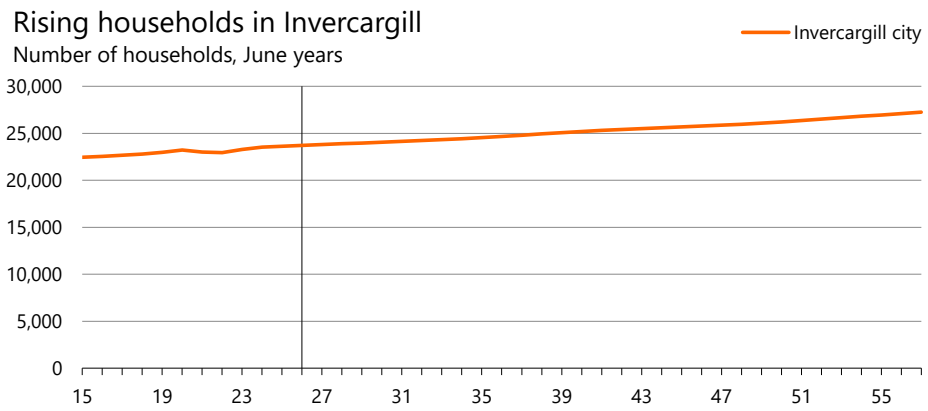
Source: Infometrics, Stats NZ

Household growth is faster nationally, growing 1.3%pa between 2016 and 2025, and projected to grow 0.8%pa between 2027 and 2037, and 0.6%pa between 2037 and 2057.

Invercargill households total 24,800 in 2037

The number of households in Invercargill has grown from 22,600 in 2016 to 23,600 in 2025. Chart 9 shows that the number of households is projected to grow to 23,800 in 2027, then 24,800 in 2037, and 27,300 in 2057.

Chart 9



Source: Infometrics, Stats NZ

Under the high scenario, the number of households in Invercargill is 400 higher in 2037, and 900 higher in 2057, compared with the medium scenario.

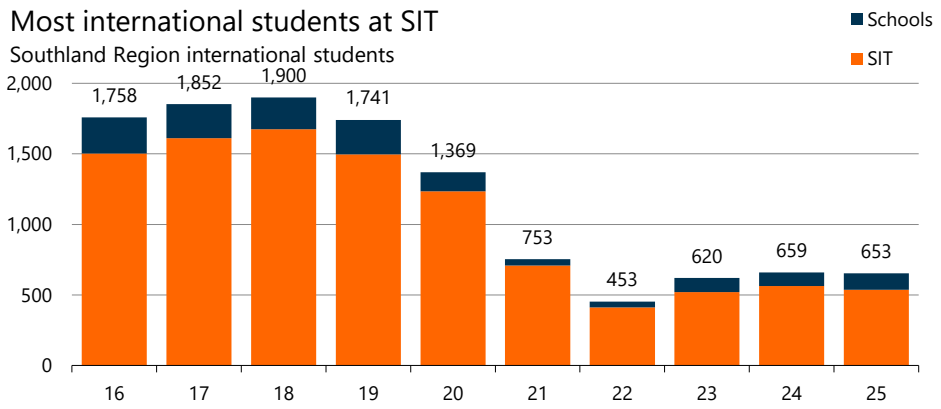
Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

International students

Long road to recovery ahead

International student enrolments have fallen since the COVID-19 pandemic in 2020 and merging of Southern Institute of Technology (SIT) into Te Pukenga. In 2019, there were a total of 1,741 international students in Southland Region (see Chart 10), including 1,496 total international students at SIT and 245 full international fee-paying students at Southland schools. As of 2025, there were a total of 653 international students in Southland, a slight improvement from the low point of 2022, but still well below pre-pandemic levels.

Chart 10



Source: Infometrics, Education Counts, SIT

Southland Region lags in recovery

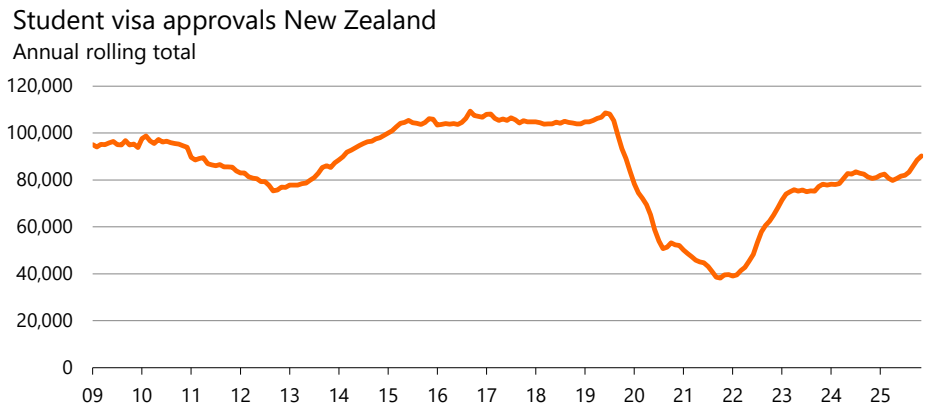
The number of international students at polytechnics nationally in 2025 was 47% below 2019 levels, but 64% below for SIT. This shows that SIT is lagging the polytechnic sector nationally in its international recovery.

Southland's international school students are further behind. The number of international students at schools nationally in 2025 was 13% below 2019 levels, but 53% below for Southland schools.

National visa approvals continue to recover

Nationally, student visa approval numbers are recovering, but still have some way to go. Student visa approvals totalled 67,500 in the year to May 2026, 17% below 2019 levels (see Chart 11).

Chart 11



Source: Infometrics, Immigration NZ

Forecasting international students

We forecast growth in international students in Southland through several steps

1) Start with our existing forecasts of international visitor arrivals, as general tourism and international education have been closely correlated in the past and are affected by similar factors such as the cost of international air travel. These forecasts show international visitor arrivals recovering to 2019 levels in 2028, with moderate growth thereafter, though recovery varies by market.

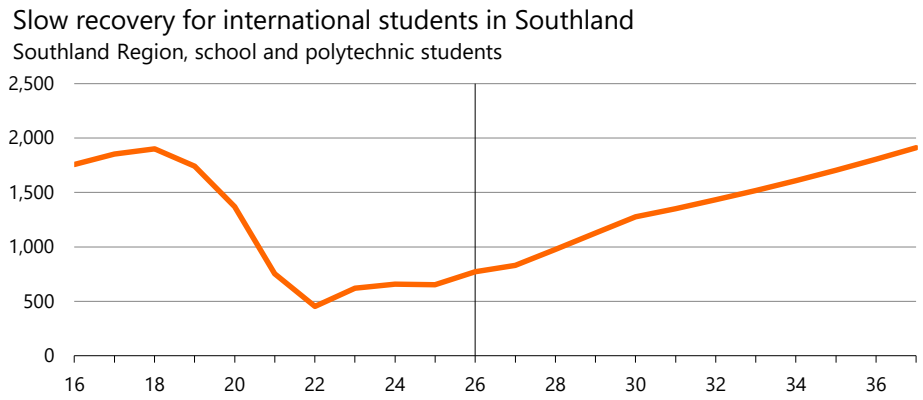
2) Apply forecast international visitor arrival growth to international student numbers in Southland, with weightings accounting for the significance of different world regions for different international education sectors. For example, Asia makes up 90% of international students in polytechnics in 2025, so growth of Asian visitor arrivals drives 90% of polytechnic student numbers.

3) Add adjustment to allow for recovery of market share. Southland' share of New Zealand's international student market is below its pre-pandemic level. With the newly independent SIT focusing on international students, we have assumed it will return to pre-pandemic market share over the next decade, which means faster growth than broader international visitor arrivals. International school student numbers were also allowed a degree of 'catch up' in their market share, but constrained by growth in SIT international students, reflecting the connected nature of regional international education market development.

Steady recovery for international students

The number of international students in Southland is forecast to grow to 830 in 2027, and further on to 1,912 in 2037, which amounts to full recovery to pre-pandemic (2019) levels (see Chart 12). Slower growth is expected in 2026 and 2027, reflecting disruption and higher travel costs associated with the Iran War.

Chart 12



Source: Infometrics, Education Counts, SIT

International student numbers are forecast to grow 9.5%pa between 2025 and 2037. Polytechnic students are forecast to grow slightly faster, at 9.6%pa, and school students slightly slower, at 9.0%pa.

International student numbers are forecast to be 31% or 449 higher in 2037 under the high scenario than the medium scenario. The high scenario assumes strong regional coordination enables international education and other sectors such as construction to grow strongly without adversely affecting each other (e.g. competing for accommodation and housing).

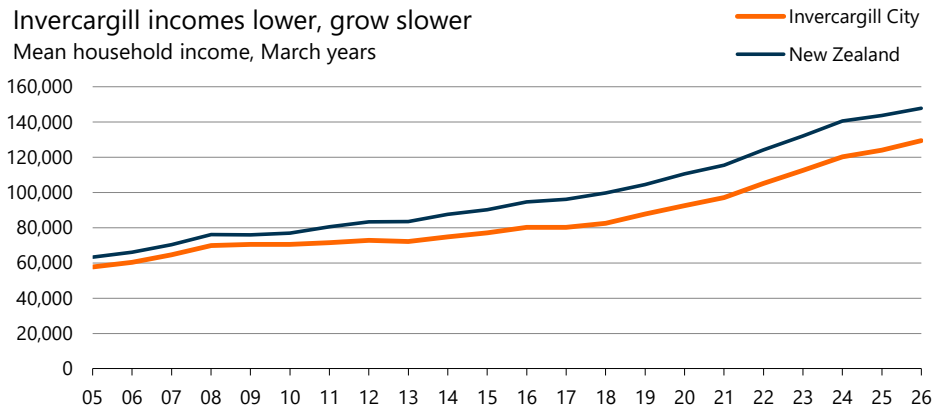
SIT is planning for stronger growth, of 12.4%pa between 2025 and 2027, which would lead to a total of 2,312 international students in 2037 (including SIT and schools). The level of growth planned for by SIT is especially ambitious, and represents an upside risk to our forecast.

Housing affordability

Lower household incomes in Invercargill

Household incomes in Invercargill City are consistently below the national average, with Chart 13 showing that the gap has widened over the past 20 years as Invercargill's incomes have grown more slowly. In 2005, Invercargill's average household income was 9% below the national average, but by 2026 were 12% below. In 2026, Invercargill's average household income was $129,500, behind $147,900 nationally.

Chart 13

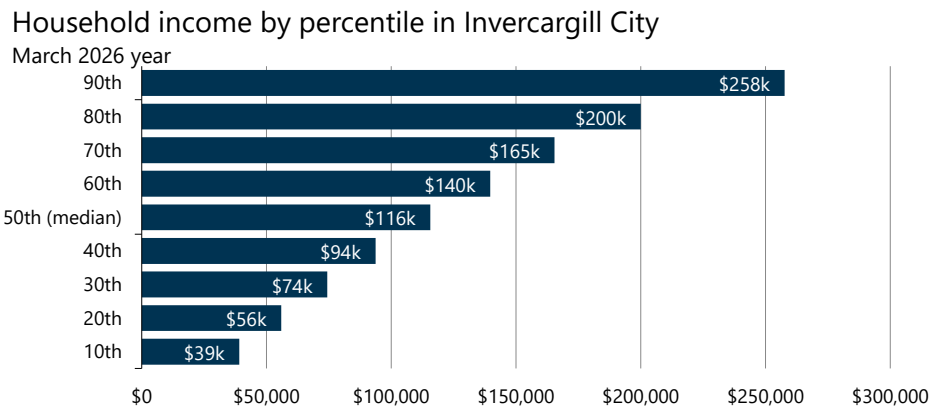


Source: Infometrics, Stats NZ

Wide range of household incomes

There is a wide range of household incomes in Invercargill City. Chart 14 shows incomes by percentile – for example, the 10th percentile represents the level of income that 10% of households earn less than, and 90% of households earn more than. Invercargill City's 10th percentile household income was $39,000 in 2025, a third of the median or 50th percentile income. The 90th percentile household income, which is the income that 90% of households earn less than, was $258,000, more than double the 50th percentile or median income.

Chart 14



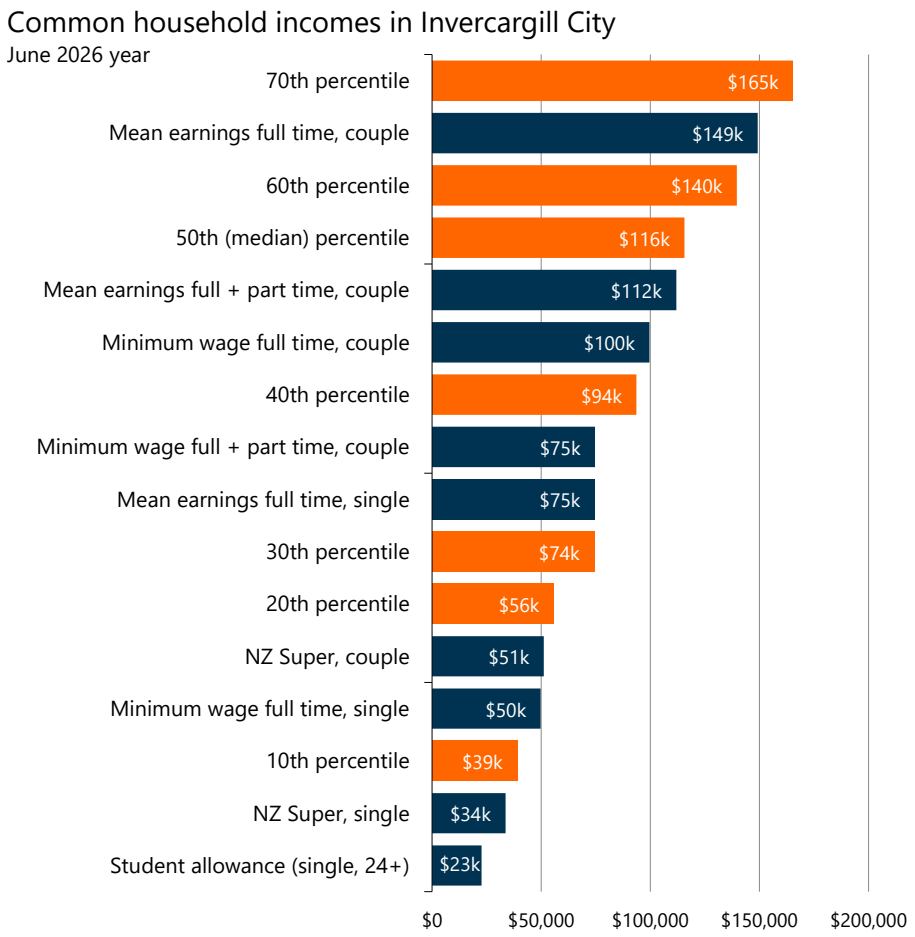
Source: Infometrics, Stats NZ

Common household incomes

To put the dollar values of the income percentiles into perspective, we have compared these to common household income sources. A key consideration is that housing affordability is based on household income, which is the total income of all usual residents in a household – which could be one person, a couple, or more. We have not considered tax, Working for Families tax credits, Accommodation Supplement or rates rebates due to data limitations.

Chart 15 shows that a couple earning NZ Super with no other sources of income has a household income of $51,000 per year, which places them in between the 10th percentile ($39,000) and 20th percentile ($56,000) for Invercargill.

Chart 15



Source: Infometrics, Stats NZ, MSD

Households made up of a single person with a lower income source invariably have a low household income, at or below the 20th percentile of $56,000. A single person earning NZ Super earns $34,000 per year, or $50,000 earning minimum wage full time. A household made up of a single person working full time at the minimum wage would have a lower income than a retired couple on NZ Super.

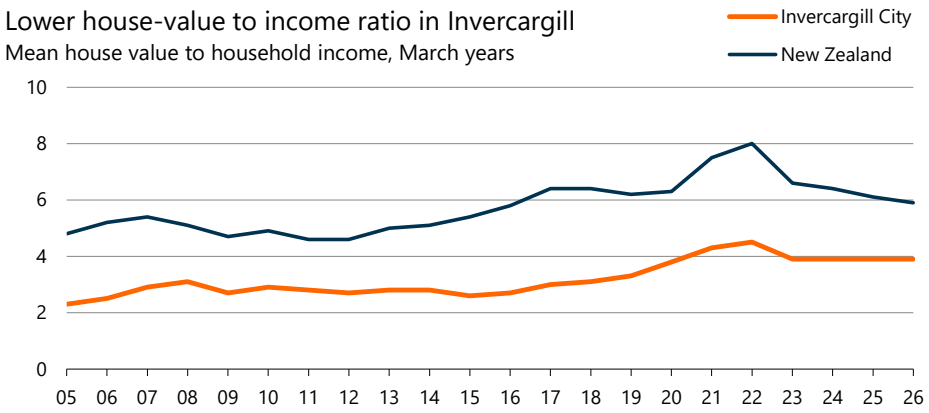
However, for households with two earners, incomes are appreciably higher. A single person earning Invercargill's mean earnings of $75,000 would place just about the 30th percentile as a single person household. A couple both working full time for Invercargill's mean earnings would have a household income of $149,000, between the 60th and 70th percentiles. Households can achieve relatively high household incomes from two people working full time in average earning jobs.

More affordable housing in Invercargill

Invercargill has a much lower house-value to income ratio than the national average, meaning that houses are more affordable to buy in Invercargill. Chart 16 shows that

Invercargill's house-value to income ratio has held steady at 3.9 over 2023 to 2026, compared to the national ratio of 5.9 in 2026.

Chart 16



Source: Infometrics, Stats NZ, Cotality

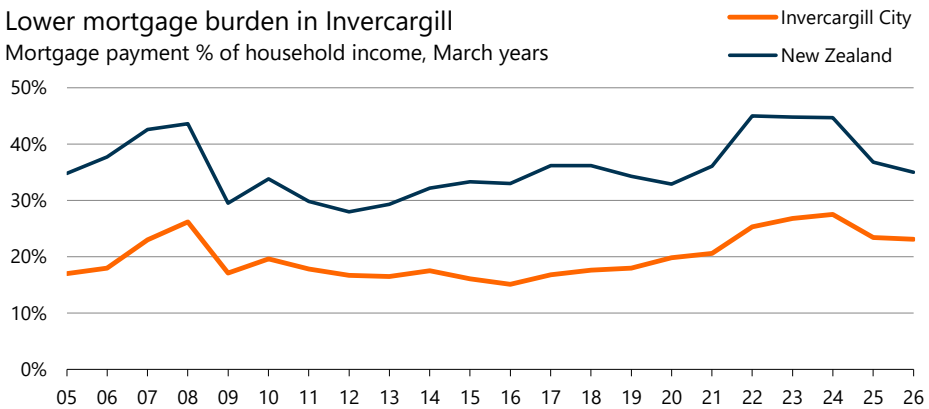
A significant gap between the Invercargill and New Zealand ratio has persisted over the past 20 years. Even after accounting for Invercargill's lower incomes, houses are still much more affordable in Invercargill than the national average.

In the year to March 2026, Invercargill's mean house value was $504,100, over half the national average of $871,800.

Lower mortgage burden

The house-value to income ratio is a useful diagnostic, but the mortgage payment share of income measure better reflects what households actually experience. Mortgage repayments are influenced by interest rates, in addition to house values, so this measure can be more volatile. Chart 17 shows that in 2026, mortgage repayments amounted to 23% of mean household incomes in Invercargill, well below the national average of 35%.

Chart 17



Document Set ID: 11302846
Version: 1, Version Date: 08/10/2026

Source: Infometrics, Stats NZ, MBIE

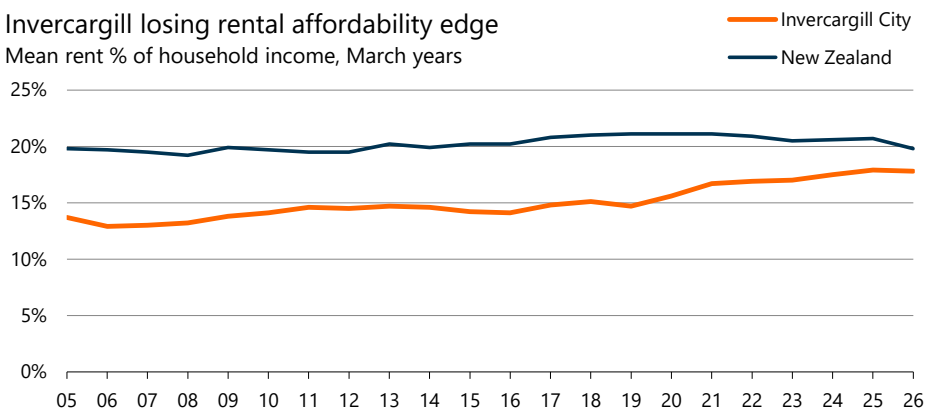
Invercargill has maintained its mortgage affordability edge relative to New Zealand throughout the past 20 years.

To calculate the mortgage repayment share, we have taken the mean house value, mean household income, and assumed a 25-year mortgage with 20% deposit and average 2-year fixed mortgage rates.

Invercargill rent becoming less affordable

Invercargill rents are more affordable than the national average, with mean rents amounting to 18% of mean household incomes, compared to 20% nationally. In the year to March 2026, Invercargill's mean rent was $444 per week, below $564 nationally. However, Chart 18 shows that the gap between Invercargill and the national average has narrowed over the past 20 years.

Chart 18



Source: Infometrics, MBIE, Stats NZ

Invercargill's rental affordability has deteriorated from 14% in 2005 to 18% in 2026, as New Zealand's rental affordability was largely unchanged from 20% in 2005. This deterioration means Invercargill is losing its rental affordability edge. This deterioration has been driven by a combination of slower household income growth and faster rent growth in Invercargill, compared to the national average.

ASSUMPTIONS FOR INVERCARGILL CITY COUNCIL LONG-TERM PLAN 2027 - 2037

POPULATION	Likelihood	Certainty	Consequence	Council Response
Population growth In 2025 the estimated population of Invercargill was approximately 58,000. In 2027 the population is forecast to be 58,600.[1] Population is forecast to grow 0.5% per annum. By 2037 61,300 people will live in Invercargill District, with up to 61,500 possible with further industry growth.[2]	Likely	Medium	Moderate	Although population growth in excess of the assumptions will have a moderate to significant impact on Council finances this will have significant lead time. Council will be able to monitor the applications for consents and use this as guidance for population growth into the future. A population decline would be a more significant impact but is not expected.
Diversity The population will continue to become more diverse. The Māori population will grow from 20% in 2022 to 24% in 2037. The Asian population will grow from 8% to 17%.[3]	Likely	High	Minor	Council will increase engagement opportunities for different parts of the community to help support all voices being heard. Changes to Council services are expected to be able to be accommodated within existing operational budgets through adjustment of focus.

[1] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p13 (ID 11302846) based on the Southland Region economic and demographic outlook for Great South (ID 11293203).
[2] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p13 (ID 11302846) and Great South Sector Forecasts (data table), August 2026 (ID 11284257)
[3] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p15 (ID11302846)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

POPULATION	Likelihood	Certainty	Consequence	Council Response
Ageing Population Those aged 65 and older will form 20% of the population in 2037. The under-15 population will become smaller, forming 17% of the population in 2037. [4]	Likely/ Almost Certain	High	Moderate	Demographic changes are clear and while future migration patterns may offset ageing to some extent, this is not expected to be of a high enough level to counter the known level of ageing. Council is considering how to respond to changing housing needs for older people through provision of elderly housing, adjustment to the District Plan and potential partnership projects. Impacts on other services including public transport, libraries and pools (e.g. hydrotherapy pool) are being planned for.
Households The number of households will grow 0.4% per annum to 2037.[5] Household numbers will increase from 23,600 in 2025 to 24,800 in 2037.[6] Households will grow slightly in size from 2.41 people per household in 2025 to 2.43 in 2037.[7]	Moderate/ Likely	Medium	Moderate/ Major	The number of households underpins the rating base and Council revenue for activities. A decline or slower growth in households would require Council to review services and/or financial strategy.

[4] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council - High Scenario", October 2026, p14 (ID 11302846)
[5] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p16 (ID11302846)
[6] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p17 (ID11302846)
[7] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p15 (ID11302846)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

SOCIAL	Likelihood	Certainty	Consequence	Council response
Affordability Affordability of housing, mortgage and rents will remain higher in Invercargill than the national average, although this position will tighten.[8] Inflation will continue to squeeze household budgets and impact abilities to pay rates. Inflation (CPI) is expected to fall to 2.6% by June 2027 and then further to 2% by 2028[9]	Moderate/ Likely	Medium	Major	Economic volatility remains high with economists urging caution on reliability of forecasting. Significant increases in inflation will impact not only Council's planned expenditure but the community's ability to pay. Higher than expected inflation may require review of services, capital investment and/or financial strategy. Lower inflation will improve Council's position and ability to deliver.
Community resilience Tiwai Point Aluminium Smelter is expected to continue operating for the time of the Long-term Plan.	Likely	High	Moderate	The Just Transitions Programme put in place plans in case of closure which can be reactivated. Additional investment may be required on any future announcement of closure.
Housing Stock Urban Invercargill's housing supply rate will increase slightly from 0.5% a year to 0.7% a year based on Council's intended District Plan changes, known future developments and proposed partnership projects.[10]	Possible/Moderate	Medium	Moderate	Housing has been identified as a potential constraint to growth. Failure of responses to increase the supply could limit future population growth. Council would need to consider alternative responses.

[8] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p23, 24 and 25 (ID11302846)
[9] Reserve Bank of New Zealand, Monetary Policy Statement, September 2026, p50 Monetary Policy Statement September 2026 - Reserve Bank of New Zealand - Te Pūtea Matua
[10] Rationale report "Murihiku Southland Housing Needs Assessment", May 2023, p26 Murihiku Southland Housing Needs Assessment

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

SOCIAL	Likelihood	Certainty	Consequence	Council response
Community funding Core funders will have some constraints on their funding as a result of economic conditions. However, this will be partially offset by the increased diversity of local funders. Demand for Council funding is expected to remain on the current trend of small increases each year.	Likely	High	Minor	Council will continue to liaise with other funding partners, including to monitor forecast security of investment, to assist control of this risk.

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
Economy Employment is forecast to grow 0.7% per annum on average until 2037, with initial higher growth up to 3.2% in the early years of the plan as construction is completed on major industry projects.[11]	Moderate/Likely	Medium	Moderate	If employment forecasts are significantly lower this could have flow on impacts on population and affordability for the community. Council may need to refine its financial strategy.

[11] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p5 and 11 (ID11302846)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
Economic diversification The investment in recent industry developments (data, aquaculture, wind farms, minerals) will improve economic diversification, which will continue and will support the resilience of the Southland economy. Volatility in the global economy may affect one or more of Invercargill's key export industries. This will further drive diversification but will slow growth. Employment growth in new industries is to offset any declines in agriculture.[12] There may be a delayed effect through the risk of impacted industries abandoning properties.	Possible	Low	Moderate	Council will continue to work closely with Great South, the Chamber of Commerce and other stakeholders to support economic diversification for the region. In the case of significant industry decline a targeted response may need to be developed. The financial impact of this assumption is on the city's rating base, infrastructure network needs and the community's rates affordability. Changes in this assumption are not expected to be sharp shocks and as a result Council will be able to flex annual plans and future LTPs to take account of these changes. At this point in time we do not expect this to have a significant effect on financial modelling for Years 1-3 of this Long-term Plan.

[12] Beyond 2025 Southland Regional Long-term Plan, p20-21 Beyond 2025 Southland | Great South. Note that this plan will be updated during 2026/2027 and this assumption may be further updated.

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
Central Business District The City Block development has been successfully completed and has attracted new development, including two new hotels in the city centre. Council will continue to support initiatives to drive the success of a thriving CBD. GDP will increase by $14 million annually as a result of the investment until 2030.[13]	Likely	High	Moderate	Council remains strongly committed to its vision "Our City with Heart – Hē Ngākau Aroha." Any divergence from this vision could impact the financial viability of ICL but is not expected. Further investment may be required either in the City Block or associated city streets improvements.
Tourism Tourism in the Visit Southland area is expected to increase to between 160% - 165% of pre-Covid levels by 2029.[14] Invercargill is expected to proportionally benefit from this increase and demand for accommodation to increase and to be met from within existing stock.	Moderate/Likely	Medium	Minor	Tourism, while important, is not currently a major driver of the Invercargill economy, although it has great potential to grow. Council may need to invest in further infrastructure if tourism grows faster than expected and manage any flow on impact on housing availability given housing constraints.

[13] NZIER report "Invercargill CBD regeneration", May 2023, p17 (ID 591936)
[14] Beyond 2025 Southland Regional Long Term Plan, p56 Beyond 2025 Southland | Great South. Note that this plan will be updated during 2026/2027 and this assumption may be further updated.

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
International Education The number of international students in Southland is forecast to grow to 830 in 2027, and further on to 1,912 in 2037, which amounts to full recovery to 2019 levels. International student numbers are forecast to grow 9.5% per annum between 2025 and 2037. Polytechnic students are forecast to grow slightly faster, at 9.6%pa, and school students slightly slower, at 9.0%pa. SIT is planning for stronger growth, of 12.4%pa between 2025 and 2027, which would lead to a total of 2,312 international students in 2037 (including SIT and schools).[15]	Moderate/Likely	Medium	Minor	International students and their families create significant demand for certain categories of housing, including city centre housing. Lower numbers of international students will likely be a factor in the trend of an increasingly aged population. Lower or higher than expected numbers of international students may require an adjustment in Council response to City Centre strategy and/or other provisions/ partnerships impacting housing availability.

DRAFT

[15] Infometrics, "Long Term Plan forecast assumptions for Invercargill City Council – High Scenario", October 2026, p19-20 (ID11302846)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
Mean annual and extreme temperature (days where temp. exceeds 25°C) are expected to increase with time: By 2050: mean annual temperature increase of 1.1°C with 4 more hot days and 20 fewer cold days per annum. By 2100: mean annual temperature increase of 2.0°C, with 8 - 11 more hot days and 35 to 45 fewer cold days per annum. Annual and seasonal temperatures are projected to increase across Southland under all emissions pathways. Warming occurs across mean, maximum, and minimum temperatures and is accompanied by more hot days, more annual time spent in heatwave, and substantial declines in cold nights (minimum temperature <0°C), especially inland.[16]	Moderate	Low	Minor	Temperature increase while important has an indirect impact on Council operations, which are expected to be accommodated within Council plans. It will be possible to forecast the impact of climate change in more detail on the capital programme as more accurate data and modelling becomes available in future years.

[16] RCCWG, Draft Climate Change Regional Projections (SSP 2 – 4.5) and Planning Assumptions, July 2026 (ID 11234428), based on Murihiku Southland Climate Change Impact Assessment Report 2026, Murihiku Southland Climate Change Impact Assessment Report - Environment Southland

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
Annual rainfall is expected to increase By 2050: +5% By 2100: +8 to +9% Increased frequency of high rainfall days, i.e. increase in intensity of rainfall. Total rainfall across Southland is projected to increase modestly overall, with strong seasonal variation, while heavy rainfall indicators (including very wet days and maximum 1-day / 5-day rainfall totals) increase. Rainfall intensity for design events also increases with warming.[17]	Moderate	Low	Moderate/ Major	Increased intensity of rainfall is expected to result in increased flooding which is considered in Council's infrastructure planning. It will be possible to forecast the impact of climate change in more detail on the capital programme as more accurate data and modelling becomes available in future years.

DRAFT

[17] RCCWG, Draft Climate Change Regional Projections (SSP 2 – 4.5) and Planning Assumptions, July 2026 (ID 11234428), based on Murihiku Southland Climate Change Impact Assessment Report 2026, Murihiku Southland Climate Change Impact Assessment Report - Environment Southland

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
Mean sea level is expected to rise Coastal Inundation hazard is expected to increase due to relative sea level rise. Eustatic (absolute) sea level is projected to continue rising under all emissions pathways. Relative sea-level rise varies by location because local vertical land motion (VLM) can delay or accelerate when sea-level thresholds are reached. Relative sea level rise will increase the frequency and extent of both 'nuisance' and damaging coastal flooding from combined storm-tide and wave setup effects, and consequent societal exposure coastal inundation exposure. Regional sea level rise projected to increase Under SSP2-4.5, by approximately +0.213mm by 2050 and +0.470mm by 2090; and Under SSP3-7.0, by approximately +0.231mm by 2050 and +0.585mm by 2090 relative to 1995-2014 midpoint 2005[18].	Uncertain	Low	Major	There remains significant modelling which is in the process of being completed at a regional level to attain an understanding of what sea level rise is likely and its potential impact in specific areas. There are known risk areas including the Airport and Bluff which need further investigation. Council has invested in major infrastructure upgrades at Stead Street to increase protection for the city. Further work will be required on associated flood banks to maximise this investment. Environment Southland has responsibility for managing and maintaining the remainder of the city's floodbank network. It will be possible to forecast the impact of climate change on the capital programme in more detail as more accurate data and modelling becomes available in future years.

[18] Environment Southland, Draft Long-term Plan Assumptions - Changing Climate and Natural Hazards, August 2026 (ID 11291302)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
Natural disaster Council assumes that natural hazard events, including flooding, severe rainfall, coastal inundation, storm surge, erosion, landslips, drought, wildfire, earthquake and tsunami events) will continue to occur during the 2027-2037 LTP period. The frequency, severity and consequences of weather-related hazard events will remain elevated compared with historical experience, and that climate change will continue to influence natural hazard risk over time. Council recognises the significant seismic risk associated with relatively high probability of an Alpine Fault Earthquake over the next 50 years (75%) and assumes that major seismic events remain a credible planning scenario during the LTP period. While the timing of any such event is uncertain, the potential impacts on communities, infrastructure, lifelines, transport networks, environmental systems and Council operations could be substantial. [19]	Possible	Medium	Major/ Catastrophic	A major disaster which impacted Council's ability to operate at the same time that the community's need for disaster relief was required to be supported would require a major shift in strategy and operations. Council supports Emergency Management Southland to coordinate the response in such a situation.

[19] Environment Southland, Draft Long-term Plan Assumptions - Changing Climate and Natural Hazards, August 2026 (ID 11291302)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

DRAFT

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
Environmental renewal Council will invest to understand more about the levels of environmental damage at Ocean Beach and New River Estuary. It is possible that further investment in renewal will be required within the life of the Infrastructure Strategy.	Likely	High	Moderate	Additional investment has been made in plan. There remains uncertainty as to the full scale and costs of remediation required.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

CULTURAL	Likelihood	Certainty	Consequence	Council response
Māori culture Māori culture has become more visible in the city since the time of the last Long-term Plan and will continue to become more visible.	Likely/ Almost certain	High	Low	Council is working closely in partnership with Mana whenua and would seek to manage impacts through this relationship.
Civic pride Resident pride in the city following the redevelopment has increased (in 2023 80% of people said they would speak more positively about the city/ in 2026 71% people said they were proud to live in Invercargill)[20]/[21] and will continue to be positively impacted as Te Unua – Museum of Southland is completed.	Likely/ Almost certain	High	Minor	Council sees both City Block and Project 1225 as major cornerstone projects to achieving its vision – Our City with Heart – He Ngākau Aroha. The social and economic benefits are already being realised. Continued commitment to the strategy will be required for full delivery.

[20] Southland CBD Rejuvenation Community and Business Survey Report, March 2023, p9 CBD-Analysis-April-2023.pdf
[21] Invercargill City Council Residents Satisfaction Survey, 2025/2026 (ID 9547286)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Amalgamation There will be some form of amalgamation within the Local Government Sector in Southland which will impact Council operations. This may take the form of one unitary authority, two unitary authorities or some other structure.[22] The services will continue to be delivered, but these will be provided by another party. For the purposes of this plan Council is assumed to be a going concern for the length of the plan.[23]	Likely/ Possible	Medium	Major	Council is likely to not exist at the time of the 2030 Long-term plan. Some form of amalgamation which replaces Council is expected around 2028. The exact form this will take will depend on Central Government direction and/ or outcome of the current Local Government Commission process.

[22] This assumption will be updated following announcements re Local Government Commission processes
[23] Awaiting advice of The Audit Office

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Water Service Delivery At present it is assumed that Council will retain three waters for at least the first three years of the plan but that in the medium term a new structure such as a CCO remains possible, for example established during amalgamation. This will result in a structural change for Council in relation to the ownership of assets and associated debt capacity. The services will continue to be delivered, but these will be provided by another party. This will include increased regulatory requirements as required by the new regulatory authority. For the purposes of the plan, water services are assumed to be delivered in house for the length of the plan.	Likely	Medium	Major	Depending on the future structure the impact to Council operations is major but moderate for the city, as services will be maintained in any scenario. Waters Services are reflected within the parallel planning documents and sit outside the Long-term Plan.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Legislative changes There will be changes to legislation that have an impact on how Council will provide services. These changes may affect Council organisational structure but will not change the level of service received by the customer/ratepayer in the first three years of the plan.[24] Enactment of the Building Amendment Bill is expected in 2027. No significant impacts are expected on Council due to the structure of our Building Control Authority function – a reduction in the volume of work is expected. Local Government (Rates Capping) Amendment Bill - Rates capping is expected to be implemented from 1 July 2029. Emergency management budget requirements are expected to rise in line with NEMA forecasts of sector wide increases of approximately $84 million as a result of the Emergency Management Bill.[25]	Likely	Medium	Minor/ Moderate	Management will continue to engage with Central Government to plan for changes in services in response to policy and regulation changes as they arise.

[24] Any specific exceptions to these identified will be noted
[25] To be updated when further information is available

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Resource management reform - (Southland will complete its Regional Spatial Strategy on schedule by 2029 and Council will be required to meet 25% of the cost). Climate Change Response Bill - Council will deliver a climate adaptation plan for communities identified by the Regional Spatial Strategy from within existing policy planning resource. Building (Earthquake-prone Buildings) Amendment Bill – Reductions in work required are expected, however resourcing will be redeployed to other required areas.				
Consents Council will continue to carry out legislation-directed ordinary functions while factoring in an increase to required quality for consent conditions.	Likely	High	Moderate	Consent processes at Bluff and Clifton Water Treatment Plants have commenced, although under an increased level of uncertainty as a result of the reform programme. Any impact on the consent process as a result of this uncertainty would be significant.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
The Funding Assistance Rate NZTA has confirmed 51% funding assistance until 2029/2030[26]. It is assumed that it will then remain at 51% for the life of the Plan.	Likely	Low	Moderate	Significant changes would have an impact on Council's ability to maintain levels of service and may require changes to budgets. Council continues to work closely in partnership with Waka Kotahi to manage this risk. If the FAR (Funding Assistance Rate) decreased by 1%, there would be reduction of subsidy revenue of $x million per annum. If the funding was replaced with rates revenue, an additional x% rates increase would be required each year. If the funding was replaced with borrowings, an additional x% rates increase would be required each year to pay for interest and repayments and borrowings would increase by $x - $xmillion per annum. Capital and operational programmes would need to be reviewed if funding was not available.

[26] NZTA, FAR confirmation, 31 August 2026 (ID 11243374)

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Asset life Assets will remain useful until the end of their average useful life, noting this requires underlying assumptions regarding asset condition to be correct. Infrastructure installed in the 1920s is nearing end of life and requires renewal within the term of the Infrastructure Strategy.	Moderate/Likely	High	Moderate	Assets may need to be renewed earlier if this underlying assumption is incorrect. This may also change the renewal profile or may allow delayed renewal in other cases. Council will review the remaining asset life at each of the triennial asset revaluations and undertake regular asset condition assessments.
Funding for Growth Council will introduce development levies at the following rates for the following projects, noting these are within the Water Service Strategy and not the Long-term Plan: Supply development – Awarua Treatment (33%) Pipe network – Trunkmain to/ from Awarua (33%) Skye Street Reservoir and pump station (33%) Water Supply Line - Capacity to Bluff (54%) Capacity Waikiwi to Doon (100%)[27] Clifton Wastewater Treatment Plant (15 %)[28]	Moderate/ Likely	Medium	Moderate	Development levies are a proposed funding mechanism for which the regulatory framework is not yet finalised. The timing for the identified growth projects is uncertain based on both demand and technical factors. Mitigations include regular engagement with industry and developers and updates to timing of projects as new engineering information becomes available.

[27] Morrison Low, ICC Viability of Development Contributions, August 2026 (ID 10790239)
[28] Clifton Wastewater Project Strategic Case

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Capital programme delivery 100% of strategic projects are expected to be delivered. 90% of the core capital programme will be delivered in Year 1 and 2, and 100% thereafter. 100% of water, sewerage and stormwater projects (inc. pipe renewals) are expected to be delivered.	Possible	Low	Moderate	Council continues to invest in enhanced project management capacity and supporting construction sector capacity through new ways of working. The financials will be reforecast to reflect the delivery expectations each year. The financial impact of this assumption not being met is the deferral of capital expenditure until later years, higher risk of asset failure meaning assets will be sweated longer and repairs and maintenance will increase, and emergency rather than planned replacement may become more frequent.

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
Rates capping Forecast rates increases for Years 3 – 10 of the Plan will be between 2 – 4% as required by rates capping legislation and Council will complete exemption requests as required.	Likely	Medium	Major	Budgets will be assessed within the rates capping framework and exemption applications made as and when required. Areas of potential challenge will be identified and communicated as soon as possible.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
Inflation Operational forecasts and capital work programmes will increase by the accumulated Local Government Cost Index inflation forecast by BERL, being: Operational Local Government Administration: 1.6% increasing to 1.8% by 2029, then declining to 1.5% by 2032, then increasing to 1.7% by 2033 and declining to 1.6% by 2037. Arts and Recreation services: 1.1% increasing to 1.4% by 2029, then declining to 1.2% by 2030, then increasing to 1.8% by 2034, then declining to 1.6% by 2037. Water, sewer, drainage and waste services: 2.4% increasing to 3.0% by 2029, then declining to 2.1% by 2037. Heavy and civil engineering construction: 1.8% increasing to 2.5% by 2029, then declining to 2.0% by 2032, then increasing to 2.1% by 2033, then declining to 1.8% by 2037. Transport, postal and warehousing: 0.8% increasing to 2.4% by 2029, then declining to 1.9% by 2030, then increasing to 2.1%	Likely	Medium	Moderate	Cost change factors are based on information developed for councils by BERL. Significant variations to inflation would have an impact on Council's financial management. The significant changes in recent years in relation to inflation mean that level of uncertainty has increased as to whether increased fluctuations in the BERL cost estimates can be expected. Council will continue on the planned pathway for the Capital Works programme and review operational revenue and expenditure each year. If inflation was 0.5% higher than forecast this would increase Council operational costs by $x - $x million per annum for the first 3 years of the plan. Increases in operational costs would impact the expected rates increase in those future years.

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
by 2031, then declining to 1.7% by 2032, then increasing to 1.9% by 2033, then declining to 1.7% by 2037. Capital Other civil construction: 2.6% declining to 2.5% by 2030, then increasing to 3.3% by 2033, and declining to 2.7% by 2037. Systems for water and sewerage: 2.2% increasing to 2.7% by 2029, then declining to 0.9% by 2033, then increasing to 1.2% by 2035, then declining to 1.1% by 2037. Reclamation, slope stabilisation and river control: 1.0% increasing to 1.3% by 2029, then declining to 1.2% by 2030, then increasing to 2.4% by 2033, then declining to 2.1% by 2037. Transport ways: 2.2% increasing to 2.6% by 2029, then declining to 2.4% by 2030, then increasing to 2.5% by 2031, then declining to 1.7% by 2032, then increasing to 2.1% by 2037. Commercial buildings: 3.0% increasing to 4.4% by 2031, then declining to 0.9% by 2036, then increasing to 1.0% by 2037.				

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
Asset revaluation Asset values will increase by the accumulated Local Government Cost Index inflation forecast by BERL on the last valuation value.	Likely	Medium	Moderate/ Major	Changes in valuation (cost price) or life of Council assets have a significant impact on Council's financial management and capital programme. Council will continue on the planned pathway for the Capital Works programme and monitor after each revaluation cycle. If revaluation values were 0.5% higher than forecast this would increase Council property, plant and equipment revaluation gain / (loss) by $x million in 2024/2025.
Investment Property and Biological Assets Investment Property and biological assets are valued on a yearly basis. They are expected to increase in value in line with inflation. This is reflected in our Financial Strategy, and Accounting policies.	Likely	High	Low	Variations in valuations have no cash flow implications for Council. Council will continue to value Investment Property and forestry assets on an annual basis.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
Depreciation funding on existing assets **Water, Sewerage, Stormwater** 100% Sewerage and Stormwater Laterals: TBC **Property** 90% in Year 1, increasing by 5% per annum until 100% is reached **Roading** 75%	Likely	Medium	Moderate	Council will closely monitor asset condition data, critical and non-critical failure rates and capital delivery expenditure in order to ensure appropriate depreciation rates are funded at.
Depreciation rates on planned asset acquisitions Buildings 2.4% Hard surfaces and appurtenance 6% Intangible assets 32.8% Investment property buildings 0% Library collections 16% Monuments and statues 0% Motor vehicles 29.3% Plants and equipment 23.5% Restricted buildings 0% Roads, bridges and footpaths 3.5% Stormwater systems 1.5% Wastewater Other Assets 1.4% Wastewater treatment plants 6.4% Water other assets 2.1% Water treatment plants 2%	Likely	High	Low	Regular reviews of appropriate rates incorporating asset life and value data are undertaken as part of the asset revaluation process.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

<table>
<tr><th>FINANCIAL</th><th>Likelihood</th><th>Certainty</th><th>Consequence</th><th>Council Response</th></tr>
<tr><td>Interest rates - Borrowing
Expected interest rates on borrowing will be
<table><tr><td>2028</td><td>4.50%</td></tr><tr><td>2029</td><td>4.75%</td></tr><tr><td>2030</td><td>4.75%</td></tr><tr><td>2031</td><td>5.00%</td></tr><tr><td>2032</td><td>5.00%</td></tr><tr><td>2033</td><td>5.25%</td></tr><tr><td>2034</td><td>5.50%</td></tr><tr><td>2035</td><td>5.50%</td></tr><tr><td>2036</td><td>5.50%</td></tr><tr><td>2037</td><td>5.50%</td></tr></table></td><td>Moderate/Likely</td><td>Medium</td><td>Moderate</td><td>A significant change in interest rates and the cost of borrowing would have a significant impact on Council budgets. Changes to services or the Financial Strategy would need to be considered.
If interest rates were 0.5% higher than forecast this would increase Council finance expenses by $x – $x million per annum for the first 3 years of the Plan.</td></tr>
</table>

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
Interest rates – Cash and Deposits Return on cash and term deposits are expected to be: 2028 3.50% 2029 3.75% 2030 3.75% 2031 4.00% 2032 4.00% 2033 4.25% 2034 4.50% 2035 4.50% 2036 4.50% 2037 4.50%	Likely/ Almost Certain	Medium	Minor	Term deposit rates currently vary between providers but most providers have a discount on rates from their prime lending rates. If interest rates were 0.5% higher than forecast this would increase Council finance revenue by $x million per annum for each of the first 3 years of the Plan.

DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

FINANCIAL	Likelihood	Certainty	Consequence	Council Response
Dividends from ICHL Dividends will be minimum $5.5 million each year of the ten years of the Plan, plus an additional $4 million dividend per annum until 2033/2034.	Likely	Medium	Minor/ Moderate	There would be a negative impact on Council's overall revenue and cash position if the dividend level was not maintained, which would increase the burden on ratepayers. Council will consider strategic reliance on dividend noting increased levels of economic uncertainty and the impact of Council future direction to ICHL regarding holding of non-financial strategic assets.
External Funding It is assumed Council will achieve the level of external funding as estimated.	Possible/ Moderate	Medium	Minor/Moderate	Council is expecting external funding from Central Government, community and private investment, into a number of strategic projects. While not all funding may be achieved, the estimates are based on expert analysis and are expected to be at least partially fulfilled. Council expects to be in a position to meet any shortfall.
Land Sale Revenue Revenue from the sale of land is forecast to amount to $x in 2027/2028, $x in 2028/2029, and $x in 2029/2030.	Possible/Moderate	Medium	Minor/Moderate	Some or all land may not be sold or may be sold for a lower value. Council expects to be in a position to meet any shortfall.

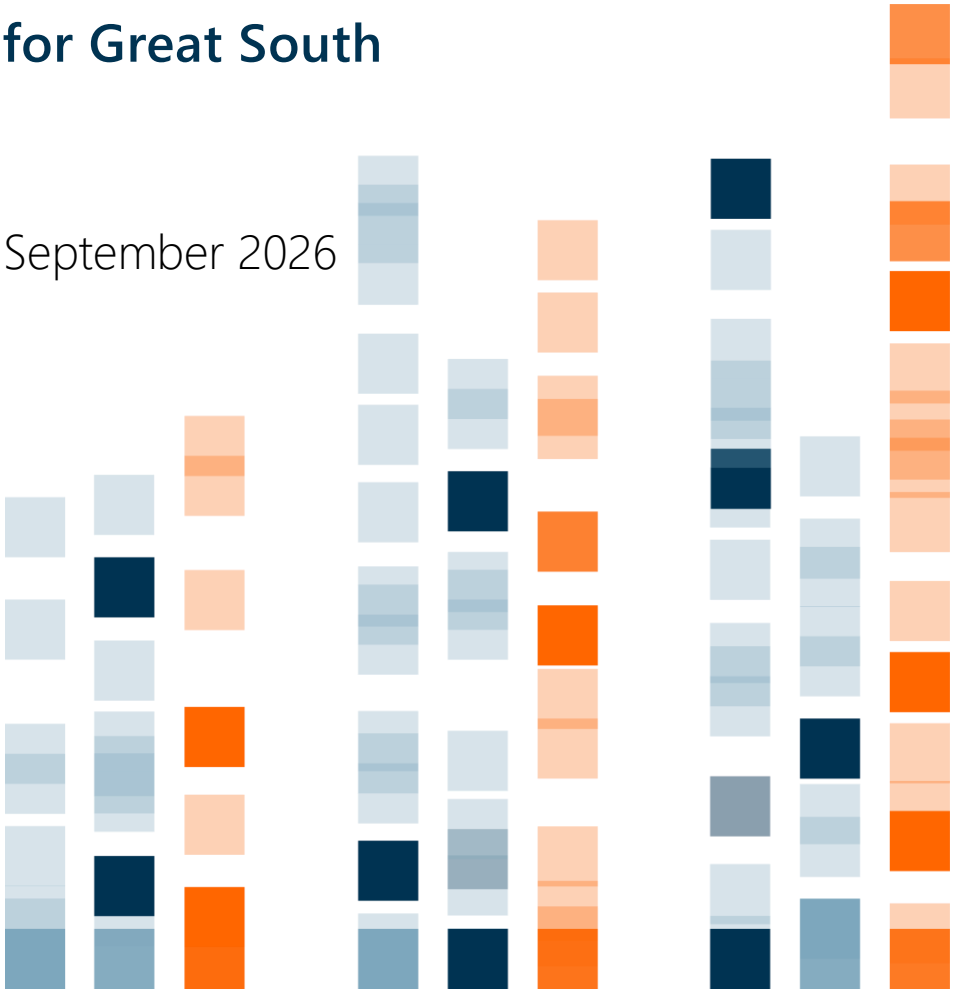
DRAFT

Document Set ID: 10928725
Version: 27, Version Date: 21/10/2026

Southland Region economic and demographic outlook

for Great South

September 2026



Infometrics
Economics put simply

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Authorship

This report has been prepared by Principal Economist Nick Brunsdon.

Email:

Nick.Brunsdon@infometrics.co.nz

All work and services rendered are at the request of, and for the purposes of the client only. Neither Infometrics nor any of its employees accepts any responsibility on any grounds whatsoever, including negligence, to any other person or organisation. While every effort is made by Infometrics to ensure that the information, opinions, and forecasts are accurate and reliable, Infometrics shall not be liable for any adverse consequences of the client's decisions made in reliance of any report provided by Infometrics, nor shall Infometrics be held to have given or implied any warranty as to whether any report provided by Infometrics will assist in the performance of the client's functions.

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Table of contents

Executive summary 5
Introduction 5
Key projects underpin steady growth 5
Employment to grow 0.7%pa to 2037 5
Population to grow 0.3%pa to 2037 5
Households to grow 0.4%pa to 2037 5
Introduction 6
Major projects 7
Modelling major project operations 7
Aquaculture 7
Datagrid 7
Wind farms 8
Aspiring Materials 8
Silicon and urea manufacturing 8
Impact of major construction projects 9
Construction impact spread across region 9
Net employment effect of major projects 9
Probable scenario 10
Overall effect of major projects 11
Our approach 12
Overview of our approach 12
Economic forecast 12
Population projection 12
Employment forecasts drive net migration 12
Consideration of each life stage and cohort 12
Household projection 13
Employment 14
Regional employment set to reach over 70,000 14
Solid employment growth ahead 14
Invercargill leads employment growth 15
Strongest job growth in health care 16
Summary: Employment 17
GDP 18
Southland GDP forecast to grow steadily 18
Southland District to lead GDP growth to 2037 18
Summary: GDP 19

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Population....20
Weak net migration in near term....20
Migration to drive population growth....20
Southland's population grows 0.3%pa to 2037....21
Strongest population growth in Southland District....22
Southland's population to total 109,400 in 2037....22
Over-65's grow to 21% of population....23
Summary: Population....24
Households....25
Households different to dwellings....25
Smallest average household size in Gore....25
Fastest household growth in Southland District....26
Southland households total 44,200 in 2037....26
Summary: Households....27

Executive summary

Introduction

Great South commissioned Infometrics to prepare forecasts and analysis to support its activities and inform its shareholding council's 2027 to 2037 Long Term Plans. The report outlines the impact of several major projects in Southland Region, combines the most likely projects into a single probable scenario, and then details projected employment, GDP, population and households.

Key projects underpin steady growth

Overall, Southland is expected to experience modest but steady growth over the short, medium and long term. Major Southland projects, including aquaculture expansion, Datagrid, Aspiring Materials and wind farm developments, are expected to lift employment and support migration, particularly in the late 2020s. We have estimated the impact of urea and silicon manufacturing proposals, but have not included these in our forecasts because these projects are still at an early stage.

Employment to grow 0.7%pa to 2037

Employment in Southland Region is forecast to grow by an average of 0.7% per annum between 2027 and 2037, lifting from 56,500 filled jobs in 2027 to 60,400 in 2037. Growth is expected to be strongest in the late 2020s as construction activity associated with Datagrid and wind farm peaks, before easing in the early 2030s. Longer term, employment is forecast to reach 70,300 by 2057. Invercargill is forecast to experience the strongest employment growth, growing 0.8%pa from 2025 to 2037 and 1.0%pa from 2037 to 2057.

Population to grow 0.3%pa to 2037

Southland Region's population is projected to grow by 0.3%pa between 2027 and 2037, reaching 109,400 people by 2037 and 119,700 by 2057. Within the region, Southland District is projected to grow the fastest, growing 0.6%pa between 2025 and 2037. The region's population is expected to continue ageing, with the share of residents aged 65 and over rising to 21% by 2037, while the under-15 population share declines.

Households to grow 0.4%pa to 2037

The number of households in Southland Region is projected to grow 0.4%pa between 2027 and 2037, from 42,400 in 2025 to 44,300 in 2037. The fastest household growth is projected for Southland District, growing 0.7%pa from 2025 to 2037.

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Introduction

Great South commissioned Infometrics to prepare forecasts and analysis to support its activities and inform its shareholding council's 2027 to 2037 Long Term Plans. This report outlines the impact of several major projects in Southland Region, combines the most likely projects into a single probable scenario, and then details projected employment, GDP, population and households for the probable scenario.

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Major projects

This section summarises the modelled impact of major projects in Southland, including our approach to modelling, and the combined probable scenario.

Modelling major project operations

Major projects include significant new industries or activities proposed for Southland – offshore aquaculture, Datagrid, wind farms, Aspiring Materials, and silicon and urea manufacturing. Major projects exclude ongoing growth and expansion of existing industries in the region. The modelling is based on information provided by each major project owner to Great South and is up to date as of August 2026. It is acknowledged that many of these projects are progressing through investigative and/or business feasibility processes so the data may change.

Aquaculture

Ngai Tahu Seafood recently received approval under the Fast-track consenting act to develop an offshore salmon farm, producing 16,000 tonnes per year at peak in 2037. This farm sits amidst a wider effort to grow aquaculture in Southland Region, outlined in the Murihiku Aquaculture pathway. We have allowed for growth in Southland Region's salmon production from 5,000 tonnes per annum in 2025 to 40,000 in 2057. Growth to 2037 aligns with the consented Hananui project. Growth beyond 2037 would require additional projects to be consented. The employment impact of aquaculture growth is modelled on Hananui's economic impact assessment, including a spread of new jobs across aquaculture and seafood processing.

There are additional opportunities in aquaculture (onshore, and besides Salmon) but they have not been modelled in this report.

Datagrid

Datagrid proposes to build a large data centre near Makarewa, located in Southland District, but near Invercargill City. Datagrid will generate significant employment demand during construction, followed by a modest ongoing level of employment during its operation. Analysis by Analysys Mason for Datagrid estimates that construction of Datagrid will support 460 to 750 jobs (midpoint of 605 jobs) across the South Island over a five-year construction period. Since the Analysys Mason report was prepared, Datagrid have shortened the construction period to two years, which implies 1,513 jobs per year for two years. The employment impact on Southland Region specifically will be substantially less, as outlined below in *Impact of major construction projects*.

Additional jobs are expected to be needed for the submarine cable construction, but we have not included these in this analysis, as a large proportion of this work is likely to be delivered offshore and by specialist overseas cable laying companies.

Analysys Mason identifies further impacts resulting from the data centre and submarine cable operation, which is based on how this new digital infrastructure will support economic activity across the entire national economy, but we have not included these as the regional and industry makeup is not clear.

Ongoing operation of Datagrid is estimated to support 80 jobs per year based on estimates from Datagrid. This estimate is calculated from Datagrid's estimate of 72-80 full time equivalent (FTE) jobs, the midpoint of which is 76 FTE, which converts to 80 filled jobs (for consistency with other estimates in this report).

Wind farms

Great South has identified a total of six wind farms totalling 290 turbines, either under construction or proposed for Southland Region. We estimate that construction of these 290 turbines will support 1,423 filled jobs in total, a net increase of 977 filled jobs after accounting for existing jobs involved in the under-construction wind farms. These projects are expected to support employment to 2031, with jobs spread across the region using the same approach outlined for Datagrid.

The six wind farms will also generate additional jobs for their operation and maintenance. Economic impact analysis of Contact's Southland wind farm indicates that approximately 13 filled jobs (12 FTE) will be supported by Southland will be supported by Contact, which implies approximately 70 filled jobs for operations across the six proposed wind farms in total. However, this estimate is uncertain as the actual employment impact could vary depending on how management of the wind farms is structured – whether resources are shared across wind farms or not. Therefore, we have not included the operational impact of wind farms in our forecast.

Aspiring Materials

Aspiring Materials propose to build a manufacturing facility in Invercargill City that extracts high-value minerals and green hydrogen from local rock waste. Aspiring Materials expects to employ up to 86 filled jobs in 2037 (based on 81.5 FTE converted to filled jobs). Recent media releases have described the plant as supporting up to 200 FTE jobs, however, this larger figure includes indirect jobs, such as those with suppliers across the wider economy. We have not modelled indirect jobs associated with Aspiring Materials as there was a lack of specificity around these jobs, and in order to consistently compare with Datagrid and aquaculture, which only include direct jobs.

Silicon and urea manufacturing

Major manufacturing facilities have been proposed for silicon and urea in Southland. Urea manufacturing is estimated to support 210 filled jobs in operation, based on an estimated 200 FTE. Silicon manufacturing is estimated to support 1,400 filled jobs in operation. Both projects would also have a significant employment impact in their construction stage. We separately modelled the impacts of these projects, however, as they are in their infancy with limited detail and no consent approval, we have not included them in the probable scenario. These projects are of considerable scale, especially in the construction phase, so if they were to proceed, they could interact with other projects like Datagrid, competing for resources and delaying completion.

If construction of these projects was staged to dovetail with construction of Datagrid and windfarms, it might delay their completion, but it would create an extended pipeline of construction work. In this case, Southland's construction industry would be better placed to complete these projects and the regional economic impact could be maximised.

Impact of major construction projects

Datagrid, wind farms and silicon projects all feature large construction workloads which are likely to stretch Southland's existing construction industry. For example, Datagrid is estimated to support a total of 1,513 filled jobs per year across the South Island during its construction phase, which would be a third of Southland's total construction industry, totalling 4,550 jobs in 2025.

However, the net increase in Southland Region construction employment may be less to the number of construction jobs associated with each project, for a combination of reasons:

- **Deferral**: Other, less time sensitive construction work in Southland will be deferred while demand for construction resources is heightened by major projects, as competition for resources leads to temporarily higher prices. People already employed in Southland's construction industry will work on these projects, which means no change to total construction employment.
- **Prefabrication**: Construction elements or even whole buildings can be constructed outside the region and transported in partially completed. Prefabrication out of region means that there is an employment impact, but the jobs aren't located in Southland.
- **Fly-in fly-out workers**: Workers may commute long distances into Southland to perform skilled construction work. They might be counted as an increase in Southland jobs, or not if they are working for out-of-region contractors.

Increases in construction work may lead to new jobs when demand for construction work is high and sustained, meaning that more people are employed in Southland's construction industry in total. These people might migrate to the region or be locals coming from unemployment or other industries.

Southland's construction industry totalled 4,550 filled jobs in 2025. Since 2000, the largest increase in construction employment in Southland Region was 9.3% or 236 jobs in 2002, associated with construction of Southland Hospital. We have taken the 9.3% increase in 2002 as an upper limit, which implies Southland Region construction jobs will grow by less than 500 filled jobs, accounting for the fact that the industry has grown since 2002.

Construction impact spread across region

The impact of construction jobs is assumed to be spread across Southland Region, proportionate to the existing spread of construction employment. In 2025, 63% of Southland Region construction jobs were with firms located in Invercargill City, followed by 26% in Southland District and 11% in Gore. This reflects the location of the business or depot, from where these businesses may serve the wider region. The location of the business can be different to where workers reside.

Net employment effect of major projects

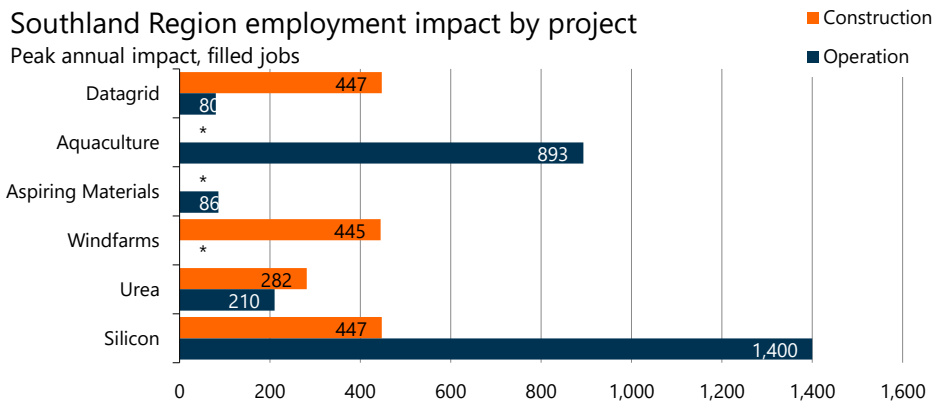
Chart 1 outlines Infometrics estimate of the employment impact of each project across construction and operational stages. These estimates show what we consider to be the

likely net effect on employment across Southland Region. Employment is presented in terms of the number of filled jobs, which differs to full time equivalent (FTE) jobs, as some jobs are part time.

Construction jobs, which exist for a limited period of time, are highest for Datagrid and Silicon (447), both of which are constained by the ability of Southland's construction industry to scale up. The remainder of construction jobs will be met by displacing existing work, and workers based elsewhere in the South Island (through prefabcrication and fly-in-fly-out workers).

Operational jobs, which endure after a project is constructed, are greatest for aquaculture (893) and silicon (1,400).

Chart 1



Note: * indicates where the employment impact is not known and has not been modelled.
Source: Infometrics estimate based on various sources

The net effect means the amount that total employment is expected to lift due to the project.

The peak means the highest impact point over 2027 to 2057 for each project – which is during construction for construction phase, and at full scale for operational phases. The timing of peak operations varies by project, with Aspiring Materials reaching peak in 2035, and Aquaculture reaching peak in 2057.

Probable scenario

Southland is facing the prospect of several major projects, and we have prepared work for Great South to understand the impact of each project separately. However, more than one project is likely to progress, so we have prepared a single 'probable' scenario which incorporates several of the most likely projects – aquaculture, Datagrid, Aspiring Materials and wind farm developments – in addition to our baseline forecast. The baseline forecast includes ongoing growth of Southland's existing industries, in line with historical trends and future expectations.

Although the silicon and urea manfuacturing projects are not included in the probable scenario, that's not to say that they won't progress. However, their consenting pathway

is less certain. The economic forecasts and demographic projections presented in this report reflect the probable scenario.

Overall effect of major projects

The overall effect of the major projects is outlined in Table 1, showing the difference from the baseline scenario by 2037 for employment, population and households. The employment impacts show ongoing employment for each project in 2037, excluding peaks of construction employment which occur before 2037 for all projects. Windfarms show zero impact in terms of employment by 2037, as construction has been completed, but have a legacy impact on population and households from people who migrated to the region for these projects.

Table 1

Scenario employment, population and household forecast

	Difference from baseline level, 2037		
Project	Employment	Population	Households
Datagrid	80	91	35
Aquaculture	409	845	278
Aspiring Materials	86	196	64
Windfarms	0	30	9
Urea	210	345	112
Silicon	1,400	2,674	873
Probable scenario	**574**	**909**	**302**

Source: Infometrics

The population and household projections reflect modelling of how higher employment will drive higher migration to Southland Region. The interaction between employment and population can be complex, reflecting that not all jobs will be filled by people migrating into the region. When employment growth is stronger, more locals will be drawn into work through lower unemployment and higher labour force participation. People who migrate to the region for employment may have children in the region later, adding to the population differences. Furthermore, people migrating tend to be younger than the population at large, so the average household size of the additional households is 3.0 people in the probable scenario, compared to 2.4 in the baseline. We have assumed the same demographic profile of migrants across each scenario, in other words, we haven't modelled how different demographics might be attracted to different industries.

Our approach

In this section we outline our approach to forecasting employment and GDP, and projecting population and households, including how we took into account major projects proposed for Southland.

Overview of our approach

In modelling the outlook for Southland Region, we considered our baseline forecast (which includes historical trends) with the probable projects – aquaculture, Datagrid, Aspiring Materials and wind farms.

Economic forecast

The baseline or foundation of our forecasts reflects a continuation of current economic and policy settings, globally, nationally and locally. Infometrics forecasts regional employment through a combination of three models. Our macro-economic model provides forecasts of national employment on an annual basis up to 2031. Our general equilibrium model forecasts national employment by industry over the long-term. Finally, our regional forecasting model breaks these forecasts down to industries in each region.

These forecasts were updated in February 2026, using regional employment and GDP estimates as of March 2025.

Population projection

The key point of difference for our population projections is that our employment forecasts inform projected net migration. We consider employment growth and labour force participation to assess labour force shortfalls in each region, which indicates how net migration will be distributed within the country.

Employment forecasts drive net migration

Our projections start with the baseline employment forecast, then we bring in the estimated employment impacts of aquaculture, Datagrid, Aspiring Materials and wind farms, comparing to the projected labour force, to estimate any labour force shortfalls. Where labour force shortfalls persist, our model allows for additional net migration to meet this demand – reflecting workers migrating into the region for jobs, and permanently adding to the region's population. We consider labour force shortfalls for Southland Region as a whole first, reflecting that there are extensive patterns of commuting established across Southland's three territorial authorities. Then, we apportion migration to each of the three territorial authorities reflecting historical growth patterns and the location of employment.

Consideration of each life stage and cohort

Our population projection approach follows a traditional cohort component projection methodology, in which the starting population is broken up into age and gender

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

cohorts. Each cohort is analysed and projected separately – considering the probabilities of different life events for each cohort in each five-year period. The life events include fertility, mortality, migration, household formation, and labour force participation. We also consider how these probabilities have changed over time and how they may change in future – for example, how labour force participation has risen among older age groups as life expectancy has extended over time.

Household projection

We project the number of households starting with the population, then modelling household formation. We model household formation by applying projected household formation rates (Stats NZ projected Living Arrangement Type Rates) to the projected population by age group. For example, in 2023, 30% of 85-89-year-old males live alone in a one-person household.

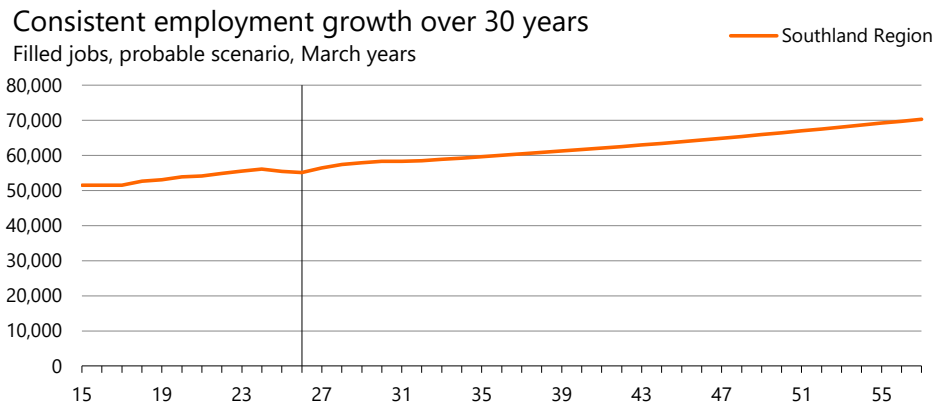
This projection approach provides an indication of demand for housing, given the age structure of the population, assuming that sufficient dwellings are available. If insufficient dwellings are available, then household formation may be affected, for example, with multiple generations of a family living in a single dwelling.

Employment

Regional employment set to reach over 70,000

Employment in Southland Region rose from 51,500 in 2015 to 55,200 in 2026. Chart 2 shows that Southland Region employment is forecast to rise to 56,500 in 2027, then 60,400 in 2037, and on to 70,300 in 2057.

Chart 2



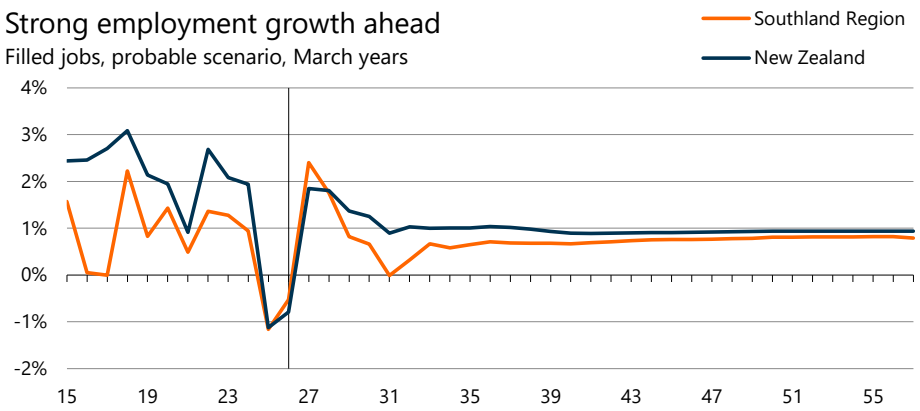
Source: Infometrics, Stats NZ

Solid employment growth ahead

Employment growth in Southland Region lagged New Zealand over the past decade, with Southland Region employment growing 0.7%pa between 2015 and 2026 compared with 1.9%pa nationally. Chart 3 shows that strong employment growth in 2027 is set to push Southland's growth ahead of New Zealand, followed by more modest growth as Datagrid and wind farm construction work scales down by the early 2030s. Employment in Southland Region is forecast to grow 0.7%pa on average between 2027 and 2037, behind national growth of 1.1%.

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Chart 3



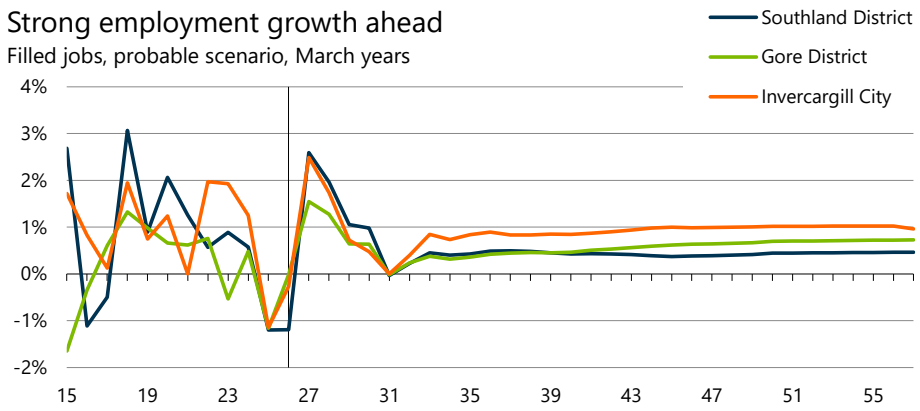
Source: Infometrics, Stats NZ

Between 2037 and 2057, Southland Region employment is forecast to grow 0.8%, slightly slower than national growth of 0.9%.

Invercargill leads employment growth

Invercargill is forecast to lead the region for employment growth, reflecting that a number of major projects are expected to benefit the city. Chart 4 shows that employment in Invercargill is forecast to grow 0.8%pa on average between 2025 and 2037, compared with 0.7%pa in Southland District, and 0.5%pa in Gore District. Invercargill is also forecast to lead from 2037 to 2057, growing 1.0%pa. From 2037 to 2057. Gore's growth rises to 0.6%pa, overtaking Southland District with 0.4%pa.

Chart 4



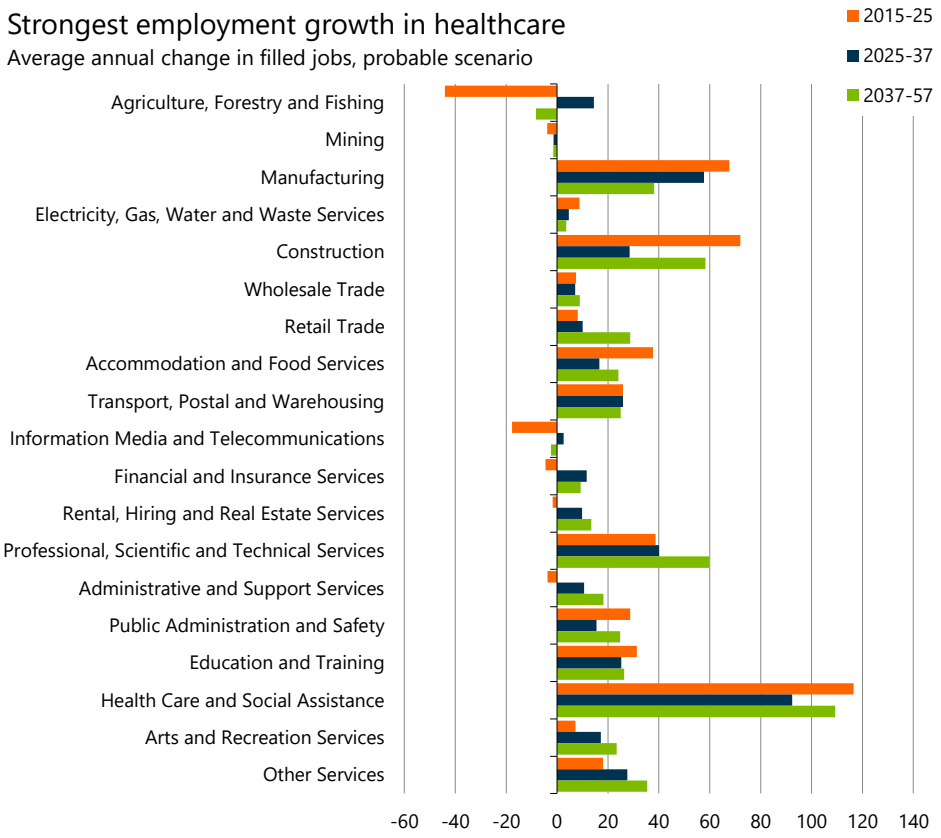
Source: Infometrics, Stats NZ

Over the medium to long term, growth in Gore outpaces Southland District. A key driver behind this is ongoing productivity improvements in agriculture, which enable production to improve while reducing employment. Agriculture plays an outsized role in Southland District, so this driver has a more pronounced impact on Southland than Gore.

Strongest job growth in health care

The health care and social assistance industry was the greatest contributor to Southland Region job growth over the past decade, adding 117 jobs per year on average between 2015 and 2025, 30% of net job growth. Chart 5 shows that health care is forecast to remain the leading contributor to job growth, adding 92 jobs per year from 2025 to 2037, and 109 jobs per year from 2037 to 2057. Health care is forecast to account for 22% of job growth over the next 30 years, driven by growing demand from an ageing population.

Chart 5



Source: Infometrics, Stats NZ

Manufacturing is forecast to add 58 jobs per year from 2025 to 2037, including jobs added for Aspiring Materials and aquaculture processing. Manufacturing's job growth slows down over time as the industry is already large and mature, and ongoing adoption of technology is expected to enable growth in output without requiring more staff.

Construction added 72 jobs per year between 2015 and 2025, making it the second largest industry for job creation. Over the next decade, major construction projects such as Datagrid are expected to support hundreds of construction jobs at their peak. However, these projects are expected to be completed before 2037, therefore, overall construction growth from 2025 to 2037 is a modest 29 jobs per year on average.

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Employment in the professional services industry is forecast to continue growing strongly, reflecting increasing sophistication of the local economy and the need for technical skills to support adoption of technology.

Summary: Employment

Employment is forecast to grow solidly across all three territorial authorities in Southland Region. Table 2 shows that regional employment is forecast to grow 0.7%pa on average from 2025 to 2037, led by Invercargill with 0.8%pa, followed by Southland District with 0.7%pa and Gore District with 0.5%pa.

Table 2

Probable scenario employment forecast

Filled jobs, March years

	Employment level				Employment growth (annual average)		
Area	2015	2025	2037	2057	2015-25	2025-37	2037-57
Southland District	16,556	17,652	19,082	20,801	0.6%	0.7%	0.4%
Gore District	6,779	7,010	7,459	8,448	0.3%	0.5%	0.6%
Invercargill City	28,185	30,782	33,898	41,082	0.9%	0.8%	1.0%
Southland Region	51,520	55,445	60,439	70,327	0.7%	0.7%	0.8%
New Zealand	2,302,756	2,772,368	3,136,945	3,768,786	1.9%	1.0%	0.9%

Source: Infometrics, Stats NZ

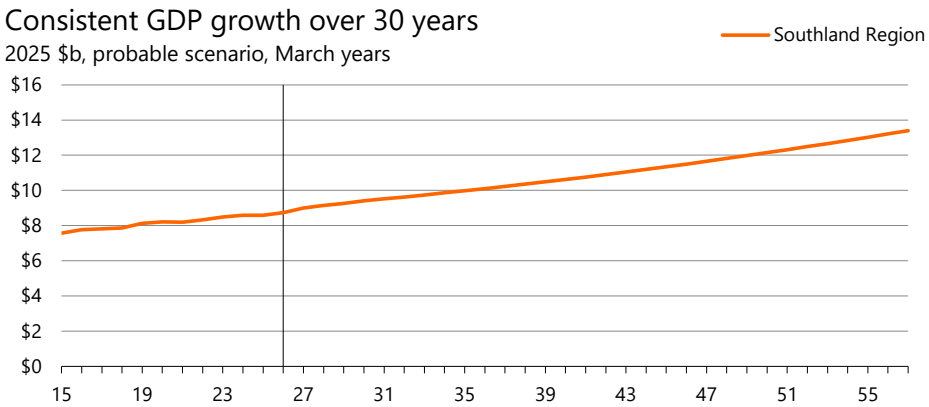
Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

GDP

Southland GDP forecast to grow steadily

Southland Region's GDP grew by 1.3%pa on average between 2015 and 2025, reaching $8.6b in 2025, based on 2025 constant prices (real terms). These estimates differ from Stats NZ's regional GDP series, which does not adjust for the effect of price effects (inflation). Chart 6 shows that Southland's GDP is forecast to continue growing steadily, reaching $10.2b in 2037 and $13.4b in 2057.

Chart 6

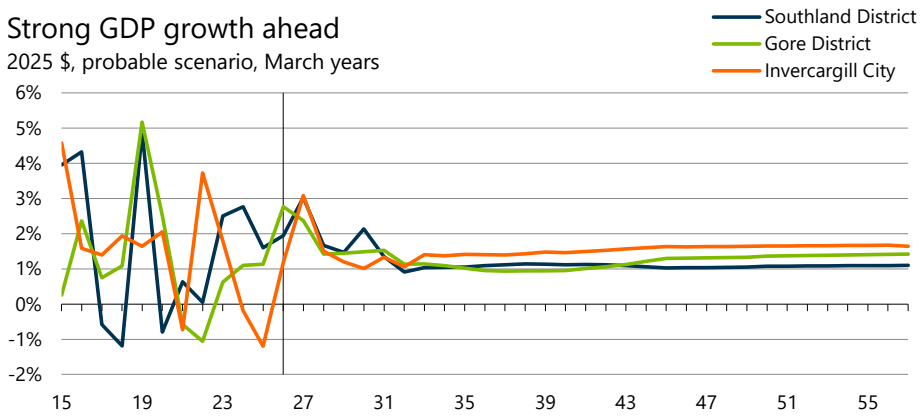


Source: Infometrics, Stats NZ

Southland District to lead GDP growth to 2037

Southland District is forecast to lead GDP growth within Southland Region, growing at 1.5%pa between 2025 and 2037, followed by Gore and Invercargill at 1.4%pa (see Chart 7). The establishment of Datagrid in Southland District, which has a relatively large GDP contribution, contributes to Southland District's GDP growth outpacing Invercargill, despite stronger job growth forecast for Invercargill. Gore's economy is forecast to grow strongly in percentage terms, though its growth is modest in absolute terms compared to its neighbours. Gore's growth is broad based, boosted by recently opened wind farms.

Chart 7



Source: Infometrics, Stats NZ

From 2037, Invercargill is forecast to lead GDP growth, growing 1.6%pa on average to 2057, followed by 1.2% in Gore and 1.1% in Southland District.

Summary: GDP

GDP is forecast to grow steadily across all three territorial authorities in Southland Region. Table 3 shows that regional GDP is forecast to grow 1.5%pa on average from 2025 to 2037, followed by 1.4%pa growth from 2037 to 2057. By 2057, Southland Region's GDP is forecast to total $13.4b, up from $8.6b in 2025.

Table 3

Probable scenario GDP forecast

$b 2025 prices, March years

	GDP level				GDP growth (annual average)		
Area	2015	2025	2037	2057	2015-25	2025-37	2037-57
Southland District	$2.9	$3.4	$4.0	$5.0	1.4%	1.5%	1.1%
Gore District	$0.9	$1.0	$1.2	$1.6	1.3%	1.4%	1.2%
Invercargill City	$3.7	$4.2	$5.0	$6.8	1.2%	1.4%	1.6%
Southland Region	$7.6	$8.6	$10.2	$13.4	1.3%	1.5%	1.4%
New Zealand	$3,376	$4,315	$5,397	$7,620	2.5%	1.9%	1.7%

Source: Infometrics, Stats NZ

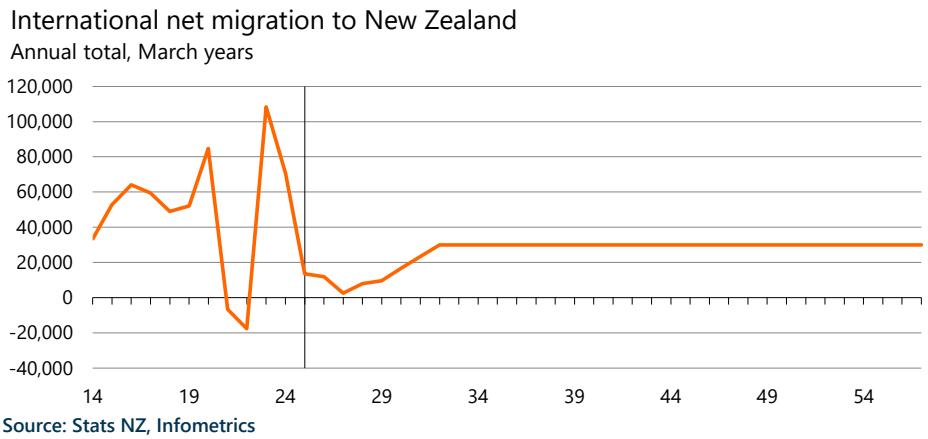
Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Population

Weak net migration in near term

International net migration to New Zealand has been extraordinarily volatile in the past decade (see Chart 8). COVID-19 border restrictions drove migration into negative territory in 2021 and 2022. Once New Zealand's borders were reopened, migration surged to a record high of 108,400. More recently, a national recession has reduced the need to draw in migrant workers and has encouraged the departure of New Zealand citizens. Migration tumbled to a relatively low 13,500 in 2025 and is expected to persist around this level through to 2030 (in the medium scenario), as New Zealand's labour market is expected to remain comparatively weak.

Chart 8



Source: Stats NZ, Infometrics

Over the medium to long term, we expect migration to revert to an average level of 30,000 per year. We expect sustained positive net migration to New Zealand over the long term, reflecting steady employment growth and demand for new workers to replace those retiring. Although New Zealand does not currently have a long-term immigration strategy, we expect that labour market pressures will persuade future governments to enable sustained, moderate net migration flows through favourable migration settings. However, we do not expect net migration to return to the highs observed in the past decade, given the highly competitive global market for migrants, as many countries face an ageing population.

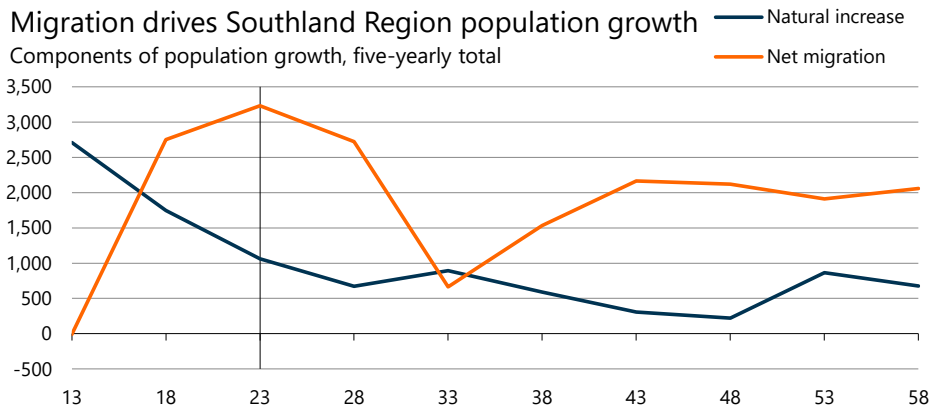
Migration to drive population growth

Migration has been the primary driver of population growth in Southland Region for the past decade, having lifted substantially from 2013 (see Chart 9). Net migration to Southland Region is forecast to remain high in the five-years to 2028, as major projects such as construction of Datagrid grow employment and draw more people into the region. However, as some of this employment growth is temporary, net migration is forecast to fall away in the five years to 2033. From 2038 to 2058, net migration is expected to track at a solid level of over 1,500 per five years, reflecting ongoing

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

employment growth and a need to replace retiring workers. Net migration to Southland is not expected to return to the highs of 2018 to 2023, reflecting that net migration to New Zealand is expected to be more limited in the face of stronger global competition for migrants.

Chart 9



Source: Stats NZ, Infometrics

Natural increase, the margin between births and deaths, has been easing as births decrease and deaths increase. This pattern is expected to continue as the population ages further, with older age groups growing relative to younger, childbearing age groups, and with fertility rates falling.

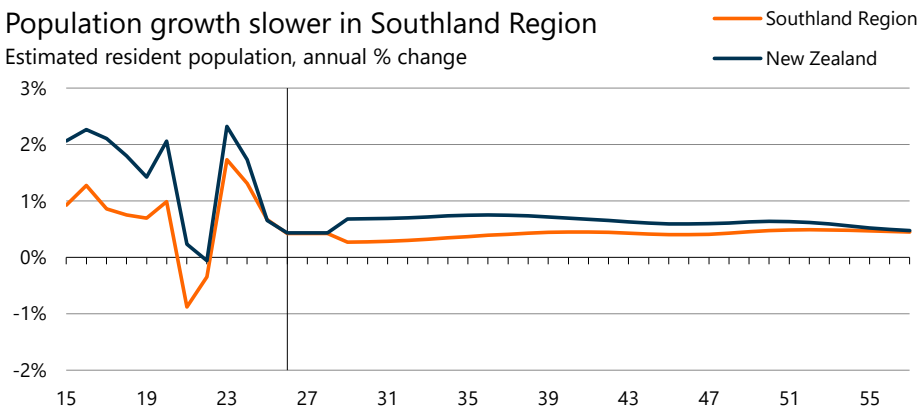
Chart 9 shows migration on a five-yearly basis, but it is important to note that migration can be highly volatile year-to-year, as it reflects migration policies and relative economic performance. With migration taking a more significant role in Southland's population growth, Southland's population and household growth is likely to become more volatile too.

Southland's population grows 0.3%pa to 2037

Southland Region's population grew 0.7%pa on average between 2015 and 2025, less than half the national average of 1.5%pa (see Chart 10). Between 2027 and 2037, this gap is expected to narrow, with Southland Region's population projected to grow 0.3%pa, compared to 0.7%pa nationally. National and local population growth is slowing as the population ages, however, key projects in Southland Region are expected to generate employment, drive migration and in turn elevate population growth higher than it would have otherwise been, particularly in the late 2020s.

For New Zealand, international net migration is currently low relative to historical levels, contributing to a relatively low rate of population growth. However, migration is expected to recover into the 2030s, as an ageing population drives a higher need for replacement workers, driving a slight pickup in New Zealand's rate of growth.

Chart 10

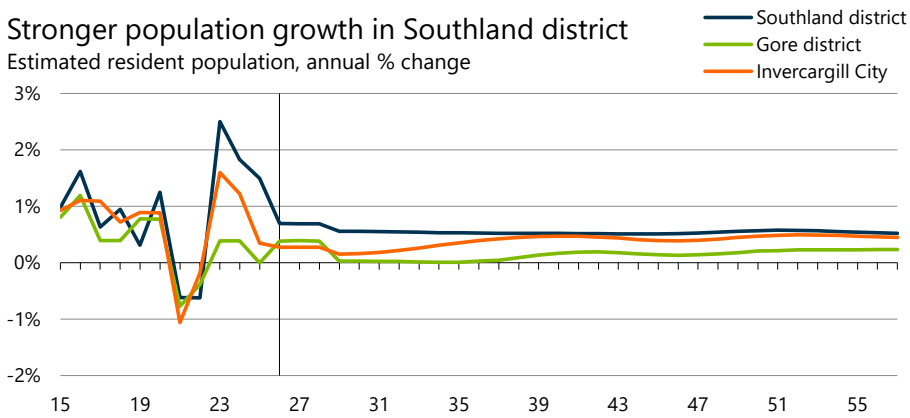


Source: Infometrics, Stats NZ

Strongest population growth in Southland District

Southland District is projected to lead population growth in the region for the next 30 years, followed by Invercargill and then Gore (Chart 11). Southland District has a younger population, driving relatively strong natural increase, meaning that it can grow its population without migration, unlike Gore or Invercargill. From 2027 to 2037, Southland District's population is projected to grow 0.6%pa, Invercargill at 0.3%pa and Gore at 0.1%pa. From 2037 to 2057, Southland District is projected to grow at 0.5%pa, Invercargill at 0.5%pa and Gore at 0.2%pa.

Chart 11

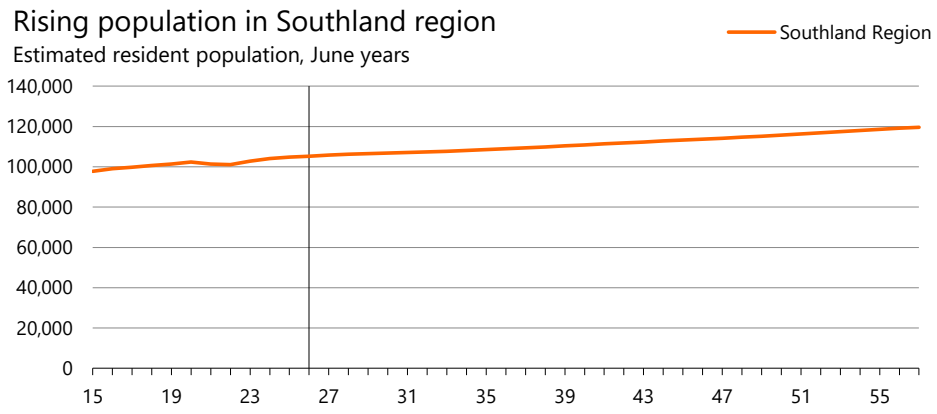


Source: Infometrics, Stats NZ

Southland's population to total 109,400 in 2037

Southland Region's population grew steadily from 97,750 in 2015 to 104,850 in 2025 population (see Chart 12). Southland Region's population is projected to continue growing over the next 30 years, to 109,400 in 2037, and 119,700 in 2057.

Chart 12



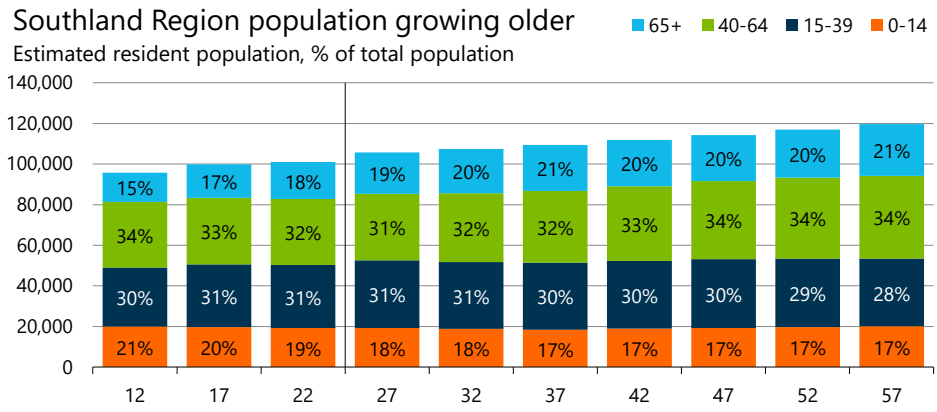
Source: Infometrics, Stats NZ

Over-65's grow to 21% of population

Southland Region's population is projected to continue getting older. The 65-years-and-older (65+) age group grew from 15% of the population in 2012 to 18% in 2022. Chart 13 shows that by 2037, the 65+ age group will make up 21% of the region's population. The 40-64-year-old age group is projected to hold at around 32% of the region's population up to 2037, with relatively strong migration offsetting ageing of the population.

Southland's younger population is projected to continue declining as a share of the population. The under-15-year-old population eased from 21% in 2012 to 19% in 2022, and is projected to ease to 17% in 2037. The shift in population towards older age groups reflects lower fertility rates over successive generations.

Chart 13



Source: Infometrics, Stats NZ

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Summary: Population

Population is projected to grow steadily across all three territorial authorities in Southland Region. Table 4 shows the population is projected to grow fastest in Southland District, growing 0.6%pa from 2025 to 2037, to reach 36,335 in 2037. Invercargill City is the second fastest, projected to grow 0.3%pa, to reach 59,940 in 2037. Gore District is the slowest growing territorial authority, but is still projected to grow 0.1%pa, to reach 13,129 in 2037.

Table 4

Probable scenario population projection

Estimated resident population, June years

	Population				Employment growth (annual average)		
Area	2015	2025	2037	2057	2015-25	2025-37	2037-57
Southland district	30,900	33,900	36,335	40,442	0.9%	0.6%	0.5%
Gore district	12,550	12,950	13,129	13,623	0.3%	0.1%	0.2%
Invercargill city	54,300	58,000	59,940	65,600	0.7%	0.3%	0.5%
Southland Region	97,750	104,850	109,404	119,665	0.7%	0.4%	0.4%
New Zealand	4,609,100	5,323,920	5,752,661	6,503,182	1.5%	0.6%	0.6%

Source: Infometrics, Stats NZ

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

Households

Households different to dwellings

A household is either one person who usually resides alone, or two or more people who usually reside together and share facilities in a private dwelling. Households are an important indicator for understanding how the size of the population relates to demand for housing (i.e. the number of dwellings).

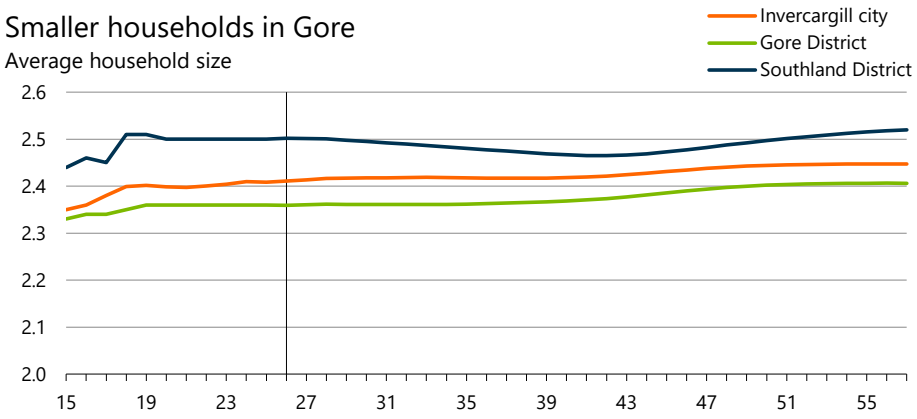
The number of dwellings (and residential rating units) is usually greater than the number of households, because there are always a number of unoccupied dwellings in an area. Dwellings and households can follow different trends at times, as population growth can happen faster than construction can respond.

The number of dwellings consented and constructed can be different to the growth in dwellings and households, because dwellings can be demolished and replaced. For example, when an older dwelling is replaced with multiple higher-density new dwellings.

Smallest average household size in Gore

Gore District's average household size in 2025 was 2.36 people, the smallest in Southland Region (see Chart 14). Households are slightly larger on average in Invercargill (2.41) and Southland District (2.50). Gore's lower household size reflects a slightly older population, as older people are more likely to form small, one- or two-person households without children. Gore's average household size is projected to hold steady at 2.36 to 2037. Southland District's average household size is projected to ease to 2.47 in 2037, and Invercargill is projected to increase slightly to 2.42, both subtle shifts reflecting changes in the age structure of the population.

Chart 14



Source: Infometrics, Stats NZ

Average household sizes are projected to increase in all three territorial authorities between 2037 and 2057, also driven by changes in population age structure, with Gore up to 2.41, Southland up to 2.52, and Invercargill up to 2.45. Although these are fairly

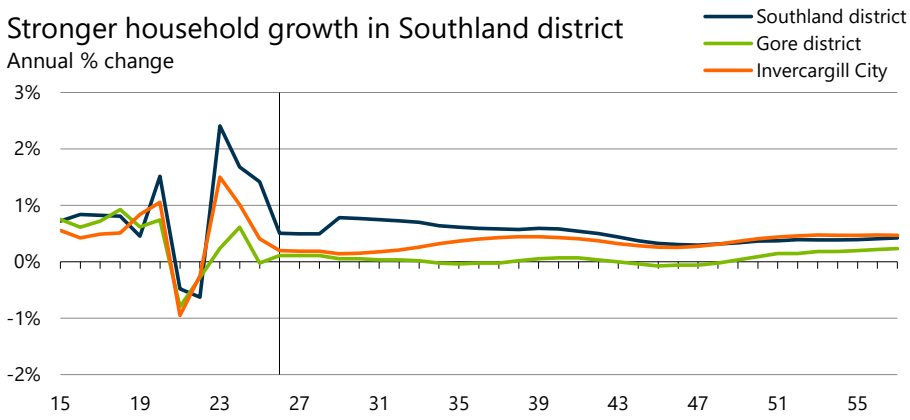
Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

small changes in average household size, it is an important contributor to the increasing number of households being formed, in addition to those created through population growth.

Fastest household growth in Southland District

Household growth largely mirrors population growth, though changes in average household size can modify that trend. Chart 15 shows that the number households in Southland District grew 0.9%pa between 2015 and 2025, as the district's population faced the fastest growth in the region. Southland District is projected to remain the fastest growing to 2037, with growth of 0.7%pa projected from 2027 to 2037, followed by 0.4%pa growth from 2037 to 2057.

Chart 15



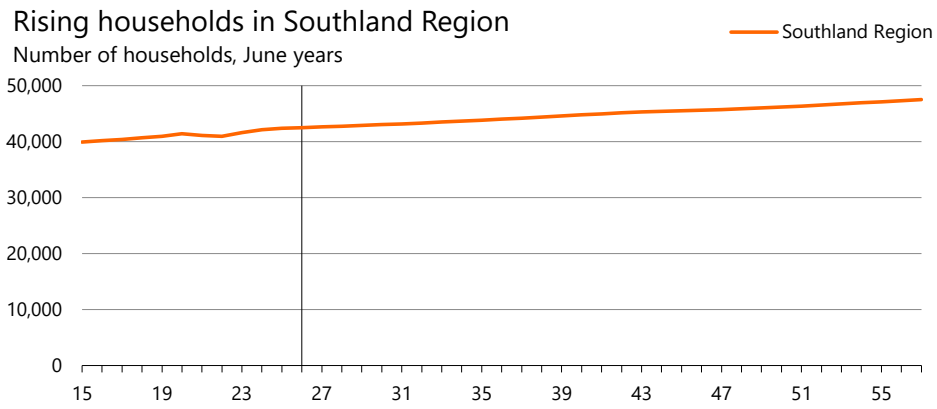
Source: Infometrics, Stats NZ

The number of households in Invercargill grew 0.5%pa on average between 2015 and 2025, and is projected to grow 0.3%pa between 2025 and 2037, followed by 0.4%pa between 2037 and 2057. The number of households in Gore District grew 0.3%pa on average between 2016 and 2025, and is projected to grow 0.1%pa grow between 2025 and 2037, followed by 0.1%pa between 2037 and 2057.

Southland households total 44,200 in 2037

The number of households in Southland Region has grown from 39,900 in 2015 to 42,400 in 2025. Chart 16 shows that the number of households is projected to grow to 44,200 in 2037, an increase of 159 households per year on average from 2025 to 2037. The number of households in Southland Region is projected to total 47,500 in 2057, an increase of 173 households per year on average from 2037 to 2057.

Chart 16



Source: Infometrics, Stats NZ

Summary: Households

The number of households is forecast to grow steadily across all three territorial authorities in Southland Region, though growth is slim in Gore. Table 5 shows the number of households is projected to grow fastest in Southland District, growing 0.7%pa from 2025 to 2037, to reach 14,470 in 2037. Invercargill City is the second fastest, projected to grow 0.3%pa, to reach 24,362 in 2037. Gore District is the slowest growing territorial authority but is still projected to grow 0.1%pa to reach 5,579 in 2037.

Table 5

Probable scenario household projection

Number of households, June years

	Number of households				Employment growth (annual average)		
Area	2015	2025	2037	2057	2015-25	2025-37	2037-57
Southland district	12,233	13,356	14,470	15,823	0.9%	0.7%	0.4%
Gore district	5,223	5,402	5,467	5,579	0.3%	0.1%	0.1%
Invercargill city	22,473	23,630	24,362	26,348	0.5%	0.3%	0.4%
Southland Region	39,929	42,388	44,299	47,750	0.6%	0.4%	0.4%
New Zealand	1,723,406	1,955,856	2,147,365	2,429,938	1.3%	0.8%	0.6%

Source: Infometrics, Stats NZ

Document Set ID: 11293203
Version: 1, Version Date: 24/09/2026

2027 – 2037 LONG-TERM PLAN AND WATER SERVICES STRATEGY – DRAFT PERFORMANCE FRAMEWORK

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Rhiannon Suter, Manager – Strategy, Policy and Engagement
Approved:	Patricia Christie, Group Manager - Corporate Services
Approved Date:	Wednesday 21 October 2026
Open Agenda:	Yes

Purpose and Summary

This report provides the draft levels of service, key performance indicators, and targets for the 2027 - 2037 Long-term Plan, for confirmation prior to audit and consultation in 2027.

Recommendations

That the Council:

1. Receives the report "2027 – 2037 Long-term Plan and Water Services Strategy - Draft Performance Framework".

2. Notes the activity groups for the 2027-2037 Long-term Plan, which are required by the Local Government (Local Authority Reporting) Amendment Regulations 2026.

3. Notes the activities linked to the core services identified as core services under Section 11 of the Local Government Act 2002.

4. Notes that Adaptation and Emergency Management levels of service, key performance indicators and targets are still under development.

5. Notes that changes to Levels of Service, Key Performance Indicators and targets may occur following budgeting process and subsequent Council decisions.

6. Notes all Levels of Service, Key Performance Indicators and targets remain in draft form until the Long-term Plan and Water Services Strategy are adopted in June 2027.

7. Confirms the 2027 – 2037 Long-term Plan Performance Framework ahead of audit.

8. Confirms the 2027 - 2037 Water Services Strategy Performance Framework ahead of audit.

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

Background

Schedule 10, Clauses 2 and 4 of the Local Government Act 2002 set out the requirements for Councils to include groups of activities and statements of service provision for those groups of activities, respectively.

Activities related to the provision of Water Services are set under the Local Government (Water Services) Act 2025.

For each group of activities, Council must include the intended levels of service to support community outcomes, performance measures, targets and any changes to the levels of service.

Sections 261A and 261B of the Local Government Act 2002 require Councils to report on certain core services using nationally consistent measures, referred to as The Non-financial Performance Measures Rules. These rules are set by the Department of Internal Affairs (DIA) and include Water Supply, Sewerage and the treatment and disposal of sewage, Stormwater drainage, and the provision of roads and footpaths. Council must measure and report on all measures – the measures cannot be altered however Council can set its own targets.

While the mandatory performance measures prescribed under the Local Government Act 2002 must be included in the Water Services Strategy and Long-term Plan, Council is also required to monitor and report against a range of additional performance measures and targets established through other legislation and regulatory frameworks, such as the Building Act 2004, Resource Management Act 1991 and Local Government Official Information and Meetings Act 1987.

Issues and Options

Analysis

Groups of Activities

The Government has standardised the groups of activities used by councils for planning and reporting purposes through the Local Government (Local Authority Reporting) Amendment Regulations 2026. From the 2027-2037 Long-term Plan, local authorities are required to use the prescribed activity groups in their Long-term Plans, Annual Plans and Annual Reports. This change is aimed at improving consistency, transparency and comparability across the local government sector.

Prior to the regulations being finalised, Council officers agreed to proceed with the proposed activity groups to support the efficient preparation of the 2027-2037 Long-term Plan. The activity groups now align with those prescribed by the regulation, subject to any further guidance being released.

There are eight standard Groups of Activities for all councils. Groups of activities and proposed sub-activities are listed below:

1. Adaptation and emergency management

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

2. Community and recreational facilities:
    a. Libraries
    b. Museums and galleries
    c. Recreational and sport facilities
    d. Community centres and halls
    e. Cemeteries and crematorium
    f. Public toilets

3. Governance, planning and reporting:
    a. Governance
    b. Planning and Reporting

4. Parks and reserves
5. Public regulatory services

6. Roading and transport:
    a. Roading
    b. Public Transport

7. Waste management and minimisation
8. Other:
    a. Economic Development
    b. Grants
    c. Marketing and Communications
    d. International Relations
    e. Events and Festivals
    f. Forestry
    g. Social housing
    h. Commercial property
    i. Corporate Services
    j. Investments -Treasury

Guidance from Ministry for Cities, Environment, Regions and Transport (MCERT) notes that councils may create additional activities where these are not adequately captured within the eight prescribed activity groups. Therefore, Council intends to report on the Corporate Services and Investments - Treasury activities within the 'Other' activity group.

Three waters are reported on under waters services legislation and are no longer groups of activities in the Long-term Plan.

At this stage, the Government has not proposed any changes to the mandatory Non-financial Performance Measures Rules for three waters and roading.

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

Rationales, Levels of Service, Key Performance Indicators (KPIs) and Targets for Activities

Council is required to provide statements of Levels of Service, along with performance measures (referred to as KPIs) and targets for each group of activities. In order to be meaningful, where relevant, these are provided for each activity within the groups, rather than for the group as a whole. The Levels of Service, KPIs and targets have been prepared in accordance with generally accepted accounting practice (GAAP).

The KPIs will be utilised by Council to measure performance on a regular basis through the year, noting that some measures are available only on an annual or more infrequent basis.

Service Performance Judgements and Assumptions

The community outcomes and vision were adopted by Council as part of the previous Long-term Plan. Following the removal of the four wellbeing's from the Local Government Act, Council resolved to retain the existing vision – He Ngākau Aroha – Our City with Heart and refresh the community outcomes to with the focus on consolidating the work of the previous Long-term Plans and lay the groundwork for innovative partnership-based evolution of the plan which will deliver financially sustainable outcomes for the community.

Council's community outcomes are:

- Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.
- A vibrant, safe city which meets our people's diverse cultural needs.
- A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.
- A healthy, resilient environment supporting a healthy, resilient community.

Council's Levels of Service have been developed by officers, informed by community and Councillor feedback from Long-term Plan workshops to provide meaningful measurable statements which show how Council is delivering on its community outcomes.

The following judgments have been made in the selection of our levels of service and service performance:

- Each Level of Service links back to one or more community outcome which Council is working to achieve.
- In developing these Levels of Service, Council has taken into account the views and feedback expressed by residents, ratepayers, and the Bluff Community Board, both through the annual residents' survey as well as community workshops.
- The performance measures proposed provide Councillors and the community with meaningful information on Council's progress towards achieving community outcomes.
- The Levels of Services reflect key areas such as quality standards, availability of services, level of use of services and responsiveness of Council to the community as well as more activity specific levels of service.
- Where possible, Council has prioritised maintaining continuity of KPIs to enable meaningful comparison of performance over time and the identification of trends. However, this has not been possible in all cases due to data limitations, the influence of factors outside Council's control, and the introduction of new activity groups.

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

In addition to selecting performance measures, Council applies professional judgement when collecting, analysing, and reporting performance information. Council also follows official guidance when measuring and reporting against all mandatory performance measures and other legislative requirements.

Officers have considered the relationship between funding levels, service levels, and expected performance outcomes. The following material judgements have been applied in developing the forecasts and targets presented in this plan.

Key Performance Indicators (KPI)

The KPIs were developed by managers and workshopped with Elected Members. Selection of KPIs was made on the basis of supporting consistency across factors such as time, cost and quality indicators, while including all the required DIA measures. Quality and timeliness of availability of data was also considered.

Aggregation of Key Performance Indicators against Levels of Service was undertaken on the basis of providing at least one meaningful measure per Level of Service, and more where needed and/ or required by the DIA. Meaningful measures were determined by managers considering the range of appropriate and available indicators and together with senior management selecting the most appropriate.

A range of Council data management systems are used for collection of the KPIs including asset management systems, technical and lab reports, reports from contractors, reports from Central Government Agencies, track counters, visitor records, service management records, customer relationship management systems, funding records as appropriate to the relevant activity, as well as the residents survey.

Proposed Levels of Service, Measures and Targets

Adaptation and Emergency Management levels of service and KPIs are still being developed, with the work taking additional time to ensure alignment across councils. As this is a shared service, the proposed KPIs will need to be endorsed by the Joint Committee before being presented to Council for consideration.

Baseline data for two Economic Development measures will be added in early 2027.

There are 46 levels of service, 88 key performance indicators (KPIs) across Council's 23 activities (excluding water services), with each activity having at least one KPI. Of these, 41 are new KPIs that will be introduced and measured from the 2027/2028 financial year**.** Where possible, Council has prioritised maintaining continuity of KPIs to enable meaningful comparison of performance over time and the identification of trends.

Across three waters, there are 18 mandatory performance measures.

Given the significant changes to the activity group structure for the 2027-2037 Long-term Plan, all additions, removals, and amendments to KPIs have been documented in the accompanying attachments to ensure transparency and provide a clear record of changes from the current framework.

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

Significance

The 2027-2037 Long-term Plan Performance Framework and 2027-2037 Water Services Strategy Performance Framework are significant and will be included as supplementary materials for the Long-term Plan and Water Service consultation.

Options

The draft performance frameworks have been developed to reflect the draft vision, community outcomes and levels of service agreed by Council, and in response to direction given on funding options through the process.

It should be noted changes to Levels of Service, Key Performance Indicators and targets may occur following budgeting process and subsequent Council decisions and these will be brought to Council in December if required.

Community Views

Community satisfaction with Council services is gathered on a quarterly basis through the Residents Survey. Managers have considered community views as well as a range of other factors in developing the proposed levels of service and performance measures provided here.

Implications and Risks

Strategic Consistency

The draft performance frameworks align with the draft vision and community outcomes developed for this Long-term Plan and Water Services Strategy.

Financial Implications

This draft of the performance framework aligns with the current stage of budgeting which has been undertaken to inform the activity planning process. Dependent on Council direction through the next stage of the process changes may be required to draft levels of service and/ or targets for performance measures for consultation. These will be provided to Council in December.

Legal Implications

Council is required to develop levels of service and performance measures as part of developing a Long-term Plan.

The following activities relate to core services under Section 11A of the Local Government Act 2002:

1. Adaptation and emergency management (emergency management)
2. Community and recreational facilities:
    a. Libraries

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

b. Museums and galleries (museums)
c. Recreational and sport facilities (recreational facilities)
d. Community centres and halls (community facilities)
e. Cemeteries and crematorium (cemeteries)
f. Public toilets (Community facilities)

3. Parks and reserves (reserves)
4. Roading and transport:
   b. Roading (network infrastructure)
   c. Public Transport (public transport services)

5. Waste management and minimisation

The Local Government (Water Services) Act 2025 places responsibility on territorial authorities to ensure water services are provided in their districts. Water services are also a core service under Section 11A, Local Government Act 2002 (network infrastructure).

The Following activities are not core services under Section 11A, Local Government Act 2002:
1. Governance, planning and reporting
2. Public regulatory services
3. Other:
   a. Economic Development
   b. Grants
   c. Marketing and Communications
   d. International Relations
   e. Events and Festivals
   f. Forestry
   g. Social housing
   h. Commercial property
   i. Corporate Services
   j. Investments -Treasury

Local Government Act Section 261A and 261B sets out the rules for performance measures which may be made by the Secretary to ensure alignment of performance measurement for the sector. Adjustment may be required through the audit process if further guidance is received.

Schedule 10 Part 1 (4) sets out what must be included in the Statement of Service Provision within the Long-term Plan. The draft performance framework provided here provides the information in line with, a, b and c of this part (noting there may be further changes to rules):

a) any performance measures specified in a rule made under section 261B for a group of activities described in clause 2(2); and
b) the performance measures that the local authority considers will enable the public to assess the level of service for major aspects of groups of activities for which performance measures have not been specified under paragraph (a); and
c) the performance target or targets set by the local authority for each performance measure

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

Climate Change

Areas Outside the Statement of Service Performance

Council is currently assessing its process and methodology for monitoring greenhouse gas emissions.

Risk

Risk	Mitigation
The proposed levels of service may not align with the available budget required to deliver them effectively	Further revision will be undertaken as required
Levels of service may not align with the community's preferences	Feedback will be sought during the Long-term Plan consultation
Proposed measures and targets may not adequately measure the proposed levels of service	Managers have considered usage, time, quality, cost and other indicators as well as availability of data in considering the most appropriate way to measure performance. Governance feedback will be utilised to improve measures.
Data may not be available to report against the proposed indicators	Findings of internal audit processes and data availability has been considered in developing KPIs and targets. In some cases, proxies have had to be used.

Next Steps

Once confirmed by Council, the draft Levels of Service, Key Performance Indicators, and targets will be included in the asset and activity management plans. Council will receive the asset and activity plans in November and December for confirmation, ahead of audit and consultation in 2027.

This occurs alongside the budgeting process, with the final budget workshop currently scheduled for 24 November 2026. As a result, Levels of Service, Key Performance Indicators, and targets may be subsequently amended to reflect budget decisions and Council direction prior to consultation.

The performance framework, along with the assert and activity management plan will remain in draft form until adopted by Council following consultation.

Attachments

1. Draft 2027-2037 Long-term Plan Performance Framework (11312614).

2. Draft 2027-2037 Water Services Strategy Performance Framework (11312644).

Document Set ID: 11280238
Version: 20, Version Date: 21/10/2026

2027 - 2037 LONG-TERM PLAN

Draft Performance Framework

Draft

Document Set ID: 11312614
Version: 2, Version Date: 21/10/2026

ROADING

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							All wording updated to ensure consistency with DIA performance measures.
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	1	The road network is designed and managed to reduce risk of death and injury	1.1	Road safety The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	12 crashes (1 fatal, 11 serious) (4 less than the previous year)	At least one fewer than 2025/2026	At least one fewer than 2027/2028	At least one fewer than 2028/2029	At least one fewer than previous year	Previously, targets were expressed as "lower than the previous year". It is now proposed that specific targets are set for each year, providing a clearer basis for measuring and reporting performance. While a result of zero represents the ideal outcome, Council acknowledges this may not be realistic in practice.
	1		1.2	The number of crashes involving intersections	129 crashes (1 fatal, 5 serious, 35 minor injury, 88 non-injury) lower than the previous year (134 crashes)	Lower than 2025/2026	Lower than the previous year	Lower than the previous year	Lower than the previous year	No change
	2	The road network is design and managed to support ease of use	2.1	Road condition The average quality of ride on a sealed local road network, measured by smooth travel exposure.	93%	At least 85%	At least 85%	At least 85%	At least 85%	It is proposed to replace the separate urban and rural percentage targets with a single overall score.
	2		2.2	Road maintenance The percentage of the sealed local road network that is resurfaced.	7.34%	>5.55%	>5.55%	>5.55%	>5.55%	No change
	2		2.3	Footpaths The percentage of footpaths within Invercargill City district that fall within the level of service or service standard for the condition of footpaths that is set out in the Asset Management Plan	1.70%	< 8% in very poor condition	< 8% in very poor condition	< 8% in very poor condition	< 8% in very poor condition	No change
	3	Council is responsive to the community and monitors and manages the network effectively to support safety and efficiency	3.1	Response to service requests The percentage of customer service requests relating to roads and footpaths to which Council responds within the time frame specified in the long term plan.	93%	85% of requests are responded to in five or less business days	85% of requests are responded to in five or less business days	85% of requests are responded to in five or less business days	90% of requests are responded to in five or less business days	It is proposed that the target be increased from 75% to 85% to better reflect historical performance levels, which have generally exceeded 80%. This change does not represent an increase in the level of service expected or delivered.

Draft

PUBLIC TRANSPORT

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A healthy, resilient environment supporting a healthy, resilient community.	4	Public transport is well utilised to support community connection and inclusiveness.	4.1	Total number of public transport users	153736	≥145,000	≥145,000	≥145,000	≥152 ,000	No change
	5	Public transport enables people to move around the city	5.1	Percentage of residents satisfied with quality of bus service	72%	At least 45% of residents are satisfied with the quality of the bus service	At least 45% of residents are satisfied with the quality of the bus service	At least 50% of residents are satisfied with the quality of the bus service	At least 50% of residents are satisfied with the quality of the bus service	No change
			5.2	Percentage of residents satisfied with price of bus service	55%	At least 60% of residents are satisfied with the price of the bus service	At least 65% of residents are satisfied with the price of the bus service	At least 65% of residents are satisfied with the price of the bus service	At least 70 % of residents are satisfied with the price of the bus service	No change

Draft

WASTE MANAGEMENT AND MINIMISATION

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A healthy, resilient environment supporting a healthy, resilient community.	6	The effective use of resources is supported to reduce the impact of waste on the environment	6.1	Percentage of contaminated material directed to landfill from kerbside collection and council-provided public recycling facilities.	New measure	Not more than 15% per annum	Not more than 15% per annum	Not more than 15% per annum	Not more than 15% per annum	It is proposed that the previous waste KPIs be replaced with two new KPIs that are more controllable and actionable. Unlike the existing measures, which can be significantly influenced by consumer behaviour and economic conditions outside Council's control, the proposed KPIs focus on areas where Council can directly influence performance. The first KPI measures the quality of recycling through contamination rates and can be improved through education, communication, and enforcement. The second KPI measures missed collection rates, providing a clear indicator of service reliability and customer experience that is largely within Council's control.
	7	A reliable and efficient waste collection service is provided to the community.	7.1	Pickup Rate – Annual average of not more than 50 missed collections per 1,000 pickups (95%)	New measure	≥95%	≥95%	≥95%	≥95%	
				Regional discarded materials rate per person per annum (kgs)		To be removed				
				Recovery of recyclable materials (Actual Recycled - Invercargill City Council and Southland District Council)		To be removed				
				Invercargill City and Southland District Councils actual recycled rate per person per annum (Kg)		To be removed				
				Reduction in kerbside waste sent to landfill		To be removed				
				Waste diversion from landfill		To be removed				

Draft

PUBLIC REGULATORY SERVICES

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure. A healthy, resilient environment supporting a healthy, resilient community.	9	Council is responsive to the community to ensure regulatory processes are effectively managed to support appropriate development and economic activity	9.1	Building consents are granted within statutory timeframe	99%	100% of building consents are granted within statutory timeframes	100% of building consents are granted within statutory timeframes	100% of building consents are granted within statutory timeframes	100% of building consents are granted within statutory timeframes	No change
	9		9.2	Code Compliance Certificates are issued within statutory timeframe	94%	100% of Code Compliance Certificates are issued within statutory timeframes	100% of Code Compliance Certificates are issued within statutory timeframes	100% of Code Compliance Certificates are issued within statutory timeframes	100% of Code Compliance Certificates are issued within statutory timeframes	No change
	9		9.3	Percentage of building inspections carried out within three working days of the requested inspection date	New measure	≥80%	≥80%	≥80%	≥80%	
	9		9.5	Non-notified resource consents not requiring a hearing are granted within statutory timeframe	100%	100% of non-notified resource consents are granted within statutory timeframes	100% of non-notified resource consents are granted within statutory timeframes	100% of non-notified resource consents are granted within statutory timeframes	100% of non-notified resource consents are granted within statutory timeframes	No change
	9		9.6	Land Information Memorandum (LIM) Reports are issued within 10 working days	100%	100% of LIM Reports are issued within statutory timeframes	100% of LIM Reports are issued within statutory timeframes	100% of LIM Reports are issued within statutory timeframes	100% of LIM Reports are issued within statutory timeframes	No change
	9		9.7	Food premises are registered within 20 working days	97%	100% of new food premises applications are registered with 20 working days	100% of new food premises applications are registered with 20 working days	100% of new food premises applications are registered with 20 working days	100% of new food premises applications are registered with 20 working days	No change
	10	Public regulatory processes are effectively managed to support appropriate development	10.1	Percentage of residents satisfied with service received from the Building, Planning and Property Records Department	62%	≥50%	≥50%	≥50%	≥50%	No change
	10		10.2	Percentage of residents satisfied with the building and/or resource consent process	46%	≥50%	≥50%	≥50%	≥50%	No change
				Amount of eligible applications received to support heritage buildings (earthquake strengthening and/or heritage improvements)	To be removed					Council's Built Heritage Fund has been paused indefinitely and as a result, it is proposed to remove the KPI.
				Alcohol licences not requiring a hearing are granted within 30 days	To be removed					This measure is not a legislative requirement. Recent legislative changes have increased the public objection period for licence applications from 15 to 25 working days. As a result, it is no longer reasonable or practicable to consistently issue licences within 30 working days while ensuring statutory processes are completed appropriately. It is therefore proposed that this KPI be removed and not replaced, as the timeframe is no longer within the Council's direct control and does not reflect current legislative requirements.

Draft

GOVERNANCE

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.	11	The community is supported to understand and participate in the democratic process	11.1	Voter participation in elections and by-elections	2025 elections result – 46.02% voter turnout (target – 61.79%)	Voter return of at least 46% in any election or by-election held during the year	Voter return of at least 46% in any election or by-election held during the year	Voter return of at least 46% in any election or by-election held during the year	Voter return of at least 46% in any election or by-election held during the year	The KPI has been amended to clarify that it applies to both elections and by-elections. The target has also been lowered to reflect voter turnout at the most recent election. Despite this adjustment, Invercargill's voter turnout at the 2025 local election remained above the national turnout of 39.42%.
			11.2	Percentage of requests under the Local Government Official Information and Meetings Act (LGOIMA) responded to within the statutory timeframes.	New measure	100%	100%	100%	100%	

Draft

PLANNING AND REPORTING

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs. A healthy, resilient environment supporting a healthy, resilient community.	12	The community is supported to understand and participate in the democratic planning and decision making process	12.1	Percentage of residents satisfied with the opportunities Council provides for community involvement in decision making	33%	≥40%	≥45%	≥50%	≥55%	Resident satisfaction has improved from previously low levels, and it is proposed to progressively increase the target over the next LTP period to reflect this positive trend.
	13	The city benefits from a targeted strategic economic plan and is supported to grow, be resilient and diversify.	13.1	Invercargill City Economic Plan is developed, implemented, reviewed to ensure it is fit for purpose and accommodates new opportunities and technologies	New measure	Invercargill City Economic Plan and implementation pathway has been developed in collaboration with identified key stakeholders and adopted by the Council	Invercargill City Economic Plan implementation projects for Year 1 have been selected and implemented	Invercargill City Economic Plan implementation projects for Year 2 have been selected and implemented	Invercargill City Economic Plan is reviewed for relevance and implementation projects for Year 3 have been selected and implemented (as applicable)	

Draft

LIBRARIES

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.	14	Libraries are well utilised to support community connection and inclusiveness.	14.1	Annual number of library users	588,847 (including online engagements)	≥400,000	≥400,000	≥400,000	≥400,000	It is proposed that the measure be amended to count only physical library visits, as captured through door counters. This change reflects limitations in the way website engagement is measured, as the available data does not clearly distinguish between visitors to the website and users actively accessing digital library services, such as searching the catalogue or placing holds. Digital engagement is also increasingly influenced by factors outside Council's control, including users accessing information through AI-generated search results without visiting the website. Measuring physical visits only aligns with the approach adopted by many other libraries and provides a more accurate and consistent basis for performance reporting. Use of digital library services would instead be captured through a new, separate measure.
	14		14.2	Number of participants attending library programmes, both in-library and through community outreach	New measure	≥20,000	≥20,000	≥20,000	≥20,000	
	15	Libraries collections provide quality resources.	15.1	Number of physical and digital items borrowed or accessed per capita	New measure	At least 5 per capita	At least 5 per capita	At least 5 per capita	At least 5 per capita	It is proposed that the 'Percentage of physical collections added in the past 5 years (excludes heritage collections)' is removed and replaced with this this KPI. The new measure focuses on actual customer use of the entire collection and is a stronger indicator of performance and community benefit.
	15		15.2	Percentage of residents satisfied with the library service	89%	≥85%	≥85%	≥85%	≥85%	
				Percentage of physical collections added in the past 5 years (excludes heritage collections)		To be removed				It is proposed that this KPI be removed, as it focuses solely on the physical collections. The KPI will be replaced with a new measure that captures both physical and digital borrowing and access, providing a more comprehensive view of how library resources are used by the community.

Draft

MUSEUMS AND GALLERIES

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs.	16	Museums and Galleries services are well utilised to support city vibrancy and community connection and inclusiveness.	16.1	Annual number of onsite visits to Te Unua Museum of Southland	New measure	≥106,000	≥106,000	≥106,000	≥106,000	The proposed targets are aligned with the region's population and reflect a commonly used approach to target setting within the museum sector.
	17	Museums and Galleries services provide high quality, cultural experiences.	17.1	Percentage of residents satisfied with Te Unua Museum of Southland	New measure	≥80%	≥80%	≥80%	≥80%	
	16	Museums and Galleries services are well utilised to support city vibrancy and community connection and inclusiveness.	16.2	Annual number of users engaging with museum and heritage services beyond onsite visits to Te Unua Museum of Southland	New measure	Minimum 2000	Minimum 2000	Minimum 2000	Minimum 2000	
	16	Museums and Galleries services are well utilised to support city vibrancy and community connection and inclusiveness.	16.3	Annual number of users engaging with art gallery services	24104	≥19,000	≥19,000	≥19,000	2030/2031 - ≥19,000 2031-2037 – N/A (Contract ends 30 June 2031)	The targets have been lowered to reflect an anticipated decline in visitation following the opening of Te Unua Museum of Southland.
	17	Museums and Galleries services provide high quality, cultural experiences.	17.2	Percentage of residents satisfied with art gallery services	65%	≥65%	≥65%	≥65%	2030/2031 - ≥65% 2031-2037 – N/A (Contract ends 30 June 2031)	The targets have been increased to reflect current performance levels and recent results.
				Number of onsite and off-site exhibitions which celebrate our collections and the stories of Southland		To be removed				This KPI is proposed to be removed following the opening of the museum.
				Te Pataka Taoka Southern Regional Collections Facility - Annual number of visits to access the collection		To be removed				It is proposed that this KPI be removed as it is not adequately measuring the intended outcome of engagement with the facility. The measure will be replaced with a new KPI that provides a more meaningful assessment of how the community engages with museum services.
				Te Pataka Taoka Southern Regional Collections Facility - Annual number of school visits		To be removed				It is proposed that this KPI be removed as it is not adequately measuring the intended outcome of engagement with the facility. The measure will be replaced with a new KPI that provides a more meaningful assessment of how the community engages with museum services.

Draft

RECREATION AND SPORT FACILITIES

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs.	18	Recreational and sport facilities are well utilised to support city vibrancy and community connection and inclusiveness.	18.1	Annual number of Splash Palace users	392107	≥390,000	≥395,000	≥400,000	≥405,000	Overall, the targets remain focused on increasing use of the facility. However, they have been reviewed and lowered to reflect changes to the ILT School Programme. From 2027, students will attend less frequently but for longer periods, which is expected to reduce recorded participation by approximately 15,000 visits per year. The revised targets recognise this change while maintaining a focus on growing overall facility use.
	18		18.2	Annual learn to swim participation	3342	≥3000	≥3150	≥3300	≥3400	The previous targets were intended to be quarterly targets, not annual totals. However, the wording was unclear, so they were reported as annual targets. The proposed target is an annual target and KPI wording has been amended to reflect this.
	19	Recreational and sport facilities provide safe, quality and appropriate premises and services	19.1	Percentage of residents satisfied with Splash Palace services	73%	≥75%	≥80%	≥80%	≥80%	The wording has been refined to provide greater accuracy and clarity.
	19		19.2	Splash Palace Poolsafe Accreditation	New measure	Achieved	Achieved	Achieved	Achieved	The proposed KPI measures overall compliance and quality assurance rather than a single compliance indicator. It replaces the previous '"Time pools are kept within operating guidelines of the New Zealand Pool Water Standards NZS5826:2010 to ensure the health and safety of pool users" KPI.
	20	Recreational and sport facilities are reliable and available.	20.1	Time when a minimum of four 25 metre public lanes are available for swimming	98%	At least 95% of the time	At least 95% of the time	At least 95% of the time	At least 95% of the time	No change
	18	Recreational and sport facilities are well utilised to support city vibrancy and community connection and inclusiveness.	18.3	Annual number of Outdoor Stadium users	New measure	≥ 20,000	≥ 20,000	≥ 20,000	≥ 30,000	Outdoor Stadium (Rugby Park) user numbers were previously included in the 'Annual number of users across all venues' measure. This has now been split into three different measures and targets.
	18		18.4	Annual number of Outdoor Stadium bookings	New measure	≥45	≥45	≥45	≥60	
	18		18.5	Annual number of days booked (Outdoor Stadium)	New measure	≥50	≥50	≥50	≥65	
	19	Recreational and sport facilities provide safe, quality and appropriate premises and services	19.3	Percentage of residents satisfied with Outdoor Stadium	41%	≥40%	≥40%	≥40%	≥50%	No changes are proposed, other than a minor wording update replacing "Rugby Park" with "Outdoor Stadium".
				Total number of unplanned pool closures		To be removed				It is proposed to remove the KPI as Council has limited control over the factors that contribute to closures.
				Rugby Park - Occupancy		To be removed				

Draft

				Rugby Park - Not for Profit - Local		To be removed	It is proposed to remove the commercial and not-for-profit local and national/international bookings KPIs, along with the occupancy measures, and replace them with an annual bookings measure and an annual number of days booked measure. These measures were not fit for purpose, relied on data that was not consistently available, and in some cases reflected factors outside of Council's direct control. The proposed measures are simpler, more meaningful indicators of venue utilisation.
				Rugby Park - Not for Profit - National/ International		To be removed	
				Rugby Park - Commercial - Local		To be removed	
				Rugby Park - Commercial - National/ International		To be removed	

Draft

COMMUNITY CENTRES AND HALLS

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs.	21	Community halls are well utilised to support city vibrancy and community connection and inclusiveness.	21.1	Annual number of Civic Theatre users – Entire Venue	New measure	≥37000	≥37000	≥37000	≥45000	User numbers were previously included in the 'Annual number of users across all venues' measure. This has now been split into three different measures and targets across two activities (Community Centres and Halls and Recreation and Sport Facilities).
	21		21.2	Annual number Civic Theatre bookings - Main auditorium	New measure	≥60	≥60	≥60	≥70	
	21		21.3	Annual number of days booked – Civic Theatre Main Auditorium	New measure	≥100	≥100	≥100	≥120	
	21		21.4	Annual number Civic Theatre bookings - Auxiliary Rooms	New measure	≥90	≥90	≥90	≥110	
	22	Community halls provide quality cultural and social experiences.	22.1	Percentage of residents satisfied with Civic Theatre	88%	≥80%	≥80%	≥80%	≥80%	No change
	21	Community halls are well utilised to support city vibrancy and community connection and inclusiveness.	21.5	Annual number of Scottish Hall users	New measure	≥8000	≥8000	≥8000	≥10000	User numbers were previously included in the 'Annual number of users across all venues' measure. This has now been split into three different measures and targets.
	21		21.6	Annual number of days booked - Scottish Hall	New measure	≥140	≥140	≥140	≥160	
	21		21.7	Annual number Scottish Hall bookings	New measure	≥100	≥100	≥100	≥130	
	22	Community halls provide quality cultural and social experiences.	22.2	Percentage of residents satisfied with Scottish Hall	52%	≥60%	≥60%	≥60%	≥70%	No change
				Civic Theatre Occupancy - Main auditorium		To be removed				It is proposed to remove the commercial and not-for-profit local and national/international booking KPIs, along with the occupancy measures, and replace them with annual bookings measures and annual number of days booked measures. These measures were not always fit for purpose, relied on data that was not consistently available, and in some cases reflected factors outside of Council's direct control. The proposed measures are simpler, more meaningful indicators of venue utilisation.
				Civic Theatre Occupancy - Auxiliary Rooms		To be removed				
				Civic Theatre - Not for Profit-Local		To be removed				
				Civic Theatre - Not for Profit - National/ International		To be removed				
				Civic Theatre - Commercial - Local		To be removed				
				Civic Theatre - Commercial - National/ International		To be removed				
				Scottish Hall - Occupancy		To be removed				
				Scottish Hall - Not for Profit - Local		To be removed				
				Scottish Hall - Not for Profit - National/ International		To be removed				

Draft

				Scottish Hall - Commercial - Local		To be removed	
				Scottish Hall - Commercial - National/ International		To be removed	

Draft

CEMETERIES AND CREMATORIUM

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target
	Number	Descriptions							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs.	23	Cemetery services provide quality, appropriate and respectful services.	23.1	Percentage of residents satisfied with cemetery services	69%	≥65%	≥70%	≥70%	≥70%

Draft

PUBLIC TOILETS

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.	24	Public toilets are effectively managed to provide safe and appropriate spaces for the community	24.1	Percentage of residents satisfied with public toilet facilities in Invercargill District	54%	≥55%	≥57%	≥60%	≥60%	No change
	25	Public toilets are reliable and available to the community	25.1	Percentage of total scheduled operating hours public toilets are operational	89%	At least 90% of the time	At least 90% of the time	At least 90% of the time	At least 90% of the time	The target has been lowered to reflect potential delays in repairs due to supplier constraints (outside of Council's control). The wording has also been updated to improve clarity.

Draft

PARKS AND RESERVES

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
	26	Parks and reserves provide quality leisure and recreation opportunities.	26.1	Queens Park is accredited as a "Garden of National Significance"	Retain accreditation	Retain accreditation	Retain accreditation	Retain accreditation	Retain accreditation	No change
	26		26.2	Percentage of residents satisfied with parks and recreation spaces	78%	≥80%	≥80%	≥80%	≥80%	No change
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.	27	Parks and reserves are well utilised to support city vibrancy and community connection and inclusiveness.	27.1	Percentage of residents who visited parks and recreation spaces at least once a year	95%	≥90%	≥90%	≥90%	≥90%	The wording has been improved for clarity and to better reflect what is being measured. The targets have been increased to reflect current performance levels and recent results.
A vibrant, safe city which meets our people's diverse cultural needs.	27		27.2	Annual number of parks users	1092745	≥950,000	≥950,000	≥950,000	≥950,000	Targets have been revised and rounded to 950,000, replacing the previous target of 939,291 to provide a more practical and meaningful benchmark
A healthy, resilient environment supporting a healthy, resilient community.	28	Council is responsive to the community in order to effectively manage the parks and reserves	28.1	Percentage of urgent requests for service for Parks and Recreation services which are actioned within specified timeframes.	69%	≥90%	≥90%	≥90%	≥90%	The wording has been amended to align with current reporting practices, recognising that some RFS are made safe within the required priority timeframe rather than being formally closed.
	28		28.2	Number active partnerships established and sustained to enhance activation of Parks and Recreation Spaces	13	Minimum of 13	Minimum of 13	Minimum of 13	Minimum of 13	The wording has been refined to better reflect the objective of maintaining or increasing the number of partnerships.

Draft

ECONOMIC DEVELOPMENT

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target
	Number	Descriptions							
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	29	Invercargill is promoted as an attractive place to live, work, visit and invest.	29.1	Increasing use of the Invercargill city identity, story and marketing assets by local organisations and partners.	New measure	City identity and marketing plan developed	City identity and brand toolkit launched and available to local organisations and partners	Downloads and use of toolkit measured. Annual increase +1% in downloads and use	Downloads and use of toolkit measured. Annual increase +1% in downloads and use
	29		29.2	Percentage of residents (local) and New Zealanders (national) who agree that Invercargill is an attractive place to live, work, visit and invest	New measure	Establish baseline	n/a	n/a	2030/2031 - Baseline + 2%
	30	Bluff's unique role and offering as a tourism destination is grown in a way which supports the needs of the local community	30.1	Continued delivery of Bluff Motupōhue Tourism Master Plan (BMTMP) key projects	New measure	Identified and agreed projects (2) within the BMTMP are delivered	Identified and agreed projects (2) within the BMTMP are delivered	BMTMP is reviewed and updated	Identified and agreed projects within the reviewed BMTMP are delivered
	31	Visitors are attracted to Bluff and Invercargill and have a positive experience which contributes to the local economy	31.1	Visitors total spend, number of guest nights and occupancy, within the Invercargill District	TBC	Annual result reported. 5% rolling average increase in visitor spend and growth in guest nights and occupancy in Invercargill District for the 3 year period 2027 - 2030	Annual result reported. 5% rolling average increase in visitor spend and growth in guest nights and occupancy in Invercargill District for the 3 year period 2027 - 2030	Annual result reported. 5% rolling average increase in visitor spend and growth in guest nights and occupancy in Invercargill District for the 3 year period 2027 - 2030	Annual result reported. 5% rolling average increase in visitor spend and growth in guest nights and occupancy in Invercargill District
			31.2	Value from Business events run in the city (MICE)	TBC	Annual result reported. 3% rolling average increase in the economic value from Business Events in the city over 3 year period 2027 - 2030	Annual result reported. 3% rolling average increase in the economic value from Business Events in the city over 3 year period 2027 - 2030	Annual result reported. 3% rolling average increase in the economic value from Business Events in the city over 3 year period 2027 - 2030	Annual result reported. 3% rolling average increase in the economic value from Business Events in the city
			31.3	Number of Invercargill District based experiences promoted via Media Trade Events such as TRENZ/ famils.	New measure	Min 3 experiences showcased through Media Trade famils/Trade Events	Min 3 experiences showcased through Media Trade famils/Trade Events	Min 3 experiences showcased through Media Trade famils/Trade Events	Min 3 experiences showcased through Media Trade famils/Trade Events
	32	Developments, partnerships and projects which enable economic development are facilitated.	32.1	Number of businesses/ projects supported	New measure	Minimum of 3 major projects/businesses supported	Minimum of 3 major projects/businesses supported	Minimum of 3 major projects/businesses supported	Minimum of 3 major projects/businesses supported
	32		32.2	Business satisfaction with Council's support for industry and project development enquiries.	New measure	Establish baseline	Baseline +5%	2028/2029 result +5%	previous year + 5%

Draft

GRANTS

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure. A healthy, resilient environment supporting a healthy, resilient community.	33	The community is supported to deliver and participate in events and other activities which enhance vibrancy, connection, inclusiveness, partnerships and resilience.	33.1	Number of eligible activities, events or projects supported by the Community Wellbeing Fund	73	≥40	≥40	≥40	≥40	The wording has been refined to clearly specify what the measure reports on.

Draft

MARKETING AND COMMUNICATIONS

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target
	Number	Descriptions							
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.	34	Marketing and Communications Activity provides high-quality, timely, accurate and professional communication services.	34.1	Percentage of residents satisfied with Council communications.	New measure	Establish baseline	2027/2028 Result + 1%	2028/2029 Result + 1%	Previous year + 1%

Draft

INTERNATIONAL RELATIONS

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target
	Number	Descriptions							
A vibrant, safe city which meets our people's diverse cultural needs. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	35	Sister City relationships are maintained to support and create opportunities for cultural and economic connections.	35.1	Percentage of Sister City visits that have documented objectives and goals, and a post-visit report on progress and achievements.	New measure	100% (where a Sister City visit occurs during the financial year)	100% (where a Sister City visit occurs during the financial year)	100% (where a Sister City visit occurs during the financial year)	100% (where a Sister City visit occurs during the financial year)

Draft

FORESTRY

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target
	Number	Description							
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure. A healthy, resilient environment supporting a healthy, resilient community.	36	Forestry is managed to meet relevant legislative obligations	36.1	Significant compliance breaches	New measure	Zero	Zero	Zero	Zero
	37	Forestry is effectively managed in order to protect environmental values	37.1	Percentage of forestry ETS reporting and compliance requirements completed by statutory deadlines	New measure	100%	100%	100%	100%
	37		37.2	Major environmental incidents	New measure	Zero	Zero	Zero	Zero
	38	Forests are well maintained and harvest areas are re-established	38.1	Forestry areas are replanted or transitioned in accordance with approved plans and schedules	New measure	100% of planned areas completed	100% of planned areas completed	100% of planned areas completed	100% of planned areas completed
	39	Forests are accessible to recreational users	39.1	Percentage of the year recreational access is available	New measure	≥95%	≥95%	≥95%	≥95%

Draft

EVENTS AND FESTIVALS

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target
	Number	Descriptions							
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	40	Council supports events that enhance vibrancy and contribute to local economic growth.	40.1	Number of events supported	New Measure	Establish baseline	Maintain or increase number of events supported	Maintain or increase number of events supported	Maintain or increase number of events supported

Draft

SOCIAL HOUSING

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here.	41	Social Housing is well utilised to support people in need by providing safe and quality accommodation.	41.1	Units are occupied 95% of the time	95%	≥95%	≥95%	≥95%	≥95%	
	42	Council is responsive to the community in order to effectively manage Social Housing	42.1	Percentage of urgent service requests where initial response and remedial action are in place within 24 hours	100%	≥95%	≥95%	≥95%	≥95%	The measure has been reworded for clarity. Targets for both Urgent and Non-Urgent RFS have been adjusted slightly to reflect occasional service gaps, such as staff leave. This change does not represent a reduction in the level of service provided.
	42		42.2	Percentage of non-urgent service requests where initial response and remedial action are in place within 5 working days	99.75%	≥95%	≥95%	≥95%	≥95%	The measure has been reworded for clarity. Targets for both Urgent and Non-Urgent RFS have been adjusted slightly to reflect occasional service gaps, such as staff leave. This change does not represent a reduction in the level of service provided.
				Regular inspections are undertaken		To be removed				It is proposed to remove this KPI, as inspections are an operational requirement and must be undertaken for insurance purposes regardless of KPI reporting.

Draft

COMMERCIAL PROPERTY

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	43	Commercial property is effectively managed in order to deliver returns to the community	43.1	Investment property total gross income over total asset value – for Total Portfolio	5.54%	≥4%	≥4%	≥4%	≥4%	No change
	43		43.2	Investment property total gross income over total asset value - for portfolio excluding strategic, development and vacant land	5.90%	≥5%	≥5%	≥5%	≥5%	No change
	43		43.3	Investment property net rate of return is greater than Council's planned cash deposit rate for the portfolio (excluding strategic, development and vacant land)	4.76%	≥ planned cash deposit rate 3.5%	≥ planned cash deposit rate 3.5%	≥ planned cash deposit rate 3.5%	≥ planned cash deposit rate 4%	
				Investment property occupancy levels are greater than 95%		To be removed				It is proposed to remove the KPI as it does not meaningfully reflect performance within this activity.

Draft

CORPORATE SERVICES

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	44	Council is responsive to the community in order to effectively manage Council business.	44.1	Percentage of Requests for Service resolved within service level	New measure	≥75%	≥80%	≥85%	≥85%	This KPI replaces the previous measure of Requests for Service under investigation or closed within 10 working days of being raised. The proposed KPI provides a more accurate reflection of agreed response timeframes for the various request types.
	45	Corporate Services are reliable and available	45.1	Percentage of time Council customer service channels (in-person and phone) are available and accessible to the public	New measure	≥95%	≥95%	≥95%	≥95%	This measure combines three previous measures relating to call centre availability and face-to-face customer service availability in Invercargill and Bluff, providing a single, more streamlined measure of customer access.
	44	Council is responsive to the community in order to effectively manage Council business.	44.2	Percentage of suppliers who are paid on time	85%	≥80%	≥85%	≥85%	≥90%	It is proposed to lower targets, as the previous Long-Term Plan targets were based on legislative changes that have not proceeded as originally anticipated.
	46	Corporate Services support local business and economic development by effectively managing Council processes.	46.1	Local supplier spend is maintained at or above 10% of total annual spend	New measure	≥10%	≥10%	≥10%	≥10%	
				Percentage of requests for service under investigation/closed within 10 working days of being raised		To be removed				
				Accessible customer service - Customers are provided with a 24 hour 7 day a week call centre		To be removed				
				Accessible customer service - Invercargill customers are provided with face to face customer services		To be removed				
				Accessible customer service - Bluff customers are provided with face to face customer services		To be removed				

Draft

INVESTMENTS - TREASURY

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Descriptions								
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	47	Investments are effectively managed in order to deliver returns to the community	47.1	Investments net interest income is equal or greater than budget	101%	≥ Budget	≥ Budget	≥ Budget	≥ Budget	Minor amendments have been made to the KPI wording, and targets have been revised to better reflect performance that is in line with or greater than budget.
	47		47.2	Dividend income is in line with or greater than budget	0	≥ Budget	≥ Budget	≥ Budget	≥ Budget	Minor amendments have been made to the KPI wording, and targets have been revised to better reflect performance that is in line with or greater than budget.

Draft

2027 - 2037 WATER SERVICES STRATEGY

Draft Performance Framework

Draft

WATER SUPPLY

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							All wording updated to ensure consistency with DIA guidance.
	1	Drinking water quality meets standards to support human health		**Safety of Drinking water** The extent to which the Council's drinking water supply complies with the following parts of the drinking water quality assurance rules:						
			1.1	(h) 4.10.1 T3 Bacterial Rules;	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	No change
			1.2	(i) 4.10.2 T3 Protozoal Rules;	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	No change
			1.3	(j) 4.11.5 D3.29 Microbiological Monitoring Rule - Invercargill Zone	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	No change
			1.4	(j) 4.11.5 D3.29 Microbiological Monitoring Rule - Bluff Zone	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	No change
	2	Council monitors and effectively manages the water network to support environmental and human health and efficient use of resources	2.1	**Maintenance of the reticulation network:** The percentage of real water loss from the Council's networked reticulation system (Calculated according to the methodology outlined in Water NZ Water Loss Guidelines publication)	17.30%	Less than 30%	Less than 30%	Less than 30%	Less than 30%	No change
				Fault response times - Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:						
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	3	Council is responsive to the community in order to provide a safe, reliable supply of water, ensuring that reticulated properties receive a continuous supply and providing sufficient water flow and pressure for fire fighting	3.1	**Attendance for urgent call-outs**: from the time that Council receives notification to the time that service personnel reach the site	21 minutes	≤4 hours	≤4 hours	≤4 hours	≤4 hours	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe.
	3	Council is responsive to the community in order to provide a safe, reliable supply of water, ensuring that reticulated properties receive a continuous supply and providing sufficient water flow and pressure for fire fighting	3.2	**Resolution of urgent call-outs**: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption	1 hour 44 minutes	≤24 hours	≤24 hours	≤24 hours	≤24 hours	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe.
	3	Council is responsive to the community in order to provide a safe, reliable supply of water, ensuring that reticulated properties receive a continuous supply and providing sufficient water flow and pressure for fire fighting	3.3	**Attendance for non-urgent call-outs**: from the time that Council receives notification to the time that service personnel reach the site	2 days, 3 hours and 20 minutes	≤5 working days	≤5 working days	≤5 working days	≤5 working days	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe.
	3	Council is responsive to the community in order to provide a safe, reliable supply of water, ensuring that reticulated properties receive a continuous supply and providing sufficient water flow and pressure for fire fighting	3.4	**Resolution of non-urgent call-outs:** from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption.	2 days, 18 hours and 3 minutes	≤10 working days	≤10 working days	≤10 working days	≤10 working days	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe.
	3	Council is responsive to the community in order to provide a safe, reliable supply of water, ensuring that reticulated properties receive a continuous supply and providing sufficient water flow and pressure for fire fighting	3.5	**Customer satisaction** The total number of complaints received by Council about any of the following: (a)drinking water clarity (a)drinking water taste (b)drinking water odour (c)drinking water pressure or flow (d)continuity of supply, and (e)the Council's response to any of these issues expressed per 1000 connections to the Council's networked reticulation system.	1.58	<10 in total	<10 in total	<10 in total	<10 in total	No change
	2	Council monitors and effectively manages the water network to support environmental and human health and efficient use of resources	2.2	**Demand management** The average consumption of drinking water per day per resident within the Invercargill City Council district .	285 litres/day	Less than 300 litres/day	Less than 300 litres/day	Less than 300 litres/day	Less than 300 litres/day	No change

Draft

SEWERAGE

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							All wording updated to ensure consistency with DIA guidance.
	4	Council monitors and effectively manages the sewerage network to support environmental health and efficient use of resources	4.1	**System and adequacy** The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	1.08	≤4	≤4	≤4	≤4	No change
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	4		4.2	**Discharge compliance** Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: (a)abatement notices (b)infringement notices (c)enforcement orders, and (d)convictions, received by the territorial authority in relation those resource consents.	0	Zero	Zero	Zero	Zero	No change
				Fault response times **Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, the following median response times measured:**						
	5	Council is responsive to the community in order to effectively manage the sewerage network to support environmental health and efficient use of resources	5.1	**Attendance time:** from the time that Council receives notification to the time that service personnel reach the site	15 minutes	≤1 hour	≤1 hour	≤1 hour	≤1 hour	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe and to ensure consistency with other time-based targets
	5		5.2	**Resolution time**: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	1 hour 31 minutes	≤6 hours	≤6 hours	≤6 hours	≤6 hours	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe and to ensure consistency with other time-based targets
	5		5.3	**Customer satisfaction** The total number of complaints received by Council about any of the following: (a)sewage odour (b)sewerage system faults (c)sewerage system blockages, and (d)Council's response to issues with its sewerage system, expressed per 1000 connections to the Council's sewerage system.	2.73	≤4	≤4	≤4	≤4	No change

Draft

STORMWATER

COMMUNITY OUTCOMES	LEVEL OF SERVICE		Performance Measure		Baseline year (2025/2026)	2027/2028 Target	2028/2029 Target	2029/2030 Target	2030-2037 Target	Changes from 2024-2034 LTP
	Number	Description	Number							All wording updated to ensure consistency with DIA guidance.
				System adequacy:						
Nobody is Left Behind – Our youth, older people, different neighbourhoods and communities basic needs are met through cost effective investment, and they feel valued and proud to live here. A vibrant, safe city which meets our people's diverse cultural needs. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	6	Council monitors and effectively manages the stormwater network to support community and environmental health	6.1	(a) The number of flooding events that occur in the Invercargill City District.	0	Zero	Zero	Zero	Zero	No change
	6		6.2	(b) For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the Council's stormwater system.)	0	Zero	Zero	Zero	Zero	No change
	6		6.3	**Discharge compliance** Compliance with Council's resource consents for discharge from its stormwater system, measured by the number of: (a)abatement notices (b)infringement notices (c)enforcement orders, and (d)convictions, received by Council in relation those resource consents.	0	Zero	Zero	Zero	Zero	No change
	7	Council is responsive to the community in order to effectively manage the stormwater network to support environmental health and efficient use of resources	7.1	**Response times** The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site.	0	≤1 hour	≤1 hour	≤1 hour	≤1 hour	The target wording has been amended to clarify that the measure includes responses received within the full specified timeframe and to ensure consistency with other time-based targets
	7		7.2	**Customer satisfaction** The number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the Council's stormwater system.	1.8	<4 in total	<4 in total	<4 in total	<4 in total	No change

Draft

2027 – 2037 LONG-TERM PLAN SIGNIFICANCE AND ENGAGEMENT POLICY

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Rhiannon Suter, Manager – Strategy, Policy and Engagement
Approved:	Patricia Christie, Group Manager - Corporate Services
Approved Date:	Wednesday 21 October 2026
Open Agenda:	Yes

Purpose and Summary

This report provides Council with the draft Significance and Engagement Policy for adoption for consultation alongside the Long-term Plan.

Recommendations

That Council:

1. Receives the report "2027 – 2037 Long-term Plan Significance and Engagement Policy".

2. Confirms the draft Significance and Engagement Policy ahead of audit.

Background

Council is required to have a Significance and Engagement Policy in line with Section 76AA of the Local Government Act 2002. Further this policy must meet the requirements of the Local Government (Water Services) Act 2035, further detail for which is provided under legal implications.

Council has discussed its principles of engagement a number of times through the Long-term Plan development process, including at the Strategic workshop commencing the process and at the Financial Strategy workshop. The policy has been discussed at the Iwi Liaison Committee and input sought from Mana Whenua Papatipu Rūnanga and Te Ao Mārama.

Issues and Options

Analysis

Document Set ID: 11267086
Version: 10, Version Date: 21/10/2026

Changes Recommended as a Result of Mana Whenua Feedback

Only minor changes to wording were requested to make references to Māori more specific to Mana Whenua in a number of locations within the Māori capacity in decision making area of the policy. These have been made.

Changes Required by the Local Government (Water Services) Act 2025

Proposed additions to the policy have been made to identify:

- Further criteria which will be utilised for assessing significance in relation to water services including:
  - Public health and environmental impacts
  - Significance of contracts
  - Significance of joint arrangements.

In addition, a number of specific requirements on consultation required under the Acts have been noted.

To support managers in utilising the policy, the relevant sections have been included as an appendix.

Changes Required in Response to the Emergency Management Act 2026

Section 76AA(9) of the Local Government Act 2002 requires that only options for emergency management provision which are consistent with the regional emergency management plan can be consulted on. A statement on this has been added to the Significance and Engagement Policy to assist managers in applying the policy in this area.

Improvements to Assessing Significance, Including Levels of Service Changes

Consideration has been given to ways in which the matrix for determining significance can be presented in the most useful manner to support managers in preparing reports for Council.

Changes to the primary criteria for assessing significance are proposed to maintain 5 primary criteria while providing greater specificity on levels of service changes. Two separate criteria which were similar have been combined and Levels of Service Impact which was implicit has been made explicit (Criteria 2). A matrix providing indications of low, medium and high significance has been included for this criteria.

Improvements to Identifying Appropriate Engagement Mechanisms in Relation to Significance

The structure of Schedule 2 which outlines types of engagement has been modified to more clearly link engagement tactics/ mechanisms to the significance of a decision, the sequential stage of engagement process and the IAP2 consultation and engagement framework.

This is intended to make it easier for managers to understand and plan for Mana whenua partnership, early engagement and the types of engagement which are likely to be needed dependent on the significance of the decision.

Document Set ID: 11267086
Version: 10, Version Date: 21/10/2026

Other Minor Suggested Improvements

- Addition of Updated job titles.
- Updated policy training information.
- Addition of information on inconsistent decisions and use of feedback for completeness.

Significance

The policy is a supplementary material to the consultation document and will be consulted on alongside the Long-term Plan. It must be consulted on in line with Section 82 of the Local Government Act.

The changes proposed are of medium significance, being either required as a result of regulatory change or proposed to support more effective identification of significance for levels of service changes and/or engagement mechanisms.

Options

Council can either confirm the draft policy ahead of audit as is or with noted required changes.

Community Views

33% of respondents to the resident's survey are satisfied with community engagement processes.

The most common view, and the largest single topic in the coding, was that consultation feels tokenistic: Council invites feedback through Facebook, pop-ups, and an app, but decisions appear to be already made by the time it is sought. Respondents cited the delayed museum rebuild, tree-removal costs, and the North Road/Vogel Street intersection as examples. Access was the next most frequent issue. Pop-up hours and event timing do not work for people in employment or living outside town boundaries, and some respondents said they simply never hear about opportunities to take part. Positive comments named the new mayor's communication, the social media, and follow-up on individual queries. A few questioned whether consultation is used too often for minor matters, suggesting elected representatives should decide, or that contested issues be put to a postal vote.

826 people responded, of whom 74% had not made a submission, provided social media feedback, attended an event or drop in or hearing.

The top three themes raised were:

- Council does not listen (87 people).
- Poor awareness of consultation opportunities (54).
- There are good engagement and communication efforts (42)[1].

Proposed updates to the policy have considered this feedback, particularly through more clearly identifying significance and the appropriate engagement mechanism with the intent of directly resource most efficiently while reducing consultation fatigue. It is important to

[1] Invercargill City Council Residents Survey, 2025/2026, p37.

Document Set ID: 11267086
Version: 10, Version Date: 21/10/2026

understand however, that without more resource a significant impact on level of service and satisfaction is unlikely to be achieved.

Implications and Risks

Strategic Consistency

The proposed draft Significance and Engagement Policy align with the Council's draft community outcomes and challenges and opportunities for this Long-term Plan.

Financial Implications

There are no specific identified financial implications.

Legal Implications

The proposed draft Significance and Engagement Policy align with the requirements of Section 76AA

Recommended updates have been made to meet the following requirements of the Local Government (Water Services) Act 2025:

- Section 24– the significance of a contract must be determined under the Significance and Engagement Policy and the policy must ensure that the policy outlines the process for determining significance of contracts and how engagement will take place.
- Section 26 – the significance of Joint water service provider arrangements and how this will be determined
- Section 31 – that the significance and engagement policy of the territorial authority must be utilised to determine whether an amendment to a change proposal for structural arrangements is significant relating both to strategic assets and levels of service
- Section 34 – Territorial authority significance and engagement policy must reflect any changes to its role as a water service provider
- Section 237 – Territorial authorities which are water service providers must consider whether any amendment to its Water Service Strategy is significant in the light of the Significance and Engagement Policy

An addition has also been made in line with the requirements of Section 76AA (9) relating to the options which it is possible to consult on in relation to provision of Emergency Management following the Emergency Management Act 2026.

Climate Change

There are no specific climate change implications. The Significance and Engagement Policy will be utilised to determine the significance of climate change related decisions.

Document Set ID: 11267086
Version: 10, Version Date: 21/10/2026

Risk

Risk	Mitigation
Partnership with mana whenua and Māori is not supported through the policy	Seek input from Mana whenua in drafting policy. Apply consistent resource to building relationships.
Resources are not available to deliver the level of service for engagement required to align with the significance and engagement policy	Target resources most effectively Apply more resource noting this would require additional funding.
Inconsistent application of the policy to identify significant decisions	Review structure of policy to assist with consistent decisions Training of managers in the policy more frequently Note where Council decisions are inconsistent with the policy.
Failure of decision making to align with requirements of the Local Government Act	Legal review of significant decisions Policy audit Noting these actions would require additional funding.

Next Steps

The draft Significance and Engagement policy will be consulted on alongside the Long-term Plan. The draft level of service significance matrix could be used as a supporting tool for Council decision making ahead of the policy being adopted.

Attachments

Attachment 1 - Draft Significance and Engagement Policy Document (10935400)

Document Set ID: 11267086
Version: 10, Version Date: 21/10/2026

Significance and Engagement Policy

Ngā ture whaihua whaipaparanga

DRAFT FOR CONSULTATION



Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

The main purposes of Significance and Engagement are:

To identify Council's approach to determining the significance of proposals and decisions in relation to issues, assets, activities or other matters.

To let the community know when and how they can expect to be engaged in Council's decision-making processes.

To act as a guide to Council and Council staff as to what extent, form and type of engagement is required from the beginning of a decision-making process.

Engagement with Māori

Te tuhorotanga ki te hunga Māori

The role of Māori, and Ngāi Tahu Kāi Tahu, as Tangata Whenua, as represented by Waihōpai Rūnaka and Te Rūnanga o Awarua, as a partner of Council is recognised.

The Local Government Act 2002 (LGA) recognises and respects the Crown's obligations under the Treaty of Waitangi by placing some specific obligations on councils. These obligations are intended to facilitate participation by Māori in local authorities' decision-making processes (sections 4, 81 and 82(2), LGA). The LGA includes requirements for councils to:

- Ensure they provide opportunities for Māori to contribute to decision-making processes;
- Establish and maintain processes for Māori to contribute to decision-making;
- Consider ways in which they can foster the development of Māori capacity to contribute to decision-making processes;
- Provide relevant information to Māori;
- Take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

Council will establish and maintain engagement processes that identify and provide opportunities for Māori to contribute to decision-making. In addition to the engagement principles and practices set out in this policy, Council will:

- Strengthen and improve ongoing relationships and partnerships with Iwi in the Waihōpai takiwā, including, but not limited to, engagement with Waihōpai Rūnaka and Te Rūnanga o Awarua.
- Strengthen and improve ongoing relationships with Maataa Waka.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

- Ongoing support for Te Ao Marama Inc.
- Consider the impact on Māori, including Mana Whenua of specific decisions, proposals or matters, in particular recognising the special connection of Tangata Whenua and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.
- Recognise legal obligations for engagement with Māori under various legislation including, but not limited to, the Local Government Act 2002, Local Government (Water Services) Act 2025 (LGWSA), Resource Management Act 1991, Planning Act 2026, and the Natural Environment Act 2026.
- Recognise agreements such as the Charter of Understanding and other agreements (Mana Whakahono ā Rohe or Joint Management Agreements) developed with Māori as they relate to decision-making processes.
- Support appropriate use of tikanga (cultural protocols) and te reo Māori (Māori language) in our daily business and engagement tools and practices.
- Provide for Mana Whenua positions on Council's standing committees and hearings panels as appropriate to ensure direct Māori involvement in decision-making.
- Support the implementation, use and understanding of Te Tangi a Tauira – The Cry of the People Ngāi Tahu ki Murihiku Resource and Environmental Management Plan 2008 or any subsequent Iwi Management Plans.
- Support the use and understanding of Te Mana o te Wai, recognising the primary responsibility of the Regional Council in this area.

Development of Māori capacity to contribute to decision-making processes of the local authority

Council is committed to development of Māori capacity to contribute to the decision-making process of the local authority. These opportunities include:

- Provision of information to Mana Whenua to underpin processes that assist effective contribution to the decision-making processes of Council.
- Building capacity to enable contribution of Mana Whenua to the decision-making processes of Council. Related to this process is the need for Council to gain a clear understanding of expectations through hui and ongoing relationships with Māori to agree and commit to practicable steps to building capacity.
- Supporting projects initiated by Mana Whenua that involve direct management of the district's natural resources.
- Ongoing consideration on a case-by-case basis for the provision of support to assist Mana Whenua with resourcing, opportunities for training, engagement and promotion of matters that are of mutual benefit.
- Effective and efficient consultation to improve existing relationships, processes and protocols related to local government and resource management issues.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Approach to determining significance

The decision on a matter's significance rests with Council.

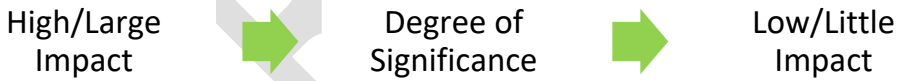
When undertaking a process to determine the extent to which issues, proposals, decisions, investment in waters and other infrastructure, decisions on water services strategies and contracts, variations or inconsistencies between any proposal and any relevant adopted policy, plan or required assessment (LGA s80, Sch10 Clause 6), or any other matters are significant, staff will prepare a report against the thresholds and criteria listed below for consideration by and presentation to Council.

Council will evaluate the significance of each proposal or decision it makes on a case-by-case basis. Decisions of low significance, including some decisions made under delegated authority, may not explicitly state the degree of significance.

Significance and engagement will be considered in the early stages of a proposal before decision-making occurs and, if necessary, reconsidered as the proposal develops. Differing levels of engagement may be required during the varying phases of decision-making on an issue, and for different stakeholders.

Council will determine significance in two ways outlined in A and B:

A. Assessment



DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Thresholds and criteria for determining Significance:

1. Importance to Council – the extent to which the matters impact on the vision and community outcomes and Council's Long-term plan.
2. Levels of service impact – the extent to which there is a change in levels of service (either up or down). The following matrix will be used to determine the significance of a level of service change:

Impact	Low	Medium	High
Number affected	<5% of community	5-20%	>20%
Service change	Minor efficiency	Noticeable reduction	Fundamental change
Community interest	Low	Moderate	High
Wellbeing impact inc. impact on vulnerable groups	Limited	Some impact	Significant impact

3. Community interest – the extent to which Mana Whenua, individuals, organisations, groups and sectors in the community are affected by Council's decisions. Where there is high community interest within a specific neighbourhood, targeted engagement may be used.
4. Inconsistency with existing policy and strategy – the extent of inconsistency and the likely impact.
5. Cost to Council and impact on funders, including ratepayers.

Supplementary factors: When making this determination other factors may also need to be considered; eg, urgency, uncertainty, reversibility, safety, commercial sensitivity and public good.

Council officers will need to consider each of the five criteria and make a recommendation about the decision's significance to the elected members. Examples of significant decisions and engagement responses are included as a schedule to this policy. The final decision about the significance of any matter rests with elected members.

Additional considerations for water services

For all issues, asset investment, strategy or contract issues related to water services (water, sewerage, stormwater), in addition to the matters above the following criteria must **also** be considered:

1. Public health and environmental impact.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

2. Significance of contracts.
3. Significance of any joint water service provider arrangements.

To determine whether a contract relating to water, sewerage or stormwater is a significant contract, Council will undertake an assessment, considering all the following criteria together:

a. Whether the contract is of high value, relative to Council's revenue received from providing the service to which the contract relates, at a minimum of 10% of Council's annual operating revenue for that service;
b. Whether the contract will create a public-private partnership;
c. Whether the contract would have a significant negative impact on Council's ability to meet its obligations under the LGWSA in relation to the water services to which the contract relates;
d. Any contract with payments under it, in any financial year, worth more than 10% of gross water, sewerage or stormwater assets as relevant;
e. Any contract for a period longer than 15 years; and
f. Whether the contract would involve significant changes to Council's ownership or control of strategic water services assets.

A contract relating to water, sewerage or stormwater will only be considered significant after considering all the criteria above and the overall impact, value, and importance of the contract. This approach ensures that only contracts with substantial impact on Council's operations, finances, or strategic direction are classified as significant.

Engagement on significant contracts would generally be limited to:

a. Practices set out in Council's Procurement Policy.
b. Targeted engagement with relevant stakeholders.

After entering a significant contract, Council will develop performance indicators for the contract. The performance indicators will be reported on in the Annual Report.

To assess whether a joint water service provider arrangement is significant Council will utilise the principles above and in addition:

- Consider that any joint arrangement which is for management of a service in whole or in part is significant except in the following circumstances:
  - Joint procurement arrangements
  - Contracts for provision of service which is less than 10% of the whole District water, sewerage or stormwater network to which the contract pertains

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

For the avoidance of doubt, consultation on joint arrangements will be undertaken in line with sections 29 – 33 of the Local Government (Water Services) Act 2025.

Additional Considerations for Regional Emergency Management Plan options

Council will consider and consult only on options which are in alignment with the Regional Emergency Management Plan.

B. Strategic assets

Any decision relating to the sale or transfer or sale of shareholding of any significant strategic assets is assessed as a matter of high impact and will trigger the Special Consultation Process. To clarify:

- Any decision that transfers or changes ownership or control of strategic assets to or from Council
- The sale or transfer of shareholding of any of the Significant Strategic Assets (outlined in Schedule 1)
- Any long term lease of strategic assets (other than land)

Approach to engagement

This section lays out Council's approach to engagement. It includes the following areas:

- Council's principles of engagement
- Process to determine the type of engagement most appropriate
- Guidance for undertaking engagement
- Response to feedback gathered through engagement

Principles of engagement

This is what you can expect from us:

- We will take a partnership approach to develop open and transparent relationships with Mana Whenua

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

- We will go where the people are, at events in different locations and online
- We will be genuine in our consultation and engagement, using active listening and different approaches to engagement
- We will have an open mind to community feedback before making decisions and will explain clearly how we will use the feedback we get to help us make decisions
- We will give our community a timely opportunity to have a say
- We will give consideration to the views and preferences of persons likely to be affected by, or to have an interest in the matter
- We will provide feedback to those who made the effort to give us their opinions and we will explain our decisions

We want to engage and consult with the community appropriately, which includes doing what we can to make it easy to approach Council, as well as avoiding consultation fatigue through over-consulting.

Engagement assessment criteria

Community engagement occurs across a spectrum at differing levels, Council has adapted the IAP2 Spectrum of Engagement for our use. Council will determine what level of engagement is appropriate for each decision or matter on a case by case basis using the approach to engagement above.

The five levels Council will consider are:

Level	Goal	Council's Promise
Inform	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities or solutions	At this level, Council's promise is that we will keep the community informed
Consult	To obtain public feedback on analysis, alternatives or decisions	At this level, Council's promise is that we will keep the community informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Involve	To work directly with the public throughout the process to ensure the public concerns and aspirations are consistently understood and considered	At this level, Council's promise is that we will work with the community to ensure that their concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	At this level, Council's promise is that we will look to the community for direct advice and innovation in formulating solutions and incorporate the community's advice and recommendation into the decisions to the maximum extent possible
Empower	To place final decision-making in the hands of the public	At this level, Council's promise is that we will implement what the community decides

Process for determining the appropriate engagement approach

The Strategy, Policy and Engagement team will support managers to determine an appropriate level of engagement and implement the engagement process.

To ensure that our approach to engagement is targeted at the right level Council will consider:

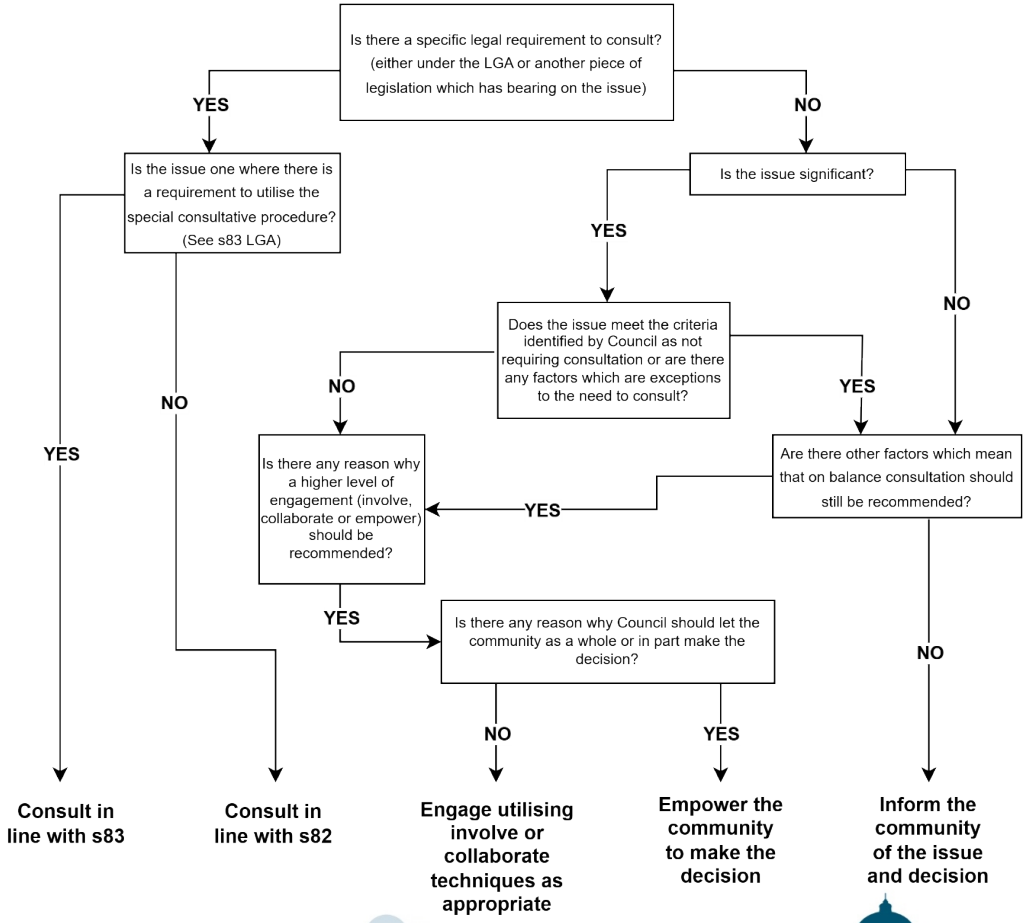
- The nature and significance of the decision or matter, including its likely impact from the perspective of the persons who will or may be affected by, or have an interest in, the decision or matter;
- That Māori are a partner in any engagement and we will work with Iwi to determine the level of engagement required on each issue or matter determined to be significant;
- The extent to which the current views and preferences of persons who will or may be affected by, or have an interest in, the decision or matter are known to the local authority;
- If any circumstances exist in which there is good reason for withholding local authority information (in accordance with the Local Government Official Information and Meetings Act 1987); and
- The costs and benefits of any consultation process or procedure.

It will not always be appropriate or practicable to conduct processes at the participatory/empower end of the consultation continuum. Many minor issues will not warrant a participatory approach and constraints of time and money will also limit what is possible on some occasions.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

What form of engagement should be undertaken?

Council will assess each situation and determine the appropriate engagement tools. The range of tools that Council will consider using at each level of the spectrum is included in Schedule 2.





Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

What you can expect from engagement

Each engagement will be planned at the level most appropriate. Schedule 2 outlines the different types of engagement which Council may use in different circumstances.

Below are some general principles which Council will follow.

- You can expect that if we ask your views, we will always let you know:
  - What is proposed?
  - Why?
  - Where relevant, what options we have?
  - Our preferred option and why?
  - Costs and rating impact if any.
  - What are the impacts (if any)?
  - How the community can have a say?
  - The timeframe and process.
  - How we will communicate the outcome.
- Council will provide information in a range of formats and provide a range of options for sharing your views.
- Hearings will be held in Council Chambers and the Council can also allow any person to present his or her views by way of audio link or audio-visual link.
- If we're asked to do so, the Council will facilitate interpretation (including Te Reo and sign language).
- We will make available decisions online.
- For those who wish to receive feedback on the process there is the option to sign up to the Council engagement e-newsletter.

How Council will utilise information gathered through engagement

New Zealand Local Government follows the principles of representative democracy under the LGA. Councillors are elected to make decisions on behalf of the community which elects them. There may be occasions where general community preferences will not be aligned with the final option chosen. Sometimes this will be as a result of the in-depth range of information Councillors will utilise, sometimes it will be because different groups within the community have different opinions.



Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Council will utilise information gathered through engagement, alongside other key information, including legal, financial, technical and operational information to inform decision making on significant matters. This can include:

- Understanding general community preference for specific options
- Understanding the varied preferences of different groups within the community
- Using the wisdom of crowds - gathering more detail about risks and benefits to improve plans for and implementation of activities

What is the Special Consultative Procedure requirement?

This is a formal consultation process that is triggered when a decision is deemed significant (as described above). Under the Special Consultative Procedure, we must:

- Develop a Statement of Proposal and Summary and make it widely available.
- Allow a minimum feedback period of one month.
- Ensure people are given the opportunity to present their views to elected members at a hearing.

The law requires us to consult using the Special Consultative Procedure for:

- Making, making a significant amendment to, or revoking a bylaw.
- Transferring Council's ownership of a significant strategic asset (see the list above and also Schedule 1).
- Adopting the Treasury Management Policy.
- Making the Water Services Strategy.
- Other acts if expressly required by laws.
- Adopting and amending our Long-term Plan.

When using the Special Consultative Procedure, Council prepares a proposal and advertises it for public submission. Submission on the proposal can be received from anybody and the time period for receiving submissions is at least a month. People who have submitted can also request to speak to Council regarding their submission and this is done through a Hearing Process. After considering all submissions Council then makes a decision to adopt, amend or reject the proposal.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

When Council may not seek additional information on community views

There are times when it is not necessary, appropriate or possible to seek additional information on community views. If this is the case, Council will make this determination in accordance with the criteria below.

The Council will not identify community views when:

- The matter is not of a nature or significance that requires consultation (s82(4) LGA);
- The Council already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (s82(4)(b) LGA);
- There is a need for confidentiality or commercial sensitivity (s82(4)(d) LGA);
- The costs of consultation outweigh the benefits of it (s82(4)(e) LGA);
- Entry or exit from a development agreement (private contract) as per s207A LGA.
- Emergency management activities during a state of emergency - Civil Defence Emergency Management Act 2002;
- Decisions to act where it is necessary to:
    - Comply with the law,
    - Save or protect life, health or amenity,
    - Prevent serious damage to property,
    - Avoid, remedy or mitigate an adverse effect on the environment,
    - Protect the integrity of existing and future infrastructure and amenity;
- Decisions in relation to regulatory and enforcement activities;
- Engagement will not be beneficial as it will not influence the decision (for example if there is only one or very limited viable options available, there may be no benefit in engaging with the community);
- An immediate or quick response or decision is needed or it is not reasonably practicable to engage;
- Works are required unexpectedly or following further investigations on projects, already approved by Council;
- Business as usual – the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place;
- When Council has consulted on the unchanged issue in the last three years;
- Where we are not required to consult by law, we can consider making a decision without consultation on a case-by-case basis.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

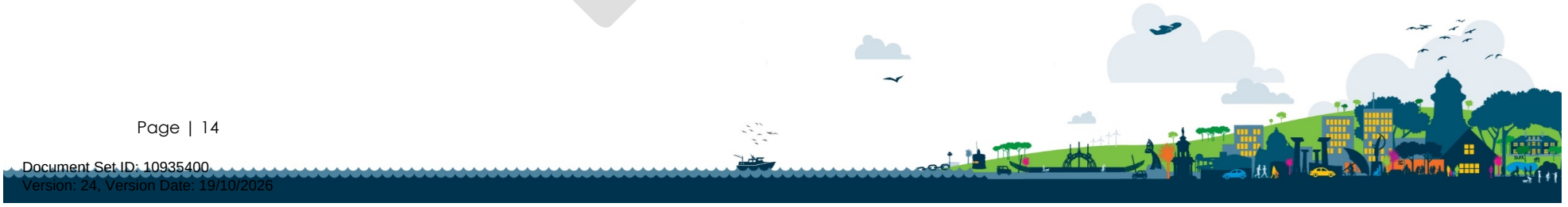
Exception to procedure for determining significance and undertaking engagement

The LGA provides for Council to consider the practicality of undertaking extensive consultation, considering the range of options, and obtaining the views and preferences of other people. In some circumstances, failure to make an urgent decision would result in an inability to achieve the intended outcomes and a loss of opportunity.

Where an urgent decision must be made, Council will tailor its decision-making process to include as much consultation and evaluation as is practicable within the specified timeframe. If, due to time limitations, a potentially significant decision is made without extensive consultation, Council will communicate the details of the decision to the public at a level appropriate to the nature of the matter.

Where a decision is made or is to be made that is significantly inconsistent with this policy, Council when making the decision will identify the inconsistency and the reason for the inconsistency.

DRAFT



Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Schedule 1

Strategic Assets

- Electricity Invercargill Limited
- Invercargill Airport Limited (97.47% ownership)
- Invercargill City Holdings Limited
- Invercargill Public Library and Archive – Buildings and Collections
- Invercargill Waste Transfer Station
- Roading Network and Connected Infrastructure
- Sewerage Networks and Treatment Plants
- Stormwater Networks in Invercargill and Bluff
- Stormwater system in Ōtātara
- Water Treatment, Storage and Supply Network

Under Section 97 of the Local Government Act, any decision to transfer the ownership or control of a strategic asset to or from Council can only be made if the decision has been explicitly provided for by a statement of proposal in Council's Long-term Plan. The strategic assets defined above are the asset in total and not any individual element of the asset. Section 97 will only apply to any decision being made on the strategic asset as a whole or a major sub part of the asset. The strategic asset is the asset that is listed as a strategic asset in the above list. For example, Council's strategic asset for Invercargill City Holdings Limited (ICHL) is the shareholding in the parent company (ICHL) and not its shareholdings in associates or joint ventures (for example Invercargill Central Limited, HWCP Management Limited).

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Schedule 2

Significance Criteria and Examples

Criteria	Low significance	Medium significance	High significance
Importance to Council	• Decisions in line with the Long-term Plan or Annual Plan.	• Some impact on Long-term Plan outcomes.	• Major impact on Council's ability to deliver Long-term Plan outcomes.
Level of Service change	• Adjusting mowing frequency from every 10 days to every 11 days. • Minor changes to reporting timeframes. • Small changes to facility opening hours that affect few users. • Reduction in payment of invoices on time.	• Closing a library one day per week. • Reducing park maintenance standards noticeably across an area (e.g. low mow) • Increasing response times for customer requests. • Removing a programme with moderate community use. • Potholes not fixed for longer.	• Permanent closure of a library, pool, museum or community facility. • Ceasing an LTP activity or making fundamental changes which impact the experiences of most users. • Introducing or removing kerbside collection services. • Large reductions in road maintenance standards affecting safety or accessibility. • Major changes to drinking water, wastewater or stormwater service standards.
Community interest	• Minor changes to a recreation track. • Updates to a policy in line with national legislation changes.	• Reserve improvements or biodiversity initiatives with a moderate impact on the environment. • Upgrading a local playground or park. • Changes to Elderly Housing. • Adopting a bylaw which only affects a particular industry.	• A Representation Review. • Adopting the Long-term Plan. • Closing a Council owned facility. • Major asset changes.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Criteria	Low significance	Medium significance	High significance
Inconsistency with existing policy and strategy	• Actions to support decisions made in Long-term plan.	• Minor policy amendments. • Minor bylaw changes.	• Retiring an existing strategy. • Fundamental change of approach to an issue.
Cost to Council and impact on funders including ratepayers	• Minor budget amendments.	• Moderate budget increase to an ongoing project (e.g. 20%).	• Significant budget variation. • New expenditure outside of Long-term Plan or Annual Plan. • A new targeted rate.
	Engagement Inform In some circumstances targeted engagement with affected users.	**Engagement** Targeted engagement with broader engagement where community interest is high.	**Engagement** Formal consultation, in most circumstances including special consultative procedure and in some circumstances an amendment to the Long-term plan and / or relevant water services plans.

Types of Engagement

Engagement Phase/ Type	Low Significance	Medium Significance	High Significance
Mana Whenua partnership engagement (Collaborate)	Mana Whenua representative input would be sought to determine issues of low significance to Mana Whenua. Further consultation would not take place on low significance issues in these categories.	Would normally be utilised – via one or more of the following channels: • Mana Whenua representative(s) • Te Ao Marama • Runanga Chair/ CE • Iwi Liaison Committee	Will be utilised, recognising there may be situations where a decision must be made before a response is received, including time constraints, urgency, or some other significant factor. In such cases Mana Whenua will be kept informed of the decision-making process and any decisions made.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Engagement Phase/ Type	Low Significance	Medium Significance	High Significance
Early Engagement (Involve) Engagement with interested parties ahead of formal consultation in order to shape proposals and options.	Would not normally be utilised.	Will be utilised where possible.	Will be utilised except where time or other significant factors do not allow.
Targeted Engagement (Inform/ Consult/ Involve/Collaborate) Most often utilised where community interest is high for some but not all of the community (e.g. neighbourhood or specific sector.)	Would not normally be utilised.	Will be utilised where significance is high for specific parts of the community but low for the community as a whole. May use collaboration with special interest groups through project teams, where relevant.	Not normally relevant as high significance issues would normally be of interest to the whole community.
Main Information/ Consultation Phase **(Inform)**	**Primary mechanism.** Some or all of the following may be utilised: • Direct communications to affected parties • Website information • Social media • Public notice • Media release	As well as the inform tactics for items of low significance, the following may also be utilised: • Digital notices at Council venues • Signage at affected sites/ displays in high traffic areas (e.g. mall)	As well as the inform tactics for items of low and medium significance, the following may also be utilised: • Information provided through channels which support conversation inc. attendance at community meetings/ round table engagement events • Boosted social media posts • Paid advertising (digi-signs/ online/ radio/ print) • Mail drops (very rarely utilised except for small scale targeted engagement due to challenges with delivery times) • Flyers with rates notices

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Engagement Phase/ Type	Low Significance	Medium Significance	High Significance
Main Information/ Consultation Phase (Consult)	**Secondary mechanism** • Online surveys may be utilised if Council chooses	**Primary mechanism** • *Inform mechanisms will be used to promote consultation mechanisms* • Letstalk page will be provided with one or more engagement tool utilised to enable submissions • Submission box at Te Hīnaki Civic Building/ Library/ Bluff Service Centre (and Marae where interest is high) • Engagement events will be offered in most circumstances (high traffic events will be prioritised) • Hearings will be provided in most circumstances	**Primary mechanism** • *Inform mechanisms will be used to promote consultation mechanisms* • Letstalk page will be provided with one or more engagement tool utilised to enable submissions • Submission box at Te Hīnaki Civic Building/ Library/ Bluff Service Centre (and Marae where interest is high) • Engagement events will be offered except in exceptional circumstances (high traffic events will be prioritised with mix offered if possible) • Where appropriate workshop style events will be offered • Hearings will be provided except in exceptional circumstances
Post Consultation	Web updates	Web updates Social media updates (Mayors channel) Engagement newsletter updates (all submitters are provided the opportunity to sign up to receive feedback) Response to interested parties (targeted engagement)	Web updates Social media updates (Mayors channel) Engagement newsletter updates (all submitters are provided the opportunity to seek feedback) Response to submitters and interested parties (targeted engagement)

At present the Council does not utilise techniques in the empower space, although this may change in the future. Techniques listed as appropriate in one level may be used in any of the other levels where this will best achieve the purpose of the engagement.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Schedule 3

International Association of Public Participation (IAP2)

The International Association of Public Participation (IAP2) is an association that works with different groups who undertake public consultation and engagement. They are involved in the public participation process by supporting clients, colleagues and citizens' decision-making process.

Invercargill City Council has determined to base its engagement on the core values established by IAP2 as outlined below:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

Council has adapted the IAP2 Spectrum of Engagement for its use (included in the main Policy). IAP2's Public Participation Spectrum is designed to assist with the selection of the level of participation that defines the public's role in any community engagement process. The spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resource and levels of concern in the decision to be made.

You can find out more about IAP2 by visiting their website – www.iap2.org

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Schedule 4

Local Government Act 2002

Relevant sections from the Local Government Act 2002 which relate to this policy being:

- **76AA Significance and engagement policy**
- **77 Requirements in relation to decisions**
- **78 Community views in relation to decisions**
- **79 Compliance with procedures in relation to decisions**
- **80 Identification of inconsistent decisions**
- **81 Contributions to decision-making processes by Māori**
- **82 Principles of consultation**
- **83 Special consultative procedure**
- **86 Use of special consultative procedure in relation to making, amending, or revoking bylaws**
- **156 Consultation requirements when making, amending, or revoking bylaws made under this Act**

76AA Significance and engagement policy

(1) Every local authority must adopt a policy setting out-
  (a) that local authority's general approach to determining the significance of proposals and decisions in relation to issues, assets, and other matters; and
  (b) any criteria or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, assets, decisions, or activities are significant or may have significant consequences; and
  (c) how the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets, or other matters, including the form of consultation that may be desirable; and
  (d) how the local authority will engage with communities on other matters.

(2) The purpose of the policy is-
  (a) to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities; and
  (b) to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters; and

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(c) to inform the local authority from the beginning of a decision-making process about-
  (i) the extent of any public engagement that is expected before a particular decision is made; and
  (ii) the form or type of engagement required.

(3) The policy adopted under subsection (1) must list the assets considered by the local authority to be strategic assets.

(4) A policy adopted under subsection (1) may be amended from time to time.

(5) When adopting or amending a policy under this section, the local authority must consult in accordance with section 82 unless it considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.

(5A) *[Repealed]*

(6) To avoid doubt, section 80 applies when a local authority deviates from this policy.

Water services

(7) Consultation under subsection (5) is not required to amend a policy to the extent that the amendment is made when a territorial authority—
  (a) has established a water organisation under the Local Government (Water Services) Act 2025; and
  (b) is working with that organisation in relation to the organisation's significance and engagement policy under section 37(4) of that Act.

(8) This section applies subject to sections 34 and 37(4) of that Act.

Emergency management

(9) Despite what may be set out in a policy adopted under this section, public engagement on requirements imposed on the local authority in a regional emergency management plan under the Emergency Management Act 2026 must be limited to options for dealing with those matters in a way that is consistent with the regional emergency management plan.

77 Requirements in relation to decisions

(1) A local authority must, in the course of the decision-making process,-
  (a) seek to identify all reasonably practicable options for the achievement of the objective of a decision; and
  (b) assess the options in terms of their advantages and disadvantages; and
  (c) if any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.

(2) This section is subject to section 79.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

78 Community views in relation to decisions

(1) A local authority must, in the course of its decision-making process in relation to a matter, give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter.
(2) [Repealed]
(3) A local authority is not required by this section alone to undertake any consultation process or procedure.
(4) This section is subject to section 79.

79 Compliance with procedures in relation to decisions

(1) It is the responsibility of a local authority to make, in its discretion, judgments-
  (a) about how to achieve compliance with sections 77 and 78 that is largely in proportion to the significance of the matters affected by the decision as determined in accordance with the policy under section 76AA; and
  (b) about, in particular,-
    (i) the extent to which different options are to be identified and assessed; and
    (ii) the degree to which benefits and costs are to be quantified; and
    (iii) the extent and detail of the information to be considered; and
    (iv) the extent and nature of any written record to be kept of the manner in which it has complied with those sections.
(2) In making judgments under subsection (1), a local authority must have regard to the significance of all relevant matters and, in addition, to-
  (a) the principles set out in section 14; and
  (b) the extent of the local authority's resources; and
  (c) the extent to which the nature of a decision, or the circumstances in which a decision is taken, allow the local authority scope and opportunity to consider a range of options or the views and preferences of other persons.
(3) The nature and circumstances of a decision referred to in subsection (2)(c) include the extent to which the requirements for such decision-making are prescribed in or under any other enactment (for example, the Resource Management Act 1991).
(4) Subsection (3) is for the avoidance of doubt.

Water services
(5) In subsection (1)(a), the reference to section 77 must be read as a reference to section 30 of the Local Government (Water Services) Act 2025 if the identification and assessment of options relates to a change proposal under section 27 of that Act.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

80 Identification of inconsistent decisions

(1) If a decision of a local authority is significantly inconsistent with, or is anticipated to have consequences that will be significantly inconsistent with, any policy adopted by the local authority or any plan required by this Act or any other enactment, the local authority must, when making its decision, clearly identify-
  (a) the inconsistency; and
  (b) the reasons for the inconsistency; and
  (c) any intention of the local authority to amend the policy or plan to accommodate the decision.

(2) Subsection (1) does not derogate from any other provision of this Act or of any other enactment.

81 Contributions to decision-making processes by Māori

(1) A local authority must-
  (a) establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and
  (b) consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and
  (c) provide relevant information to Māori for the purposes of paragraphs (a) and (b).

(2) A local authority, in exercising its responsibility to make judgments about the manner in which subsection (1) is to be complied with, must have regard to-
  (a) the role of the local authority, as set out in section 11; and
  (b) such other matters as the local authority considers on reasonable grounds to be relevant to those judgments.

82 Principles of consultation

(1) Consultation that a local authority undertakes in relation to any decision or other matter must be undertaken, subject to subsections (3) to (5), in accordance with the following principles:
  (a) that persons who will or may be affected by, or have an interest in, the decision or matter should be provided by the local authority with reasonable access to relevant information in a manner and format that is appropriate to the preferences and needs of those persons:
  (b) that persons who will or may be affected by, or have an interest in, the decision or matter should be encouraged by the local authority to present their views to the local authority:

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(c) that persons who are invited or encouraged to present their views to the local authority should be given clear information by the local authority concerning the purpose of the consultation and the scope of the decisions to be taken following the consideration of views presented:
(d) that persons who wish to have their views on the decision or matter considered by the local authority should be provided by the local authority with a reasonable opportunity to present those views to the local authority in a manner and format that is appropriate to the preferences and needs of those persons:
(e) that the views presented to the local authority should be received by the local authority with an open mind and should be given by the local authority, in making a decision, due consideration:
(f) that persons who present views to the local authority should have access to a clear record or description of relevant decisions made by the local authority and explanatory material relating to the decisions, which may include, for example, reports relating to the matter that were considered before the decisions were made.

(2) A local authority must ensure that it has in place processes for consulting with Māori in accordance with subsection (1).
(3) The principles set out in subsection (1) are, subject to subsections (4) and (5), to be observed by a local authority in such manner as the local authority considers, in its discretion, to be appropriate in any particular instance.
(4) A local authority must, in exercising its discretion under subsection (3), have regard to-
(a) the requirements of section 78; and
(b) the extent to which the current views and preferences of persons who will or may be affected by, or have an interest in, the decision or matter are known to the local authority; and
(c) the nature and significance of the decision or matter, including its likely impact from the perspective of the persons who will or may be affected by, or have an interest in, the decision or matter; and
(d) the provisions of Part 1 of the Local Government Official Information and Meetings Act 1987 (which Part, among other things, sets out the circumstances in which there is good reason for withholding local authority information); and
(e) the costs and benefits of any consultation process or procedure.
(5) Where a local authority is authorised or required by this Act or any other enactment to undertake consultation in relation to any decision or matter and the procedure in respect of that consultation is prescribed by this Act or any other enactment, such of the provisions of the principles set out in subsection (1) as are inconsistent with specific requirements of the procedure so prescribed are not to be observed by the local authority in respect of that consultation.

83 Special consultative procedure

(1) Where this Act or any other enactment requires a local authority to use or adopt the special consultative procedure, that local authority must-

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(a) prepare and adopt-
  (i) a statement of proposal; and
  (ii) if the local authority considers on reasonable grounds that it is necessary to enable public understanding of the proposal, a summary of the information contained in the statement of proposal (which summary must comply with section 83AA); and
(b) ensure that the following is publicly available:
  (i) the statement of proposal; and
  (ii) a description of how the local authority will provide persons interested in the proposal with an opportunity to present their views to the local authority in accordance with section 82(1)(d); and
  (iii) a statement of the period within which views on the proposal may be provided to the local authority (the period being not less than 1 month from the date the statement is issued); and
(c) make the summary of the information contained in the statement of proposal prepared in accordance with paragraph (a)(ii) (or the statement of proposal, if a summary is not prepared) as widely available as is reasonably practicable as a basis for consultation; and
(d) provide an opportunity for persons to present their views to the local authority in a manner that enables spoken (or New Zealand sign language) interaction between the person and the local authority, or any representatives to whom an appropriate delegation has been made in accordance with Schedule 7; and
(e) ensure that any person who wishes to present his or her views to the local authority or its representatives as described in paragraph (d)-
  (i) is given a reasonable opportunity to do so; and
  (ii) is informed about how and when he or she may take up that opportunity.

(2) For the purpose of, but without limiting, subsection (1)(d), a local authority may allow any person to present his or her views to the local authority by way of audio link or audiovisual link.

(3) This section does not prevent a local authority from requesting or considering, before making a decision, comment or advice from an officer of the local authority or any other person in respect of the proposal or any views on the proposal, or both.

86 Use of special consultative procedure in relation to making, amending, or revoking bylaws

(1) This section applies if, in accordance with section 156(1)(a), the special consultative procedure is required to be used in relation to the making, amending, or revoking of a bylaw.

(2) The statement of proposal referred to in section 83(1)(a) must include-
  (a) as the case may be-
    (i) a draft of the bylaw as proposed to be made or amended; or
    (ii) a statement that the bylaw is to be revoked; and

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(b) the reasons for the proposal; and
(c) a report on any relevant determinations by the local authority under section 155.

156 Consultation requirements when making, amending, or revoking bylaws made under this Act

(1) When making a bylaw under this Act or amending or revoking a bylaw made under this Act, a local authority must-
  (a) use the special consultative procedure (as modified by section 86) if-
    (i) the bylaw concerns a matter identified in the local authority's policy under section 76AA as being of significant interest to the public; or
    (ii) the local authority considers that there is, or is likely to be, a significant impact on the public due to the proposed bylaw or changes to, or revocation of, the bylaw; and
  (b) in any case in which paragraph (a) does not apply, consult in a manner that gives effect to the requirements of section 82.
(2) Despite subsection (1), a local authority may, by resolution publicly notified,-
  (a) make minor changes to, or correct errors in, a bylaw, but only if the changes or corrections do not affect-
    (i) an existing right, interest, title, immunity, or duty of any person to whom the bylaw applies; or
    (ii) an existing status or capacity of any person to whom the bylaw applies:
  (b) convert an imperial weight or measure specified in a bylaw into its metric equivalent or near metric equivalent.

Local Government (Water Services) Act 2025

Relevant sections from the Local Government (Water Services) Act 2025 which relate to this policy being:

- **24 Significant contract requirements**
- **26 Joint water service provider arrangements**
- **27 Application**
- **28 Further application**
- **29 Interaction of sections 30 to 33 with other legislation**
- **30 Identification and assessment of options**
- **31 Consultation required**
- **32 Information to be made publicly available**
- **34 Territorial authority's policy**

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

- **235 Process for making water services strategy: territorial authorities**
- **237 Amending water services strategy: territorial authority**

24 Significant contract requirements

(1) For the purposes of section 23(2) and (3), a water service provider must determine whether a proposed contract is a significant contract under the provider's significance and engagement policy.
(2) After entering into a significant contract, the provider must ensure that its water services annual report—
  (a) specifies the performance indicators that the provider is using to monitor and assess the performance of the contracted party; and
  (b) sets out how the contracted party has performed against those indicators during the relevant period.

Interaction with significance and engagement policy
(3) The provider must ensure that its significance and engagement policy addresses all matters necessary for determining—
  (a) whether a proposed contract under section 22 is a significant contract; and
  (b) how to undertake engagement in relation to proposed significant contracts in a way that is consistent with sections 31 and 32.
(4) Without limiting subsection (5), the significance and engagement policy must contain all criteria needed for determining whether a proposed contract is a significant contract, and those criteria must include—
  (a) whether the proposed contract is of high value relative to the revenue that the provider receives from providing the water service to which the contract relates; and
  (b) whether the proposed contract will create a public-private partnership; and
  (c) all matters that are essential to the provider's ability to meet its obligations under this Act in relation to the water service to which the contract relates; and
  (d) any relevant thresholds (for example, the value of the contract).
(5) If the provider is a water organisation, it must obtain its shareholders' approval of the way in which the organisation proposes to comply with subsection (5).

26 Joint water service provider arrangements

(1) A water service provider may enter into a joint water service provider arrangement with 1 or more other water service providers, including providers operating outside the service area in which the first provider operates.
(2) When considering and negotiating a joint water service provider arrangement, a water service provider must determine whether the proposed arrangement is a significant joint water service provider arrangement under the provider's significance and engagement policy.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Significant joint water service provider arrangements

(3) Before entering into a proposed arrangement that a water service provider determines to be a significant joint water service provider arrangement, the provider must—
  (a) undertake options assessment and consultation in accordance with sections 30 to 32; and
  (b) if it is a water organisation, also consult its shareholders and obtain their approval of the proposed arrangement.

Role of significance and engagement policy

(4) The provider must ensure that its significance and engagement policy addresses all matters necessary for determining—
  (a) whether a proposed joint water service provider arrangement is a significant joint water service provider arrangement; and
  (b) how to undertake engagement in relation to a proposed significant joint water service provider arrangement in a way that is consistent with sections 31 and 32.

27 Application

(1) This section and sections 29 to 33 apply to a territorial authority that is considering making a structural change to the provision of water services in its district by doing 1 or more of the following (change proposal):
  (a) establishing a water organisation:
  (b) becoming a shareholder in a water organisation established by the territorial authority or by another territorial authority:
  (c) disestablishing, or changing the shareholding arrangements in, a water organisation in which the territorial authority is a shareholder:
  (d) transferring responsibility for providing water services to a water organisation (or receiving a transfer back from a water organisation), including by a transfer agreement under section 12 or 15:
  (e) entering into a contract under section 22 that the territorial authority determines to be a significant contract:
  (f) entering into a joint water service provider arrangement under section 26 that the territorial authority determines under that section to be a significant joint water service provider arrangement.

Duty of territorial authorities

(2) The territorial authority must act in accordance with sections 30 to 32 in relation to its change proposal.
(3) If the territorial authority is considering making a change under subsection (1)(b) or (c), all other territorial authorities that are shareholders in the relevant water organisation must act in accordance with sections 30 to 32.
(4) For the purposes of sections 30 to 33, a territorial authority may have regard not only to impacts in its own district but also, if the change proposal involves another territorial authority, to impacts in any collective area involved in the change proposal.

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

28 Further application

(1) Sections 31 and 32 apply to a territorial authority that is considering—
  (a) transferring ownership or control of a strategic water services asset (as permitted under section 20(3)); or
  (b) receiving a transfer of ownership or control of a strategic water services asset; or
  (c) making a significant change to the level of service provided in relation to any water service.
(2) However, subsection (1) does not apply if the proposal is included in—
  (a) a change proposal specified in section 27(1); or
  (b) a water services strategy under section 230; or
  (c) a proposal in a water services delivery plan under the Local Government (Water Services Preliminary Arrangements) Act 2024.
(3) For the purposes of this section, each reference to a change proposal specified in sections 31 and 32 must be treated as referring to a proposal under subsection (1), with any necessary modifications.

29 Interaction of sections 30 to 33 with other legislation

LGA 2002
(1) Sections 56, 77, 82A(2), and 97 of the LGA 2002 do not apply to a territorial authority—
  (a) when it makes a change proposal; or
  (b) when it prepares and submits a water services delivery plan under subpart 5.
(2) Sections 82A(2) and 97 of the LGA 2002 do not apply to a territorial authority that is considering taking an action specified in section 28(1).
(3) However, all other relevant requirements in the LGA 2002 apply to a territorial authority that makes a change proposal or that is considering taking an action specified in section 28(1). For example, the requirements in sections 81 and 82 of the LGA 2002 continue to apply.

30 Identification and assessment of options

(1) The territorial authority must identify and assess a range of options for ways of achieving the objective of a change proposal, including—
  (a) continuing the existing approach to providing water services in its district; and
  (b) the change proposal; and
  (c) at least 1 further reasonably practicable option, if available.
(2) After identifying and assessing options under subsection (1),—
  (a) the territorial authority must undertake consultation on its preferred option; and

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(b) that preferred option must be treated as a change proposal for the purposes of sections 31 to 33.

(3) If any of the options identified under subsection (1) involve a significant decision in relation to land or a body of water, the authority must take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

31 Consultation required

(1) The territorial authority—
  (a) must consult on a change proposal; and
  (b) in addition,—
    (i) if the consultation results in significant amendment to the proposal, must consult on the amended proposal; and
    (ii) may undertake further consultation at any stage of the decision-making process.

(2) All consultation on a change proposal must—
  (a) be undertaken in accordance with this section and section 32 and, if applicable, with regard to the matters set out in section 33(1); and
  (b) give persons who will or may be affected by, or who have an interest in, the change proposal an opportunity to present their views on the proposal to the authority.

(3) When deciding whether to undertake consultation under subsection (1)(b)(i), the territorial authority may have regard to—
  (a) the extent to which the authority already knows the views and preferences of persons likely to be affected by, or to have an interest in, the change proposal; and
  (b) the nature and significance of the change proposal, including its likely impact from the perspective of the persons who will or may be affected by, or have an interest in, the change proposal.

(4) A territorial authority must use its significance and engagement policy to help the authority to determine—
  (a) whether an amendment to a change proposal is significant for the purposes of subsection (1)(b)(i); and
  (b) the significance of a change proposal for the purposes of subsection (3)(b); and
  (c) if the authority has determined a change proposal to be significant under the policy, matters of engagement that support consultation requirements under this section and section 32; and
  (d) for the purposes of section 28(1), whether—
    (i) an asset is a strategic water services asset; and
    (ii) a proposed change to the level of service provided is significant.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

32 Information to be made publicly available

(1) The territorial authority must, when consulting on a change proposal, make the following information publicly available:
- (a) the change proposal, an explanation of the change proposal, and the reasons for the change proposal:
- (b) the assessment of other options identified under section 30 and the authority's reasons for not preferring those options:
- (c) how proceeding with the change proposal is likely to affect—
  - (i) the authority's rates, debt, and levels of service; and
  - (ii) any charges for water services:
  - (iii) arrangements and mechanisms for funding, pricing, invoicing, and collecting charges for water services:
- (d) how not proceeding with the change proposal is likely to affect—
  - (i) the authority's rates, debt, and levels of service; and
  - (ii) any charges for water services:
- (e) the implications of the change proposal for communities throughout—
  - (i) the authority's district; and
  - (ii) any collective area involved in the change proposal:
- (f) if the change proposal involves transferring ownership or control of a strategic water services asset, a description of how the change proposal is likely to affect the authority's debt in relation to the asset:
- (g) for a change proposal described in section 27(1)(a), (b), or (c), information on the proposed ownership of, and shareholding arrangements for, the water organisation:
- (h) any other relevant implications of the change proposal that the authority considers will be of interest to the public:
  - (i) how persons who will or may be affected by, or who have an interest in, the change proposal may present their views on the proposal to the authority.

(2) If the territorial authority is considering 2 or more change proposals, it must make the information set out in subsection (1) publicly available in relation to each proposal.

34 Territorial authority's policy

A territorial authority must amend its significance and engagement policy—
- (a) to suit the authority's role, and any changes to its role, as—
  - (i) a water service provider; or
  - (ii) a shareholder in a water organisation; and

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(b) by removing any matters that are no longer needed and are instead required to be included in the significance and engagement policy of a water organisation.

235 Process for making water services strategy: territorial authorities

(1) A territorial authority that is a water service provider must,—
  (a) in addition to preparing a draft water services strategy under this subpart, prepare a summary of the major matters in the draft water services strategy; and
  (b) consult its communities on the summary; and
  (c) when consulting under paragraph (b), use the special consultative procedure under the LGA 2002 (see sections 83, 83AA, and 83A of that Act).

(2) The summary under subsection (1)(a) must—
  (a) identify and explain the important issues and choices facing the territorial authority in relation to providing water services, and the consequences of those choices; and
  (b) include information about the likely consequences of implementing the water services strategy on—
    (i) charges for providing water services; and
    (ii) rates collected under the Local Government (Rating) Act 2002; and
    (iii) the debt of the territorial authority; and
    (iv) the level of service provided by the territorial authority; and
    (v) the territorial authority's ability to provide for urban development and housing in its district.

(3) When using the special consultative procedure,—
  (a) each reference to a statement of proposal must be read as a reference to a draft water services strategy; and
  (b) each reference to a summary of the information must be read as a reference to a summary under subsection (1)(a).

(4) If a territorial authority consults on the summary at the same time as consulting on its long-term plan under the LGA 2002, or as part of any other combined or concurrent consultation under section 83A of the LGA 2002,—
  (a) the summary must form a discrete part of the consultation material; and
  (b) the approach to consultation, and any consultation material used, must be consistent with the purpose of the water services strategy in section 232.

(5) If a territorial authority wishes to include a proposal to change how water services are provided in its district (see section 27) in its water services strategy, and to consult on that proposal as part of consultation on the strategy,—
  (a) section 32 does not apply; and

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

(b) the information required to be made publicly available under section 32(1) must be included in a summary prepared under subsection (1)(a).

237 Amending water services strategy: territorial authority

(1) A territorial authority that is a water service provider may amend its water services strategy at any time.
(2) If the amendment is significant, the territorial authority must consult on a summary of the proposed amendment using the special consultative procedure under the LGA 2002 (see sections 83, 83AA, and 83A of that Act).
(3) For the purposes of subsection (2), a territorial authority's significance and engagement policy may assist the territorial authority to determine whether an amendment is significant.
(4) A territorial authority must comply with the requirements for consultation set out in section 235 when proposing to amend a water services strategy.
(5) For the purposes of subsection (4), all references in section 235 to a draft water services strategy must be read as referring to the draft amendment.
(6) If a territorial authority amends its water services strategy and the amendment is relevant to the authority's long-term plan,—
    (a) the territorial authority may consequentially amend the long-term plan; but
    (b) the territorial authority need not—
        (i) use the special consultative procedure when amending the long-term plan (despite section 93(5) of the LGA 2002); and
        (ii) comply with sections 93A and 93D of the LGA 2002 when amending the long-term plan; and
        (iii) have the amendments to the long-term plan audited under section 94 of the LGA 2002.

DRAFT

Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

Effective Date:	[tbc 2027]
Revision History:	
Review Period:	This Policy will be reviewed every six (6) years, unless earlier review is required due to legislative changes, or is warranted by another reason requested by Council.
New Review Date:	[tbc 2033]
Associated Documents / References:	Procurement Policy (1798980)
Supersedes:	Significance and Engagement Policy (1691572)
Reference Number:	10935400
Policy Owner:	Strategy, Policy and Engagement Manager
Policy Training:	Leadership team (Tier 1, 2, 3 and 4) Report writers

DRAFT



Document Set ID: 10935400
Version: 24, Version Date: 19/10/2026

OUR COUNCIL PROGRAMME BENEFITS REALISATION REPORT

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Jamie Garnett, Group Manager – Capital Portfolio
Approved:	Michael Day, Chief Executive
Approved Date:	Tuesday 20 October 2026
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report assesses the benefits realised through the Our Council Programme and provides assurance that the programme is delivering outcomes consistent with the governance approvals and Long-term Plan funding that supported the investment.

Benefits have been achieved across customer service, organisational capability, governance, reporting, operational efficiency and risk reduction, with further benefits expected to be realised over time.

Recommendations

That Council:

1. Receives the "Our Council Programme Benefits Realisation Report".

2. Notes that the Our Council Programme has delivered benefits aligned with the outcomes for which programme funding was approved.

Background

The Our Council Programme (OCP) was established to address a multi decade under investment in digital business systems, centralise business data into a core system designed to support decision making, improve organisational capability, enable a lean and sustainable IT operating model and support more efficient service delivery.

Software licensing investments were approved by Council's Performance, Policy and Partnerships Committee on 20 September 2022. Implementation of the software was approved in the 2024-2034 Long-term Plan through the Extraordinary meeting of Council on 27 June 2024.

Document Set ID: 11186276
Version: 10, Version Date: 21/10/2026

This report assesses whether the benefits realised through the programme align with the outcomes that supported those approvals.

Issues and Options

Analysis

The purpose of this assessment is to determine whether benefits realised through the Our Council Programme align with the outcomes that supported approval of the software investments by Council's Performance, Policy and Partnerships Committee and subsequent funding through the 2024-2034 Long-term Plan.

A review of completed programme initiatives indicates that the programme is delivering benefits consistent with the outcomes that supported the approved investment.

Addressing Under Investment in IT Systems

Benefits realised include:

- Improved information accessibility and reporting capability through Business Intelligence and modern reporting tools.
- Improved governance, procurement and contract management capability through System Centre Configuration Manager (SCCM).
- Enhanced availability of organisational information to support both management and governance decision-making.

Support Informed Decision-making Through Better Information and Reporting

Benefits realised include:

- Improved information accessibility and reporting capability through Business Intelligence and modern reporting tools.
- Improved governance, procurement and contract management capability through SCCM.
- Enhanced availability of organisational information to support both management and governance decision-making.

A Lean and Sustainable IT Operating Model

Benefits realised include:

- Reduced reliance on ageing and unsupported technology platforms.
- Modernisation of core business systems and supporting infrastructure.
- Reduced technology risk and improved organisational resilience through supported cloud-based platforms.
- Improved digital capability across the organisation, enabling more efficient support and administration of business systems.

Document Set ID: 11186276
Version: 10, Version Date: 21/10/2026

Support Enhanced Service Delivery to the Community

Benefits realised include:

- Improved customer engagement and self-service capability through Antenno, Rates Online and Genesys.
- Improved staff collaboration, communication and productivity through Microsoft Teams and other digital tools.
- More efficient business processes and workflows, supporting improved service delivery outcomes.
- Accessing Council services through digital forms.

In addition to these outcomes, the programme has addressed areas of historical underinvestment in technology platforms and supporting infrastructure, improving organisational capability and positioning Council to respond to future service and operational requirements.

While some financial benefits have been realised through licensing savings, efficiency gains and reduced manual effort, programme value has also been delivered through improved service delivery, risk reduction, capability uplift and the avoidance of future technology replacement and support costs.

Overall, the evidence available supports the conclusion that the programme is delivering benefits aligned with the outcomes that supported governance approval and Long-Term Plan funding.

Significance

The matters addressed in this report are assessed as low significance under Council's Significance and Engagement Policy.

Community Views

No community consultation has been undertaken in relation to this report.

Implications and Risks

Strategic Consistency

The Our Council Programme directly supports Council's strategic objectives through:

- Improved Customer Service Delivery.
- Improved Organisational Capability.
- Improved Governance and Information Management.
- Modernisation of Business Systems.
- Improved staff productivity and effectiveness.

The benefits identified through completed projects demonstrate alignment with the programme's strategic outcomes of Connected Customers, Connected People and Connected Business Partners.

Document Set ID: 11186276
Version: 10, Version Date: 21/10/2026

Financial Implications

Funding for the Our Council Programme was approved through the 2024-2034 Long-term Plan. The programme has delivered benefits in service delivery, reporting capability, operational efficiency, and the modernisation of Council's business systems, while addressing historical underinvestment in technology platforms

While some financial benefits have been realised through licensing savings, productivity improvements and reduced manual effort, programme-wide financial benefits and cost avoidance have not historically been measured through a single framework.

Table 1 - Software Licensing Reductions

Zoom Licensing (MS Teams)	$7,616
Mitel Licensing (MS Team)	$32,880
Pay Global (HRIS Payroll)	$25,000
Objective ECM (Tech One ECM)	$220,000

The original investment decision anticipated that these costs would be offset over time through efficiency gains, improved service delivery, technology savings and the avoidance of future legacy system costs. Based on the information currently available, the programme is delivering outcomes consistent with the investment approved by Council.

Legal Implications

There are no legal implications arising from receipt of this report.

Climate Change

The program itself does not have direct climate change implications.

Risk

Benefits may be underrepresented as financial savings; cost avoidance and service improvements have not historically been measured through a single programme-wide framework.

While this limits the ability to fully quantify programme benefits, it does not alter the conclusion that benefits are being realised. Benefits measurement and reporting will continue to mature to support future assessment of programme outcomes.

Next Steps

Programme benefits realisation will continue to be monitored through the OCP governance framework, with future reporting providing greater visibility of realised benefits, financial impacts and progress against programme objectives.

Attachments

Nil.

Document Set ID: 11186276
Version: 10, Version Date: 21/10/2026

HEALTH, SAFETY AND WELLBEING UPDATE

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Corrine Wright, Manager – Health, Safety and Wellbeing
Approved:	Trudie Hurst, Deputy Chief Executive
Approved Date:	Tuesday 20 October 2026
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

The report provides Council with an update on Heath, Safety and Wellbeing incidents and activities for the period 1 September 2026 to 30 September 2026.

Recommendations

That Council:

1. Receives the report "Health, Safety and Wellbeing Update".

Incident Summary

A total of 95 health and safety events were reported during September 2026, continuing the upward trend in reporting observed throughout the year. Reporting levels remain above the 12-month average, reflecting ongoing worker engagement and a positive reporting culture across the organisation.

Violence, aggression and threatening behaviour continue to be a significant health and safety risk, with 20 incidents reported during the month. While slightly lower than August, the number remains above the 12-month average.

A Violence and Aggression Bowtie Risk Assessment workshop was completed during September. The outcomes are currently being reviewed and will inform future risk reduction initiatives and control improvements.

High Potential Incidents

Five high potential events were reported during September 2026. Four of these involved aggressive, threatening or intimidating behaviour towards workers undertaking public-facing duties.

Document Set ID: 11301303
Version: 10, Version Date: 21/10/2026

These incidents occurred across multiple areas of the organisation and reinforce violence and aggression as a key organisational risk. All aggression-related events were reported to Police.

The remaining high potential event involved the weather-related failure of a large tree, resulting in damage to a vehicle and temporary disruption to a public roadway. Emergency services and contractors responded promptly, and no injuries occurred. Investigations found no evidence of pre-existing defects.

Wellbeing

Employee Assistance Programme (EAP) utilisation increased during September 2026, with 17 sessions accessed compared to 11 in August 2026. Mental health, personal relationships and life challenges remained the primary reasons employees sought support. Most engagement related to personal matters rather than workplace concerns.

Attachments

1. HSW Dashboard – Council – ID 11299795

Document Set ID: 11301303
Version: 10, Version Date: 21/10/2026

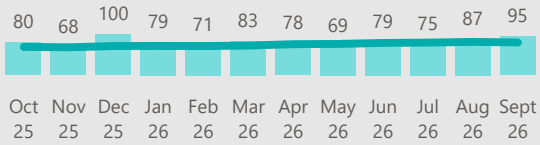
Health, Safety & Wellbeing Dashboard

Event Reporting, Risk & Cause

Reporting Month: Sept 26

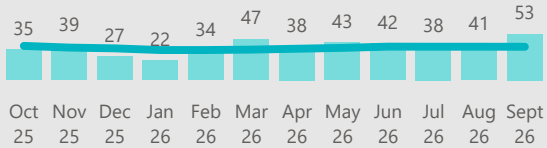
All Reported Events

Month: 95
Average: 80.3
▲ 18.3%



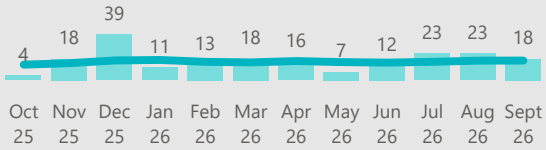
ICC Worker Events

Month: 53
Average: 38.3
▲ 38.6%



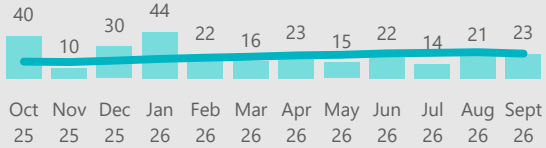
Contractor Events

Month: 18
Average: 16.8
▲ 6.9%



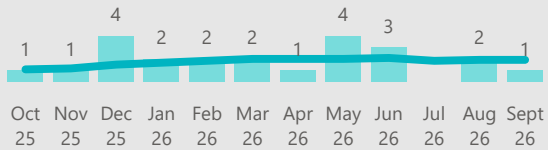
Events Involving Members Of Public

Month: 23
Average: 23.3
▼ -1.4%



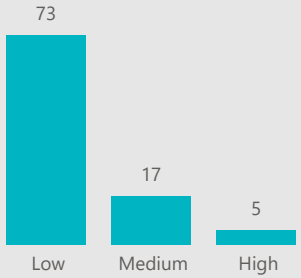
3 Waters Events

Month: 1
Average: 1.9
▼ -47.8%



▼▲ increase/decrease on 12 month rolling average

Event Risk Potential



Cause	
Person	35
Equipment	15
Object	11
Slip/Trip/Fall	11
Structure	10
Manual Handling	5
Environment	4
Plant/Machinery	4

Document Set ID: 11299795
Version: 2, Version Date: 06/10/2026

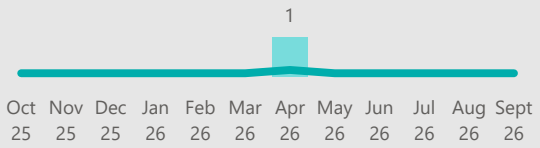
Health, Safety & Wellbeing Dashboard

Event Reporting, Safety Audits & Actions

Reporting Month: Aug 26

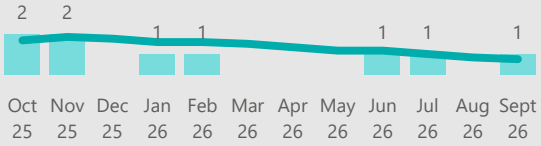
Notifiable Event

Month 0 | Average 0.1 | ▼ -100.0%



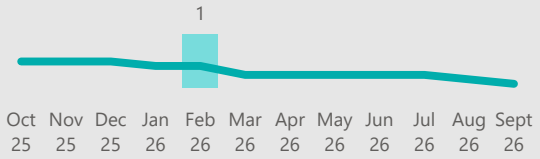
Lost Time Injury

Month 0 | Average 0.8 | ▼ -100.0%



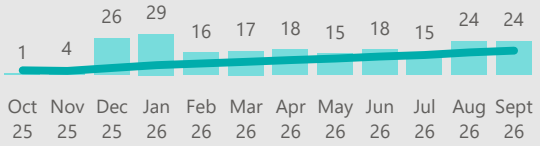
Medically Treated Injury

Month 0 | Average 0.2 | ▼ -100.0%



First Aid

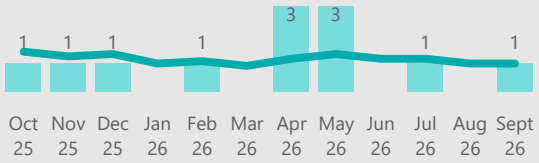
Month 24 | Average 16.0 | ▲ 50.0%



▼▲ increase/decrease on 12 month rolling average

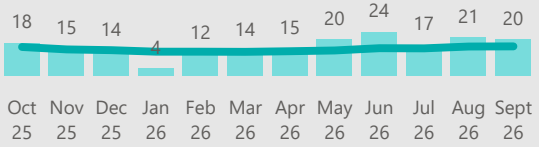
Psychosocial Harm

Month 0 | Average 1.0 | ▼ -100.0%



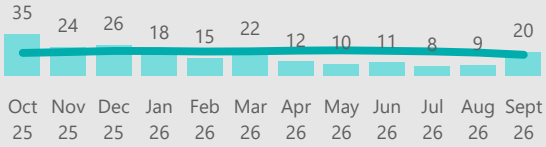
Verbal Abuse/Threatening Behaviour

Month 21 | Average 16.1 | ▲ 30.6%



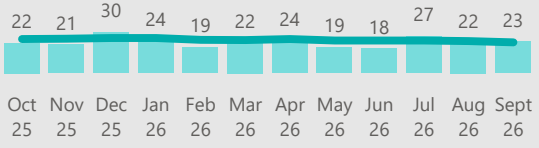
No Treatment

Month 9 | Average 19.3 | ▼ -53.4%

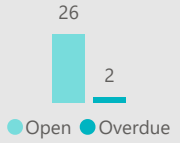


Near Miss

Month 22 | Average 23.5 | ▼ -6.4%



Actions



Document Set ID: 11299795
Version: 2, Version Date: 06/10/2026

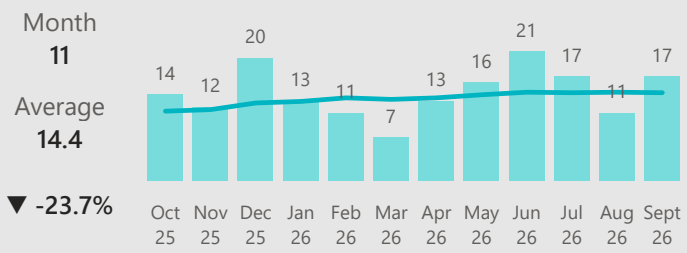
Health, Safety & Wellbeing Dashboard

Employee Assistance Programme (EAP) Usage

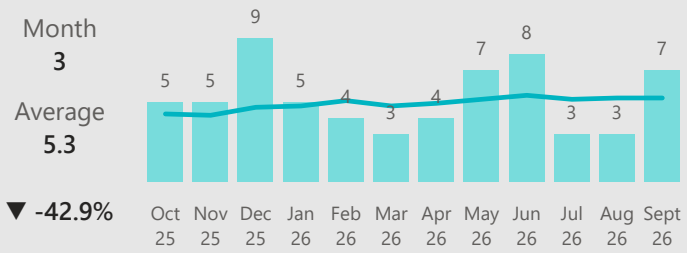
Reporting Month

Aug 26

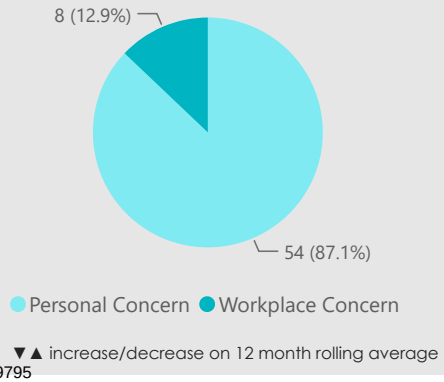
EAP Sessions



EAP Initial Contact



EAP Personal/Work - 12 Months



▼▲ increase/decrease on 12 month rolling average

Document Set ID: 11299795
Version: 2, Version Date: 06/10/2026

CHIEF EXECUTIVE MANAGEMENT REPORT

To:	Council
Meeting Date:	Tuesday 27 October 2026
From:	Michael Day – Chief Executive
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides an update from the Chief Executive on a wide range of activities across Council.

Recommendations

That Council:

1. Receives and notes the report "Chief Executive Management Report".

Emergency Management Act 2026

The Emergency Management Bill has passed its third reading and will now proceed to Royal assent, which was expected to happen over the coming week. This is a major milestone in the significant work programme underway to strengthen New Zealand's emergency management system.

Key impacts for the Chief Executive are:

- With statutory obligations for the Chief Executive, the role is clearly defined with greater accountability to ensure emergency management arrangements are actively resourced and maintained.
- Council Chief Executives have the responsibility to ensure their Councils can operationalise emergency management duties and maintain capability in risk reductions, readiness, response and recovery.
- Emergency Management is no longer primarily a Civil Defence responsibility, executive oversight of business continuity, infrastructure resilience, community resilience, recovery capability and staff preparedness is to be part of organisational leadership.
- A significant provision allows territorial authority chief executives to coordinate personnel, materials, information and other resources during an emergency or recovery situation even when a formal declaration has not yet been made
- With new compliance powers, the Director-General of Emergency Management may take action where statutory obligations are not being met.

Document Set ID: 11227481
Version: 5, Version Date: 21/10/2026

Independent Moa Point Crown Review Report

The Government has released the independent Crown Review Team's final report into the failure of the Moa Point Wastewater Treatment Plant and the flooding event of 4 February 2026.

The Crown Review Team was appointed to examine matters relating to the incident, including governance, oversight, asset management, funding, contractual arrangements and operational practices.

The Ministry of Cities, Environment, Regions and Transport has provided secretariat support to the independent Crown Review Team. The report and its findings are the work of the Crown Review Team to which they confirmed (but not limited to) a series sequential failure:

1. Poor and casual contract management practices by all contracted parties.
2. Poor communication across multiple site stakeholders (Wellington City Council, Wellington Water Limited, Plant Opex Contractor and Capital Subcontractor).
3. Poor asset management practices and work programmes.
4. Limited risk analysis, identification and containment of critical plant assets (particularly surrounding the UV reactor parts).
5. Limited afterhours response to critical network events.
6. Poor design & engineering, for specialist plant asset improvement(s) including a misunderstanding of hydraulic analysis across the plant.
7. Poor understanding of the plant consent requirements.
8. Deferred investment in critical onsite infrastructure assets.
9. Reliance on key staff, no longer associated with Moa Point.
10. Poor and limited governance practices from Wellington City Council and Wellington Water Limited.

External Review into Mount Beachside Holiday Park Landslide – Tauranga City Council

With the release of this review, the Chief Executive has tasked the Manager, Risk and Continuous Improvement to provide a report to Council regarding matters raised in this paper. It is expected to come to Council on 24 November 2026.

Attachments

1. External Review into the Mount Maunganui Beachside Holiday Park Landslide – Tauranga City Council. (ID 11286171)

2. Report of the Crown Review Team into Wellington Water Limited and Wellington City Council. (ID 11286175)

Document Set ID: 11227481
Version: 5, Version Date: 21/10/2026

Confidential and legally privileged

Terms of Reference

External Review into the Mount Maunganui Beachside Holiday Park Landslide - Tauranga City Council

Background

Overnight on Wednesday 21 January/Thursday 22 January more than two months of rain fell within 12 hours in the Bay of Plenty.

At around 12:42pm on 21 January, Bay of Plenty Civil Defence Emergency Management, with the support of the Mayor of Tauranga, declared a state of emergency, in response to a red heavy rain warning for the region, and the Tauranga City Council stood up its Emergency Operations Centre to co-ordinate Council's response to events.

At approximately 9.30am on 22 January 2026, a landslide occurred on the south-eastern slopes of Mauao, tragically resulting in the death of six individuals at the Mount Maunganui Beachside Holiday Park. Emergency services were involved in responding to the landslide, and over the following days located and recovered the bodies of the six victims.

This event, including Tauranga City Council's role in it, is likely to be the subject of various investigations and reviews, including ongoing investigations by the Coroner and Police, as well as a potential public or Government inquiry, and potential investigation by Worksafe.

The Tauranga City Council Mayor and Councillors have decided to commission an external review of the actions of Tauranga City Council and the Emergency Operations Centre in relation to the land area affected by the landslide (the affected area), to provide a clear factual account of events and an independent assessment of whether other actions could or should have been taken.

This review aims to provide transparency to the families of victims and to the broader community, provide assistance to other investigations that may take place; and allow Tauranga City Council and other local authorities to learn from what took place, in order to avoid similar tragedies occurring in the future.

Purpose of the Review

The purpose of the review is to:

- Establish an independent, clear, and accurate understanding of the relevant facts and events leading up to the Mauao landslide on 22 January 2026, and in particular, the time between the declaration of the state of emergency and the time of the landslide; and
- Assess whether Tauranga City Council and the Emergency Operations Centre took appropriate and timely steps in relation to managing the risk of landslide in the affected area; and
- Identify any lessons that may assist the Council governance and organisation, and other local authorities in preventing or responding to risks of similar events in future.
- Enable the Council to address any potential consequences.

Confidential and legally privileged

Reviewer

Hon. Paul Davison KC has been engaged to review the events, in accordance with these Terms of Reference.

The reviewer is to act independently of Tauranga City Council in carrying out this review. The reviewer will confirm no conflict of interest.

Scope

The reviewer will review and report on:

- the relevant facts and circumstances that led to the landslide on 22 January;
- what was known by Tauranga City Council about the area of land on Mauao affected by the landslide (the affected area), how the Council identified, assessed and managed any risks prior to the state of emergency;
- the information received and decisions and actions taken by Tauranga City Council and the Emergency Operations Centre in relation to the affected area during the state of emergency;
- whether Tauranga City Council and the Emergency Operations Centre took appropriate and timely steps in relation to managing hazards associated with the risk of landslide in the affected area;
- whether there were any other actions that Tauranga City Council and the Emergency Operations Centre could have taken to reduce the risk of harm from landslide in the affected area;
- actions that Tauranga City Council took in the immediate aftermath of the landslide – until FENZ took operational control of the affected area.

The reviewer will make recommendations of any steps or systemic improvements that may assist the Council in preventing or responding to similar future events. Without limitation, this will include recommendations regarding:

- Governance, stewardship and decision-making arrangements relevant to the affected area on Mauao, including the respective roles of elected members, management and external advisors;
- Identification, assessment, monitoring and management of risk, including geotechnical, environmental and public safety risks;
- Policies, plans, processes and practices relevant to land stability, access, asset management, monitoring and hazard mitigation;
- Information, advice and assurance, including the use of expert reports, internal reporting, escalation and record-keeping;

Confidential and legally privileged

- Operational controls and interventions, including access management, works, monitoring activities and responses to identified risks;
- Communications and engagement, including with elected members, statutory partners, mana whenua (where relevant to process), stakeholders and the public;
- Preparedness arrangements immediately prior to the landslide.

The review will not make findings or recommendations regarding:

- the actions of bodies other than Tauranga City Council and the Emergency Operations Centre, except to the extent they are relevant to the actions and decisions of Tauranga City Council;
- any actions relating to the emergency response to the landslide after it occurred;
- civil, criminal or disciplinary liability of any person.

If, during the course of the review, the reviewer becomes aware of any other matters that fall outside the scope of these terms of reference, which the reviewer considers should also be reviewed, he will notify the Mayor, who will determine whether to expand the scope of the review to include those matters.

Approach

The reviewer will conduct the review:

- independently and impartiality;
- in accordance with the principles of natural justice;
- considering the interests and respecting the families of the victims of the landslide;
- in a manner that does not interfere with ongoing support or recovery activities;
- with due regard to the confidentiality, privacy and other interests of natural persons and third parties.

The reviewer may engage independent experts as required to assist with the review.

Cooperation and process

Tauranga City Council will cooperate fully with the review.

A nominated contact person within Tauranga City Council will be confirmed, to assist in making arrangements and accessing documents.

The review will involve a review of documents, together with interviews, if and as the reviewer considers necessary.

Tauranga City Council will provide the reviewer with, in the first instance:

- All geotechnical and other reviews relating to the risk of slips on Mauao;

- All relevant documents and correspondence relating to actions taken or decisions made in response to those reviews;
- Logs from the TCC contact centre and Tauranga Transport Operations Centre (TTOC);
- Logs from the EOC;
- All communications, statements, photographs and/or video images held by the Council and its staff relating to the events on 21/22 January 2026.

Tauranga City Council will also provide the reviewer with any other documentation and/or information that the reviewer considers relevant to the scope of the review, subject to legal and privacy obligations.

The reviewer may receive information from and interview any person he considers may be able to provide relevant information within the scope of the review. Interviewees employed by or contracted to Tauranga City Council are expected to co-operate with the review and attend interviews as soon as is reasonably practical following a request by the reviewer.

The reviewer will consider any interviewee's request for specific confidentiality arrangements, as required.

Report

The reviewer will provide the Mayor with a final written report addressing the matters in scope.

If the report contains confidential or private information, the reviewer will provide a summary report suitable for public release. The Mayor is responsible for decisions about the manner and timing of the report publication.

The full report will be made available to assist in any other investigation or inquiry into the event, including any public or government inquiry and inquiries by the responsible Coroner and the NZ Police.

Timeframe

The reviewer will deliver the final report by 30 June 2026, unless otherwise agreed with the Mayor.

Report of the Crown Review Team into Wellington Water Limited and Wellington City Council

On Matters Relating to the Flooding of the Moa Point Wastewater Treatment Plant

August 2026

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Report of the Crown Review Team
into Wellington Water Limited and
Wellington City Council

August 2026

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Report of the Crown Review Team into Wellington Water Limited and Wellington City Council

On Matters Relating to the Flooding of the Moa Point Wastewater Treatment Plant

---

Raveen Jaduram, *Chair*
Helen Atkins, *Member*
Garry Macdonald ONZM, *Member*
Michael Weatherall, *Member*

Warwick Gilchrist
Secretariat

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Foreword

I am pleased to present the report of the Crown Review Team into matters arising from the Moa Point Wastewater Treatment Plant failure to the Minister of Local Government, Hon Simon Watts.

The failure of the Moa Point Plant on 4 February 2026 was one of the most significant infrastructure incidents experienced in Wellington in recent decades. Its consequences were immediate and far-reaching, affecting environmental outcomes, public confidence, essential service delivery, and the operation of a critical public asset.

The Crown Review Team was appointed to examine the governance, oversight, asset management, funding, contractual arrangements, and operational factors that may have contributed to the event. Our purpose was not to determine legal liability or undertake a technical fault investigation, but to identify the systemic lessons that must inform the future management of wastewater infrastructure across the Wellington region.

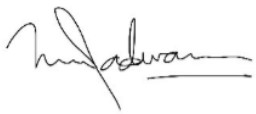
Our review found that the flooding event was not the result of a single decision or isolated failure. Rather, it reflected the cumulative effect of longstanding weaknesses in asset stewardship, risk management, accountability, governance, and infrastructure resilience. While the immediate cause of the flooding has been separately investigated, the broader context in which the failure occurred required careful examination.

We acknowledge the cooperation and assistance provided by the many people, and organisations, who contributed to this review during a period of significant operational and organisational change. At the end of the report there is a list of the major participants.

This report is intended to support learning and improvement. The transition from Wellington Water to Tiaki Wai provides an important opportunity to strengthen governance, asset management, risk management, and accountability arrangements so that the lessons from Moa Point lead to enduring improvements for the communities the wastewater system serves.

While this review is specific to the Moa Point Wastewater Treatment Plant, the Crown Review Team considers that many of the underlying issues identified are not unique to Wellington. The lessons and recommendations contained in this report have broader relevance for councils, water service entities, regulators, and asset owners throughout New Zealand.

As the Local Water Done Well reforms are implemented, these findings provide timely guidance on the importance of clear accountability, informed asset stewardship, robust risk management, sustainable investment, and resilient service delivery.



Raveen Jaduram
Chair, Crown Review Team
August 2026

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

CONTENTS

EXECUTIVE SUMMARY 6

Recommendations 9
Recommendations for the Minister of Local Government 14

INTRODUCTION 16

Crown Review Team Overview 16

PART 1 - WELLINGTON REGION WASTEWATER TREATMENT SYSTEM - OVERVIEW 18

Role of Wellington City Council 18
Role of Wellington Water Limited 19
Role of Wellington Water Committee 20
Tiaki Wai Partners Committee 21
Tiaki Wai 21
Veolia Water Services (ANZ) Pty Ltd 21
FILTEC Ltd 22
Stantec 22

PART 2- BACKGROUND TO THE FAILURE 24

Moa Point Wastewater Treatment plant 24
Statutory and Resource Consent Risk 27
Replacement of the Ultra-violet Disinfection Unit 30
The Flooding Event - February 3 and 4 - 2026 32
Public health and environmental risk communication 38

PART 3 - GOVERNANCE, OVERSIGHT AND ACCOUNTABILITY 41

Failure of the System - a Summary 41
Governance, Asset Management and Contracting 43

Wellington City Council – Role of the Asset Owner 43
Wellington City Council Funding Approach for Wellington Water Limited 46
Asset Management (Contractual Oversight) 48
Wellington Water Limited Operational Oversight – Veolia 50
Wellington Water Limited - Major and High-Risk Project Governance 54

Appendix 1 – Terms of Reference 58
Appendix 2 – List of interviews 66
Appendix 3 – Detailed Moa Point Wastewater Treatment Plant Timeline 68
Appendix 4 – Historical Development of the Moa Point Wastewater Treatment Plant 71
Appendix 5 – Assessment of the Moa Point UV Renewal Project Governance and Management 77
Appendix 6 - Regulatory Matters - Consenting 83
Appendix 7 – Contractual Oversight 91

Glossary and Abbreviations 99

Selected Bibliography 100

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

EXECUTIVE SUMMARY

In early February 2026, the Moa Point Wastewater Treatment Plant, on the Southern coast of Wellington City, was operating under constrained conditions, with reduced redundancy and ageing assets. One of two ultraviolet (UV) disinfection units was offline for replacement, halving treatment capacity and increasing reliance on the bypass system during high inflows. The plant had never operated in this configuration before. When a major wet weather event on 3 February pushed flows beyond this reduced threshold, significant volumes of wastewater were diverted directly to the long ocean outfall.

The interaction between high bypass flows and restricted treated flows disrupted plant hydraulics in a unique way, forcing water back into the UV system. While similar warning signs had been observed previously, the effects escalated rapidly. Shortly before midnight these flows overtopped the UV channel walls, flooding lower sections of the plant, including critical electrical and control equipment. Although incoming flows were eventually shut down, plant design, lack of adequate instrumentation and controls, off-site staffing decisions and operating procedures all contributed to the resulting significant damage.

The technical cause of the failure has been established separately in a report commissioned by Wellington Water. However, despite the high inflows experienced, the now identified pre-existing hydraulic limitations are unlikely to have resulted in flooding without the added complication of the UV Renewal Project halving treatment capacity.

Wellington Water's planning assumptions for the UV Renewal Project were based on a full bypass capacity of 4,000 l/s, relying on plant design documentation. The project then assumed that the bypass would comfortably take up to 2500 l/s while the rest of the treatment plant was limited to 1500 l/s with one UV channel shut down.

It is now evident that a latent design constraint existed limiting the capacity of the bypass to approximately 1600 l/s, while 1500 l/s was being passed through the secondary treatment plant. This limitation was not discovered until the flooding event and there is no original plant design documentation or hydraulic modelling that would have made Wellington Water aware of such a limitation.

The situation was compounded by the plant's original configuration, built without the redundancy to take a UV channel out of service while maintaining treatment at the design flow rate, resulting in increased reliance on the bypass.

The plant is expected to remain inoperable for many months while components are replaced. In the interim, screened, untreated effluent is discharged via the long ocean outfall, and during rainfall events, capacity limits in the bypass system result in discharges to Short Outfall into Tarakena Bay - adjacent to Lyall Bay.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

The conclusions reached by the Crown Review Team (Crown Review) are that the failure is not an isolated event, but rather, the culmination of deeper, long-developing systemic weaknesses across ownership, management, and operation. While the governance model remains sound in principle, in practice it has drifted, creating gaps in stewardship, accountability, and risk management that have compounded over time.

At the level of Wellington City Council (WCC), the issue was not intent, but execution. As asset owner, WCC retained responsibility for stewardship, compliance, and long-term performance, but its role centred on receiving assurance rather than defining expectations and risk tolerances.

The absence of clearly articulated requirements meant governance relied heavily on Wellington Water notifying WCC of issues, or the need for renewals, rather than independently defined owner standards. The situation was further exacerbated by the lack of an asset management plan for the Moa Point Plant, making capital and operational funding decisions difficult. This extended to the inability to make informed decisions on an adequate renewals programme for the plant.

Although governance structures existed, roles and accountabilities were not consistently enforced. This left WCC carrying material risk without consistently exercising informed, forward-looking oversight or stewardship.

The position of Wellington Water was more complex. It was active in responding to incidents, but this came at the expense of its effectiveness as a system steward. Over time it drifted toward a hybrid role, part asset manager, part coordinator, and at times a shadow operator, blurring the separation between asset management and operations. The net result was a reduced focus on long term asset management and weakened accountability, particularly in the oversight of Veolia as plant operator.

The resulting strategic environment saw performance issues being identified but not always rigorously attributed, risks managed but not consistently quantified, and actions not always anchored in clear accountability mechanisms. Strategic intent was not consistently translated into delivery aligned with asset condition and service expectations.

Wellington Water was also operating under sustained pressure, including ageing infrastructure, recurring failures, regulatory scrutiny, and constrained resources. While improvements had been identified, the pace of response did not match the escalation of risk, leaving a persistent gap between known vulnerabilities and action. Over time this allowed non-compliance to become explainable, and essentially business as usual, rather than escalated. At the same time forward-looking asset and risk management became weaker.

The transition to Tiaki Wai presents an opportunity to address these structural issues. A fully integrated model offers clearer accountability in principle, but this must be actively

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

maintained. Without strong internal discipline, clearly defined responsibilities, and explicit governance of risk, existing weaknesses risk being carried forward.

The effectiveness of the new model will also depend heavily on Tiaki Wai's capability in procurement and as a delivery manager. Even as a single entity, it will continue to rely on contractors and partners. This requires strong contract design, active performance management, and clear attribution of accountability—areas where the previous operating model showed signs of weakness.

Ultimately, the Moa Point plant failure illustrates how misalignment across strategy, funding, and operational practice, as well as a lack of transparency about the condition of assets and the risks being carried can accumulate over time and reach unacceptable levels. While none of these factors directly caused failure, they were features of the wider system that the Crown Review considers contributed to the inevitability of this event occurring.

The formation of Tiaki Wai does not eliminate the risk of similarly catastrophic events occurring; it concentrates it while providing new financial and accountability tools. Its success will depend on whether it can sustain clear accountability, disciplined asset and risk management, and consistent delivery in a way that the previous model, over time, was unable to achieve.

The Crown Review recognises the importance of preserving existing organisational capability, institutional knowledge, operational experience, and historical system understanding as responsibilities transition to Tiaki Wai. Successful remediation of Moa Point and management of ongoing wastewater services will depend substantially on retaining and integrating expertise formerly or currently held within Wellington Water, WCC, Veolia, and other relevant organisations.

The Crown Review has been advised by Wellington Water/Tiaki Wai of the recovery works in progress at the Moa Point Plant designed to ensure the risk of a future flooding event is minimised. However, there is likely to be a residual risk (albeit highly unlikely) of wastewater overflowing from the open UV channels which, without containment, will flow into adjacent rooms.

This risk will remain for as long as substantial inflows to the plant continue to be bypassed when one or more treatment processes are out of service, due to the lack of unit process redundancy.

The Crown Review understands that to address the inflow risks, greater reliance will be placed on instrumentation and alarms, including Closed Circuit Television (CCTV) throughout the plant. This will allow the automatic reduction or even stopping flows from the Influent Pump Station (IPS) to the plant. These changes will be supported by enhanced Standard Operating Procedures (SOPs).

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Additionally, the complex hydraulic interaction between air and water downstream of the UV channels, which is reported to be the root cause of the flooding from the UV channels, may prove difficult to resolve given the existing plant configurations. With this in mind, greater reliance is being placed on continuous monitoring of plant water levels and subsequent immediate remedial actions included in SOPs.

These SOPs can be readily simulated and must be tested and proven once the works and control system changes have been completed.

There remains the risk that the Moa Point Plant will breach environmental regulations even beyond the recovery works phase. This is because the conditions of the Long Outfall discharge consent provides a volumetric limit on the discharge and requires secondary and disinfected treatment.

The Crown Review understands that Wellington Water (now Tiaki Wai) applied for resource consents in May 2023 across its entire wastewater treatment plant network to address wet weather overflow discharges from the Western and Moa Point Wastewater Treatment Plants. The Crown Review understands that this application is currently on hold to allow time for Wellington Water to consider amendments to the application following the notification of the change to the planning framework (Plan Change 1 to the Wellington Natural Resources Plan) and the introduction of the Local Water Done Well legislation, including the Local Government (Water Services) Act 2025 (LGWSA 2025).

Recommendations

The Crown Review, in response to the Terms of Reference, have developed six overarching recommendations and two recommendations for the consideration of the Minister of Local Government. These are tabulated below. Each recommendation can also be found at the end of the relevant section of the report.

The central finding driving these recommendations is that preventing a recurrence of the events leading up the flooding event of February 2026 is dependent on establishing and maintaining clear lines of accountability, ensuring full visibility and understanding of risks at all levels of decision-making. At the same time alignment between strategic intent, funding decisions, asset management, plant modifications, and operational delivery must be maintained.

Without these elements working cohesively, vulnerabilities will continue to accumulate over time, increasing the likelihood of future system failures.

The following recommendations should be read within the context of the governance reforms established under the LGWSA 2025 and the commencement of Tiaki Wai on 1 July 2026.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Where recommendations reference WCC, they relate primarily to ongoing shareholder oversight, stewardship, monitoring, and accountability functions rather than direct asset ownership, operational management, or consent-holder responsibilities which transferred to Tiaki Wai on 1 July 2026.

Table 1 Recommendations

Terms of Reference (ToR) Requirement - *Examine Wellington City Council's governance, oversight, accountability, funding, asset-management and statutory responsibilities in relation to the Moa Point wastewater treatment plant that may have contributed to the failure of the plant on 4 February 2026*	
Recommendation 1a. Immediate action is required to bring Moa Point Plant into compliance with its resource consents by: Page **30**	1. **Wellington Water/Tiaki Wai urgently**, (a) Committing to a time-bound remediation plan, (b) Upgrading plant capacity and operations, (c) Strengthening incident management for peak events, (d) Considering and seeking, in consultation with Greater Wellington Regional Council, appropriate approvals for Moa Point operations, and (e) Enforcing clear accountability, monitoring, and reporting. 2. **Wellington City Council facilitating Recommendation 1a.1. when exercising its powers and functions under the Local Government (Water Services) Act 2025 as a shareholder of Tiaki Wai.**
Recommendation 1b. Public health and environmental risk communication Page **38**	1. **Wellington Water / Tiaki Wai must take Immediate action to improve public risk communication by:** (a) Establishing an anticipatory communication framework to inform communities early about elevated risks, including likelihood, scale, and impacts of untreated discharges. (b) Embedding public health in all decisions, with clear thresholds

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

	for escalation, notification, and intervention. (c) Enhancing data systems for real-time monitoring and transparent, timely public reporting. (d) Shifting to proactive, transparent communication that demonstrates active risk management and builds public trust.
Recommendation 2. Long-term plans, capital investment programmes, and operational realities must be aligned, ensuring that strategic objectives are translated into executable and funded programmes to restore network and wastewater system resilience and reduce the accumulation of asset risk over time. Page **48**	1. **Tiaki Wai should:** (a) Move away from episodic/reactive funding by implementing a long-term programmed pipeline (b) Ensure depreciation funding is used for renewals (c) Treat failure to deliver critical renewals as a realised governance risk
Recommendation 3. There is a need to strengthen the capability of the asset owner to act as an informed and deliberate steward on behalf of its shareholders. Governance should move beyond passive receipt of information toward active challenge, direction, and oversight. Page **48**	1. **When exercising powers and functions under the Local Government (Water Services) Act 2025 and the Commerce Act 1986, Tiaki Wai must clearly articulate the organisation's expectations for:** (a) Asset condition and management, (b) Acceptable levels of risk, (c) Service standards and performance, and (d) Renewal standards. 2. **Tiaki Wai must: provide structured and transparent reporting in respect of the results of Recommendation 3.1. to enable independent judgement of the application of those expectations**

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Recommendation 4. A clear and sustained re-establishment of accountability within the system is essential. Governance arrangements should ensure that accountability is not shared in a way that diffuses responsibility, but instead is traceable and actively exercised, with Wellington City Council and its successors demonstrating a more engaged and intervention-ready posture where risk or performance warrants it. To achieve this: Page **53**	1. **Wellington City Council must:** (a) To the extent possible within the regulatory framework, maintain an active oversight and stewardship role in wastewater services, including through the Partners Agreement dated 16 December 2025, and (b) Retain sufficient internal expert technical and asset management capability to provide that oversight and stewardship, and (c) Recognise its ongoing accountability to the community. 2. **Wellington Water / Tiaki Wai must:** (a) Establish clear roles and responsibilities across asset owner, manager, and operator (for decisions, performance, and risk)

ToR Requirement – Undertake a *review of Wellington Water's oversight and management of contractual arrangements, setting of performance expectations, risk monitoring and incident response that may have contributed to the failure of the Moa Point wastewater treatment plant on 4 February 2026, and to identify improvements Wellington Water or Tiaki Wai could take to reduce the likelihood of future failures*.	
Recommendation 5. Asset stewardship and system knowledge must be strengthened and transitioned away from passive, compliance-focused contract management. This will require a commitment to transparency, the removal of practices that dilute or reframe critical information, and the development of more effective, trust-based relationships between organisations.	1. **Wellington Water / Tiaki Wai should urgently address the following contract management areas:** (a) Adopt delivery models that support continuous improvement and active risk management, (b) Clearly define accountability and manage interface risks, (c) Maintain appropriate levels of expertise. (d) Adequately resource contract and asset oversight functions beyond

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Page **54**	contractual compliance, including an active role in continuous improvement and risk management, and (e) Hold its contractors accountable for performance in accordance with the relevant contractual framework. 2. **Wellington Water / Tiaki Wai should urgently adopt the following asset management practices:** (a) Implement any mechanisms proposed by the Minister of Local Government for asset management following the Minister's consideration of recommendation 5.3.(a) below, otherwise (b) Adopt international best practice models for the asset management of major infrastructure and the identification of risk. (c) Commission the development of complete, reliable, and continuously updated asset condition data, (d) Establish and maintain responsibility for clear ownership of asset lifecycle, and (e) Improve hydraulic modelling and system understanding, especially under extreme and degraded conditions. 3. **The Minister of Local Government should consider options for the best mechanism to ensure the management of water assets, particularly Wastewater Treatment Plants, to**

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

	meet international best practice. For example: (a) Mechanisms by which Water Organisations and Water Services Providers may be required to adopt the international asset management standard, ISO 55000.
Recommendation 6. Enterprise and operational risk management must be fundamentally reframed so that risks are explicitly identified, quantified, and forecast, and are directly linked to decision-making, funding, and service levels. Page **57**	1. **Wellington Water / Tiaki Wai should:** (a) Adopt established New Zealand best practice guidance for management of major/high-risk infrastructure projects. (b) Actively manage operational risks and establish a policy (or policies) on asset redundancy (c) Establish processes to define and consciously accept residual risks to develop integrated system-wide risk profiles providing full exposure

Recommendations for the Minister of Local Government

In addition to the recommendations to WCC and Wellington Water about how they could address the issues identified in the Crown Review's Report, the Crown Review has made a series of recommendations for the Minister of Local Government under **s 258(4)(b) and (c)** the Local Government Act 2002.

Recommendation 7. The Moa Point Crown Review recommends that the Minister should take further action in relation to Wellington City Council as follows:

1. Require, under **s 257** of the Local Government Act**,**
   (a) Wellington City Council to provide information on how it will address Recommendation 4.1. of the Crown Review's report.
   (b) Wellington City Council to provide information, jointly with Wellington Water Limited / Tiaki Wai, about how it will address Recommendations 1.1. and 1.2. of the Crown Review's Report and how Wellington City Council will support Tiaki Wai to develop and implement a plan to restore the Moa Point Plant's regulatory compliance, including actions

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

to reduce or eliminate untreated wastewater discharge risks, with clear timelines, funding commitments, and interim public health safeguards.

(c) Wellington City Council to provide information on how it will address the identified gap between ownership accountability and effective oversight, including in respect of public health responsibilities.

2. Under s 258(4)(c) of the Local Government Act, the Crown Review **does not** recommend that the Minister should appoint any other Ministerial body to the Wellington City Council at this time.

Recommendation 8.The Moa Point Crown Review recommends that the Minister should take further action in relation to Wellington Water and/or Tiaki Wai as follows:

1. Engage with the Minister of Commerce and Consumer Affairs on the interface between proposed performance requirement regulation on Tiaki Wai (if recommended by the Commerce Commission) and the recommendations set out in the Crown Review's Report.
2. Require, under **s 257** of the Local Government Act,
   (a) Wellington Water / Tiaki Wai to provide information, jointly with Wellington City Council, about how it will address Recommendation 1.1. and 1.2. of the Crown Review's Report and develop and implement a plan to restore the Moa Point Plant's regulatory compliance, including actions to reduce or eliminate untreated wastewater discharge risks, with clear timelines, funding commitments, and interim public health safeguards.
   (b) Wellington Water / Tiaki Wai to provide information on how it will address risk management and operational controls for wastewater discharges, including robust risk identification, assessment, escalation, and mitigation processes.
   (c) Wellington Water / Tiaki Wai to provide information on how it is planning on strengthening public communication through timely, transparent notification and guidance on actual or foreseeable public health risks.
3. Under **s 258(4)(c)** of the Local Government Act, the Crown Review **does not** recommend that the Minister should appoint any other Ministerial body to Wellington Water / Tiaki Wai at this time.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

INTRODUCTION

Crown Review Team Overview

On 16 February 2026, the Minister of Local Government Hon Simon Watts announced a Crown Review into the failure of 4 February 2026 at the Moa Point Wastewater Treatment Plant in Wellington.

On 12 March 2026, two similar and overlapping Terms of References were issued (Appendix 1, page **58**) ; one was the appointment of the Crown Review to WCC, and the other to Wellington Water limited. The members appointed to the Crown Review for both by the Minister of Local Government were:

- Raveen Jaduram, as chair
- Helen Atkins,
- Garry Macdonald, and
- Michael Weatherall

The Crown Review commenced its work on 16 March 2026 and has been supported by a dedicated Secretariat supported initially by the Department of Internal Affairs, and latterly by the Ministry for Cities, Environment, Regions and Transport.

The Crown Review, with the support of the Secretariat has undertaken a comprehensive process to perform the duties outlined in the two Terms of References. Given the overlapping and complimentary nature of the Terms of Reference, this report addresses both WCC and Wellington Water findings and recommendations.

The Crown Review conducted a total of 16 interviews with stakeholders, including WCC, Wellington Water, Stantec, Veolia and Filtec (Appendix 2 page **66**). In addition, the Crown Review Team also requested and reviewed over 700 reports, meeting minutes, contracts, policies, and other such documents relevant to the investigation. Written submissions were also received from interview participants.

The Crown Review has relied on both WCC and Wellington Water to provide the bulk of the documentation required by the scope of the review. To manage the challenges associated with undertaking the Moa Point Plant remediation and supporting the Crown Review Team simultaneously, Wellington Water sourced additional resources.

WCC has provided responses through the office of the Chief Executive.

In conducting the review, the Crown Review has taken all reasonable steps to ensure that its work did not diminish the existing organisation capabilities of WCC and Wellington Water. The support provided by these organisations, including WCC's archive team, has been essential to the formulation of this report.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

For the key technical aspects of the flooding event this report has relied on the "*Moa Point WWTP assessment of effects of reduced hydraulic capacity"* report developed by Stantec in March 2026 as an explanation of the event and its causation based on hydraulic modelling.

The Crown Review has been precluded from referring to a further, more detailed, causation report commissioned by Wellington Water due to the contents being subject to legal privilege. Wellington Water (and Tiaki Wai), to date, have not waived privilege, although the Crown Review has been provided with a copy of the report on a confidential basis.

Despite requests, key WCC infrastructure leaders were unavailable to meet the Crown Review to inform aspects of the Terms of Reference relating to the role of WCC as the owner of the asset.

WCC provided written submissions in response to direct questions from the Crown Review and offered to answer any other direct questions the team had. In developing this report, the Crown Review has relied on these formal submissions alongside the documentation provided from WCC records and archives.

Wellington Water has provided detailed written submissions and information packages, and these, alongside interview summaries have contributed to the Crown Review report.

This report was predominantly drafted between April and June 2026, prior to Tiaki Wai commencing formal operations and the consequential changes to the roles of both Wellington Water and WCC that came into force on 1 July 2026. As a result, recommendations have been made referencing both Wellington Water and Tiaki Wai as appropriate.

The report is structured with detailed appendices that inform the findings and recommendations found in Part 2 and Part 3 of the report.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

PART 1 - WELLINGTON REGION WASTEWATER TREATMENT SYSTEM - OVERVIEW

There are four Wastewater Treatment Plants (WWTPs) in the metropolitan Wellington region:

- Moa Point and Western WWTPs, which both service Wellington City. Both were previously operated by Veolia NZ (since 2004), initially as part of the 25- year design, build and operate (DBO) Clearwater Contract which included the sludge dewatering plant at the Southern Landfill. This contract expired in February 2020.
- Seaview WWTP services Hutt and Upper Hutt cities. Hutt Valley Water Services (Suez/Beca) operated this plant under a 20-year DBO contract that expired in June 2020.
- Porirua WWTP services Porirua City and some northern suburbs of Wellington City. Wellington Water previously operated this plant.

From February 2020, Veolia, under the Regional Wastewater Treatment Plant Services Contract (Veolia Contract), has provided operation and maintenance services to Wellington Water for all four regional WWTPs.

Role of Wellington City Council

WCC is the territorial authority for Wellington City under the Local Government legislative framework. At the time of the Moa Point failure, it was ultimately responsible for the provision of core local infrastructure services, including wastewater (sewerage), drinking water, and stormwater. Until 1 July 2026 when Tiaki Wai took over asset ownership, WCC owned the Moa Point Plant, alongside other wastewater assets (pipes, treatment plants, networks), set policy and service levels, and made funding decisions. Charges for water services were included in council rates.

WCC was one of six council owners of Wellington Water along with Hutt City, Porirua City, Upper Hutt, South Wairarapa District, and Greater Wellington Regional councils, each with equal voting shares. The councils collectively owned and funded Wellington Water as a shared services provider. WCC participated in governance through the Wellington Water Committee, where each shareholder council was represented and provided strategic direction. The Wellington Water Committee appointed and held accountable an independent board of directors that governed Wellington Water.

WCC delivered wastewater services through a delegated operational model, contracting Wellington Water to undertake day-to-day functions under the WCC/WWL Management Services Agreement (WCC/WWL MSA). Even though these activities were delegated, councils retained accountability to residents and central government for ensuring

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

wastewater services were delivered safely, reliably, and sustainably. WCC's shareholder role was strategic and governance-focused, rather than operational.

This model is often described as a "client–provider" or "asset owner–manager" split, where WCC was the client/owner and set direction, owned assets, funded services, and remained accountable. Wellington Water was the provider/manager and delivered operational and technical services.

These functions were typically formalised through service level agreements or management services contracts between each council and Wellington Water, under the WCC/WWL MSA. The councils collectively directed Wellington Water, but each council, including WCC, retained autonomy over funding decisions and service priorities within its own district.

This model was intended to separate governance and accountability (WCC) from technical delivery (Wellington Water), while maintaining public ownership and regional collaboration. As a territorial authority, WCC had the statutory role of being responsible for ensuring wastewater services were provided as an asset owner, policy-setter, and funder, as well as being accountable to the public and regulators.

The Crown Review acknowledges that WCC exercised its ownership and governance responsibilities within a multi-layered governance framework involving Wellington Water, an independent board of directors, the Wellington Water Committee, and multiple shareholder councils. As the asset owner and consent holder, WCC remained ultimately accountable at the time of the incident. WCC nevertheless maintained to the Crown Review that it did not directly control operational and asset management decisions. Instead, it exercised influence through collective governance arrangements and the contractual mechanisms established under the WCC/WWL MSA.

This governance structure is relevant when considering both the strengths and limitations of WCC's ability to influence decisions affecting Moa Point. Furthermore, it highlights the need to address the challenges of being one of multiple shareholding councils post-1 July 2026.

Role of Wellington Water Limited

Wellington Water was established in 2014 by WCC together with other local authorities in the Wellington region as a council-controlled organisation responsible for the delivery of water services, wholly owned and funded by its shareholder councils.

When the Clearwater Contract ended in 2020, Wellington Water, under a variation to the WCC/WWL MSA, assumed contractual oversight of the Moa Point Plant through the Veolia Contract. The Moa Point Plant itself remained owned by WCC, and Veolia had effectively operated the Plant for approximately 25 years.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Wellington Water was responsible for providing drinking water, wastewater, and stormwater services but did not own the underlying infrastructure, set policy or charges — these remained with WCC and the other councils. Wellington Water was responsible for:

- Planning, asset management advice, and network optimisation;
- Day-to-day operation of wastewater systems (collection, treatment, maintenance); and
- Delivery of capital works programmes within budgets set by councils.

Wellington Water provided services across multiple council boundaries, creating economies of scale and shared expertise with the intent to standardise asset management and planning across the region, efficiencies and cost savings compared with each council operating independently and improved resilience and technical capability in managing complex infrastructure.

Wellington Water identified the operational needs for servicing the requirements set out in its Statement of Intent and provided input to the long-term planning and investment decisions through processes such as Council Long Term Plans (LTPs) and infrastructure strategies developed by individual shareholder councils.

Governance was exercised through shareholder councils, the Wellington Water Committee, and an independent board. The Wellington Water Committee provided coordination and oversight but did not hold responsibility for individual assets.

Wellington Water was disestablished on 30 June 2026 and replaced by Tiaki Wai. The Crown Review has therefore focused on lessons that apply both to the current arrangements and to future water service entities.

Role of Wellington Water Committee

The Wellington Water Committee was a joint committee under the Local Government Act 2002, established collectively by the six Wellington region shareholding councils as a governance-oversight body. It was not an asset owner and not an operational manager of infrastructure.

Under its terms of reference, the Wellington Water Committee provided overall leadership and direction in relation to water service delivery across the region, providing alignment and consistency of service levels across the councils. It also provided a forum for coordinated decision-making by councils and mana whenua.

The role of the Wellington Water Committee was not to make operational decisions relating to repairs or renewals. It also did not approve asset purchases or disposals. These functions remained with the individual councils, as owners, who were then guided by the advice from the board of Wellington Water.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Tiaki Wai Partners Committee

Tiaki Wai was incorporated on 29 October 2025. On 22 December 2025 the Wellington Regional, Hutt City, Porirua City, Upper Hutt City, Wellington City councils, Tiaki Wai Limited, Taranaki Whānui ki Te Upoko o Te Ika, and Te Rūnanga O Toa Rangatira, entered into a Partners Agreement in relation to Tiaki Wai.

This agreement notes that certain water services assets, liabilities and other matters would be transferred to Tiaki Wai on 1 July 2026. The purpose of the agreement is to set out the terms on which each of the council parties will manage the governance of Tiaki Wai and deal with one another in their capacity as shareholders of Tiaki Wai; and those councils, together with Taranaki Whānui ki Te Upoko o Te Ika and Te Rūnanga O Toa Rangatira, will become partners, manage the governance of Tiaki Wai and deal with one another in their capacity as partners of Tiaki Wai.

Tiaki Wai is a party to the agreement to record certain obligations owed to it by, and owed by it to, the Partners. The term of the agreement is essentially indefinite and only changes if substantial change occurs to the parties.

In essence, the Tiaki Wai Partners Committee replaced the Wellington Water Committee as of 1 July 2026.

The Tiaki Wai Partners Committee adopted a Statement of Expectations, prepared by Tiaki Wai, on 18 December 2025. In broad terms the Statement of Expectations describes the collective expectations of the Shareholding Councils and mana whenua partners of Tiaki Wai. It provides direction on the outcomes Tiaki Wai is to seek to achieve when delivering water services for communities, as well as expectations for how Tiaki Wai should conduct itself and its relationships with key stakeholders.

To be successful the Tiaki Wai Partners Committee must ensure that the Statement of Expectations is compiled with.

Tiaki Wai

Tiaki Wai is a new regional public water services organisation for the Wellington metropolitan area, taking over from Wellington Water from 1 July 2026. It is a council-controlled organisation owned by Wellington City, Lower Hutt City, Upper Hutt City, Porirua City, and Greater Wellington Regional councils. Unlike Wellington Water, Tiaki Wai owns the water assets, sets regional tariffs and prices, can borrow for capital expenditure and has control on its renewal and upgrade priorities.

Veolia Water Services (ANZ) Pty Ltd

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Veolia is part of the global Veolia Environment group, and in New Zealand, provides contracted three-waters operation and maintenance services to a number of local authorities.

Veolia has a long operational association with the Moa Point Plant beginning in 2004. First, through the company that held the DBO contract and, since 2020, under the Veolia Contract. At the time of writing the role of Veolia is asset management and advice, minor projects, and the operation and maintenance of the plant on Wellington Water's behalf, not plant ownership or overall capital project delivery.

As noted above, Veolia operate a total of four wastewater treatment plants in the Wellington region. This is primarily an operations-and-maintenance role rather than an overarching capital project delivery role.

Veolia was also contracted to provide technical input into the design phase of the UV Renewal Project. This included attendance at risk meetings.

FILTEC Ltd

Filtec is a privately held water and wastewater treatment specialist operating in New Zealand since 1991. Filtec provides treatment solutions across design, supply, installation, commissioning, servicing, and maintenance.

In relation to the Moa Point Plant, Filtec's role is as the specialist contractor for the UV disinfection system upgrade, contracted directly by Wellington Water. The contract includes replacement of the ageing UV system, supply of associated equipment, and management of installation, commissioning, and operator training.

Stantec

Stantec New Zealand is part of a global engineering, architecture, and environmental consulting firm operating in New Zealand since 1978. The company provides multidisciplinary services across infrastructure sectors, including water, transport, energy, and environmental services, supporting public and private sector clients.

Stantec has a long association with Wellington Water. Within the Moa Point UV Renewal Project, Stantec held a central advisory and assurance role, acting as Wellington Water's technical advisor and Engineer to the Contract for the UV Renewal Project within a delivery model where responsibilities for design, construction, and operations were allocated to separate parties.

Stantec was initially engaged by Wellington Water in 2022 to provide technical guidance for the project and was formally appointed in 2023 to deliver project management and advisory services. It subsequently undertook the role of Engineer to the Contract for the UV Renewal

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Project under NZS 3916[1], which included contract administration, design review, and technical assurance, while also acting as an independent certifier in contractual matters.

Wellington Water managed the procurement and contracting for the UV Renewal Project directly. The design and construction of the works were undertaken by Filtec under a design and build contract, with Stantec responsible for overseeing design and construction compliance as Engineer to Contract.

Operational control of the treatment plant remained with Veolia, which managed plant operations, shutdowns, and operational risk, matters over which Stantec had no authority.

Stantec also provided specialist engineering analysis, including the hydraulic investigation into the February 2026 flooding event, based on data supplied by Wellington Water.

[1] NZS 3916:2025 is the New Zealand standard form contract for design and construct projects, establishing the contractual framework, responsibilities, risk allocation, payment mechanisms, and dispute resolution procedures where the contractor is responsible for both the design and construction of the works

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

PART 2- BACKGROUND TO THE FAILURE

Moa Point Wastewater Treatment plant

The current Moa Point Plant is the result of a long and complex series of planning, consenting, procurement and design decisions extending from the 1980s through to commissioning in 1998. **Table 2** provides an overview of key events with more details of the plant included in Appendix 3 (page **68**) and Appendix 4 (page **71)**

Beginning in the early 1980's WCC planned to replace the historic "Short Outfall" arrangement with a new wastewater treatment plant and long marine outfall discharging to Cook Strait. In 1991, WCC obtained the required discharge authorisation for a plant capable of discharging up to 4,000 L/s through a submarine outfall, with a relatively high effluent standard for that period.

While early concept designs incorporated four parallel process trains with internal bypasses to provide the level of flexibility and redundancy typically expected of such facilities, subsequent cost pressures led to a scaled-down, two stage approach being adopted by WCC.

The project proceeded with this two-stage configuration under a 25-year DBO contract awarded to the Anglian Water Consortium in 1995, with construction completed and the plant becoming operational in 1998.

Under Stage 1, the plant was constructed with an ultimate hydraulic capacity of 4,000 l/s, but with full secondary treatment provided only up to approximately 3,000 l/s. A future Stage 2 upgrade was envisaged to provide redundancy and extend full treatment across the entire design flow.

Stage 2 was an explicitly costed and included in the contract for consideration prior to 2020. However, this expansion was never undertaken. For further information see Page **73**.

As a result, the as-built facility reflects a partial implementation of the originally intended capacity and resilience. While hydraulically capable of conveying the full consented flow, the plant lacks the treatment capacity that would have been provided by the complete multi-train configuration. This has left limited operational flexibility when key downstream treatment components are out of service for maintenance or repair, with a corresponding reduction in achievable treatment performance under such conditions.

The Crown Review notes the resource consent for the Moa Point Plant requires full secondary treatment and disinfection of all flows up to 3,000 L/s, with only flows above this threshold permitted to bypass full treatment following screening and degritting. However, when treatment units are taken offline, the volume receiving full treatment is significantly

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

reduced. For example, if a clarifier is offline, up to 2,000 L/s may bypass full treatment; if a UV channel is offline, this bypass can increase to 2,500 L/s.

Under the DBO contract Veolia and its predecessors operated the facility for almost all of its 25-year term. Throughout this period, compliance with discharge consents was inconsistent, with enforcement action occurring in the early 2000s and bypasses during high-flow events remaining an inherent and ongoing feature of the plant's operation.

Governance arrangements were also fragmented, with the Clearwater Contract retained by WCC and sitting outside the management services framework later used by Wellington Water for most other water infrastructure.

At the time of the transition to the Veolia Contract in 2018–2020, condition assessments showed that while the plant remained functional, it exhibited signs of deferred maintenance and broader asset deterioration.

Although Wellington Water assumed a principal role under the new contract, the transition was constrained in practice by the continued reliance on Veolia as the incumbent operator, particularly for institutional knowledge, asset condition information and operational data.

WCC, as asset owner, had very little participation in the end of the Clearwater Contract despite having been the principal in the contract since inception. The Crown Review was informed that at the time (2018) no internal council mechanism, process, or policy for asset transfer management existed.

From 2018 onward, the implications of the plant's limited redundancy and incomplete build-out became increasingly apparent as key assets aged and bypass events occurred. Independent reviews in 2021 and 2024 identified deficiencies in asset condition, process control, contract management and compliance performance.

These underlying weaknesses were exacerbated when Clarifier 3 was unavailable for an extended period between 2022 and 2023, reducing effective treatment capacity, and again during replacement of the ageing UV system, which required operation at greatly reduced capacity. The overflow incident of 15 January 2026 and the flooding event of 3–4 February 2026 occurred against this backdrop of constrained treatment capacity, ageing infrastructure and longstanding contractual and governance complexities.

Table 2 Moa Point Wastewater Plant Chronology

Period	Event
Pre-1989	Wellington wastewater was discharged through the Moa Point Short Outfall without treatment.
1989	Milliscreening began at Moa Point, and the site was formalised as the preferred wastewater treatment solution.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Period	Event
1991–1992	Consents were issued and the modern plant concept was developed: trickling filter / solids contact treatment, UV disinfection, and a Long Outfall.
1995	WCC awarded the 25-year Clearwater DBO contract covering Moa Point and related wastewater assets to Anglian Water International Ltd.
1997–1998	The Moa Point Plant was commissioned and became fully operational. The original Trojan UV3000 system was installed in 1998.
2000–2004	Operational compliance issues became visible through abatement notices, prosecution, and concern about continuing consent breaches.
2004	United Water International Pty Ltd acquired ownership of Anglian Water International Ltd. Anglian Water International (NZ) Limited changed its name to United Water International (Wellington) Ltd.
2005–2009	A new suite of resource consents are granted, generally running through to 2034.
2013	United Water International Pty Ltd changed its name to Veolia Water Services (ANZ) Pty Limited (**Veolia**)
2013–2014	Governance arrangements shifted to Capacity Infrastructure Services/Wellington Water, but the legacy Clearwater Contract remained formally outside Wellington Water's original management services agreement.
2018–2020	Pre-handover condition assessments identified deferred maintenance. Wellington Water entered a new regional WWTP services contract with Veolia, with new contract starting in February 2020.
2021	Wellington Water notified that the current Trojan UV3000 system was being discontinued by the manufacturer. This sharpened the risk that UV failure could compromise disinfection and create public health risk.
2022	Formal planning for UV Renewal Project commenced: Veolia proposed delivery, and Wellington Waters 3 Waters Decision Making Committee approved the one-channel-offline approach, and a project brief and technical support from Stantec were developed.
2023–2024	Veolia advised Wellington Water that it lacked capacity to deliver the UV project directly. Wellington Water's Major Projects team took over delivery. Wellington Water considered the project technically complex but not of a scale requiring a separate major project business case.
2025	FILTEC progressed toward site works. WCC was informed works would begin with the plant at reduced capacity, increasing the likelihood of unconsented wet-weather discharges. Wellington Water also intensified performance monitoring of Veolia.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Period	Event
Jan–Feb 2026	An overflow incident occurred during the UV works on 15 January 2026 and again on during the afternoon of 3 February 2026, followed by major flooding on 3–4 February 2026 when final effluent and bypassed screened flow combined and backed up into the UV channels.

Statutory and Resource Consent Risk

Resource Consents

Wastewater treatment plants operate under resource consents issued under the Resource Management Act 1991 (RMA) that define both routine discharge conditions and, to a limited extent, responses to wet weather and abnormal events. However, emergency situations can arise in which fully compliant treatment cannot be maintained, requiring a plant to discharge partially treated effluent to protect the integrity of the system.

At the Moa Point Plant, this challenge has been amplified by the condition and configuration of the plant itself, which has progressively aged, lacks full redundancy, and requires individual treatment streams to be taken offline to enable essential maintenance and renewal work.

The Moa Point Plant operates under several resource consents issued by the Greater Wellington Regional Council (GWRC) and now held by Tiaki Wai. The table on page **84** provides a listing of these consents. While these consents provide for normal operations and some wet weather bypass conditions via the Long Outfall, the plant has exhibited a persistent pattern of non-compliance, particularly in relation to coastal discharge requirements.

Between 2021 and 2025, compliance monitoring reports consistently assessed performance as ‘Poor’, reflecting repeated exceedances, management shortcomings, and environmental effects greater than those anticipated at the time of consenting. This pattern is closely linked to the plant’s constrained treatment capacity and limited operational flexibility when key assets are unavailable.

These limitations were brought into sharper focus during the UV Upgrade Project, which required sections of the treatment process to be reconfigured with predictable periods during which full treatment capability would not be available. As a result, inflows exceeding the now halved treatment capacity increased the likelihood of bypasses and the discharge of partially treated or untreated wastewater, particularly during wet weather events when flows are elevated.

Advice provided by Wellington Water to WCC in October 2024 explicitly identified these risks, noting that the staging of the upgrade works would materially increase the likelihood of treatment bypasses and non-compliant discharges. These risks were not sudden or

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

unforeseen, but rather inherent in undertaking major renewal works within an already constrained and partially built system.

The Crown Review understands that discussions about the UV Renewal Project with GWRC had been ongoing since 2022, including how the project aligned with the existing resource consent. The Crown Review understands that GWRC advised Wellington Water that regularising the UV upgrade project through a consent process would be an authorised way to manage elevated risks associated with any potential non-compliance that could arise.

The Crown Review understands that Wellington Water decided not to seek a maintenance resource consent for the UV Renewal Project as it was concerned that this would have significantly delayed the project and not affect environmental outcomes. The Crown Review is further informed that this approach was agreed by the Wellington Water Senior Leadership Team, advised to WCC and discussed with the regulator, Taranaki Whānui, Ngāti Toa and Te Whatu Ora.

Wellington Water noted that the intent during the UV Renewal Project was to only bypass screened and de-gritted effluent to the Long Outfall. Based on the perceived capacity of the bypass arrangement to the Long Outfall (and design documentation), use of the Short Outfall was not intended. Therefore, discharge to a nearshore environment was not intended or anticipated.

The Crown Review understand that GWRC advised Wellington Water that it would reserve the right to enforce in the event any such non-compliant discharges were subsequently to occur.

Both Wellington Water and WCC have informed the Crown Review that no reliance was placed on the emergency provisions of the RMA. The Crown Review understands these provisions are intended for genuinely unforeseen and urgent situations and are not designed to accommodate known and planned risks associated with infrastructure upgrades.

The Crown Review does not make any findings about whether a new or amended consent was required in the circumstances. It notes, however, that no amendments to the existing resource consents were sought to authorise or appropriately manage these altered operating conditions.

This meant the increased risk profile, including potential reliance on alternative discharge pathways, was not formally assessed within a consenting framework.

Regarding Recommendation 1a (Page **30**) the Crown Review notes that Tiaki Wai currently holds resource consent WGN0202453. This consent authorises the occupation of the coastal marine area by the Short Outfall structure but not the discharge of wastewater from the Short Outfall. The Crown Review understands that Wellington Water did apply for resource consent in 2023 to authorise wet weather overflows from the Wellington Wastewater Network, including discharges from both the Short and Long Outfall.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

The processing of this application is currently on hold as there are implications arising from Plan Change 1 to the Wellington Natural Resources Plan and the Local Water Done Well legislative changes.

The implications for public and environmental risk are significant. Discharges of partially treated or untreated wastewater, particularly to nearshore environments, increase the potential for public health impacts through exposure to pathogens in recreational waters. They also undermine public confidence and raise broader concerns regarding governance, regulatory oversight, and accountability. The absence of a clearly consented framework for managing these known high-risk operating conditions reduces transparency and limits effective oversight.

Overall, the experience of the Moa Point Plant demonstrates the difficulty of maintaining compliance in an ageing treatment plant that was not built out to its originally envisaged capacity and lacks the redundancy required to accommodate both failures and planned renewal works.

The UV Renewal Project exposed these underlying constraints, highlighting a misalignment between operational decision-making, infrastructure capability, and statutory obligations, and reinforcing the systemic nature of the plant's longstanding compliance and risk management challenges.

Table 3 Table of Key Findings - Consents

Area	Finding
Compliance	Persistent non-compliance with coastal discharge consents, rated 'Poor' (2021–2025).
Consenting	No consent changes made to address UV Renewal Project risks identified in Wellington Water's advice.
Operational Risk	Reduced treatment capacity and bypass risks not adequately managed.
Short Outfall	Use not assessed or authorised through a consent pathway.
Public Risk	Exposure to health risks and erosion of public confidence.
Governance	Lack of proactive, integrated consenting and risk management.
Systemic Issues	Ongoing weaknesses in compliance and alignment with statutory obligations.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Recommendation 1a - Statutory, Consenting and Public Risk

Immediate action is required to bring Moa Point Plant into compliance with its resource consents by:

1. **Wellington Water/Tiaki Wai urgentl**y,
   - (a) Committing to a time-bound remediation plan,
   - (b) Upgrading plant capacity and operations,
   - (c) Strengthening incident management for peak events,
   - (d) Considering and seeking, in consultation with Greater Wellington Regional Council, appropriate approvals for Moa Point operations, and
   - (e) Enforcing clear accountability, monitoring, and reporting.
2. **Wellington City Council facilitating Recommendation 1a.1. when exercising its powers and functions under the *Local Government (Water Services) Act 2025 as a shareholder of Tiaki Wai*.**

Recommendation 1 1

Replacement of the Ultra-violet Disinfection Unit

The Moa Point UV Renewal Project addressed the replacement of a critical disinfection system that had been in service since 1998 and had reached the end of its operational life, with the manufacturer no longer supporting key components or consumables. In the absence of a functioning UV system, the plant would be unable to meet its discharge consent requirements.

Planning for the project to replace the UV system began in 2022 with Veolia initially taking the lead. By mid-2023 Wellington Water had taken over planning due to a lack of capability within Veolia. The project was subsequently managed by Stantec on behalf of Wellington Water and delivered by Filtec as the major contractor. A detailed assessment of the projects management and governance is provided in Appendix 5. Further detail on the roles and responsibilities for the parties involved in the project can be found in Table 11 **(**page **78).**

With funding confirmed by WCC in 2024 work commenced in late 2025. The plan adopted by Wellington Water was a staged replacement of the two UV trains, taking them offline sequentially to maintain some level of treatment continuity.

This approach, while necessary, imposed a significant constraint on an already capacity-limited and ageing facility. With each UV train removed from service, overall treatment capacity was effectively reduced to half the consented flow, increasing reliance on bypass arrangements and further limiting the plant's ability to consistently meet consented standards.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

The works were deliberately scheduled for the summer period to minimise exposure to higher wet weather flows typically experienced in winter. However, this seasonal optimisation did not eliminate the inherent risk associated with operating a plant with reduced treatment capability and limited redundancy, nor did it recognise historical precedents of storms in the summer months and resulting peak flows.

Although described by Wellington Water as a Business as Usual (BAU) project, the UV Renewal Project temporarily placed the plant into a materially different operating regime for extended lengths of time. Treatment capacity was effectively reduced from approximately 3,000 l/s to around 1,500 l/s during critical stages of construction, in a facility that was not originally built out to its full intended capacity and lacked the redundancy to absorb such reductions.

This constrained configuration altered the hydraulic behaviour of the plant and increased the likelihood of bypass events under elevated flow conditions.

The performance of the bypass system and associated infrastructure under these constrained conditions was not fully understood in advance. Operational planning continued to rely heavily on assumptions and historical experience under the original configuration, rather than being supported by updated analysis reflecting the reduced-capacity state.

The Crown Review notes concerns raised by Veolia, and recorded as part of project planning, during 2025 and early 2026 regarding bypass capacity, surcharging, and operational strategy. From the documentation reviewed, these were not clearly resolved through structured processes for ownership, escalation, and closure. These risks appear to have persisted without definitive mitigation or decision-making.

Specifically, Veolia informed the Crown Review that bypass hydraulic risks were raised based on events when Clarifier 3 was offline for over a year and a similar “back flow” occurred, even though the plant was not flooded. The Crown Review understands that Wellington Water is not aware of this having been raised by the operator and that none of the parties involved in the UV Renewal Project, including Veolia, took into account any such bypass hydraulic risks in planning for the project.

The Crown Review notes that operating under these conditions required a level of procedural control and risk management commensurate with a degraded mode of operation. However, there is limited evidence that operating frameworks were substantively adapted to reflect this change:

- standard operating procedures remained largely unchanged,
- there were no clearly defined flow-based escalation triggers,
- contingency planning for scenarios such as internal flooding from reversed hydraulic gradients was not formalised, and

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

- Moa Point Plant operator staffing was not altered.

Veolia stated to the Crown Review that they were not instructed to increase monitoring or staffing in response to the altered hydraulic regime put in place to facilitate the UV Renewal Project.

In summary, the plant was effectively operating with reduced treatment capacity and without the level of operational safeguards typically expected for a critical asset undergoing staged renewal. This situation reflects the broader constraint of an ageing facility that was not constructed to its full originally intended capacity and lacks the redundancy necessary to maintain compliance while accommodating essential maintenance and renewal activities.

While the plant capacity remains in its current configuration, this "risk" will re-occur whenever a unit process is offline and reduces the plant capacity by 33 or 50 per cent with resultant high bypass volumes.

The Flooding Event - February 3 and 4 - 2026

During the afternoon and evening of 3 February 2026, a significant rainfall event across Wellington generated sustained high inflows to the Moa Point Plant, with flows peaking at approximately 3,400 L/s late in the evening.

During the afternoon of 3 February, the UV Renewal Project was shut down due to an overflow of the UV channel (flooding) event at 3:00pm with site works ceasing at 4:00pm. The Plant operator took no additional actions based on this event. As noted, above, the plant was operating in a unique, constrained, configuration due to the UV Renewal Project works, with only one UV train available and effective treatment capacity reduced to around 1,500 L/s.

As inflows exceeded this limit, a substantial proportion of wastewater - approximately 1,900 L/s, or more than half of the total flow - was diverted through the bypass system.

Table 4 provides a chronology of key events and the Infographic on page **40** illustrates the event.

During these conditions, the plant experienced a rapid and ultimately catastrophic loss of hydraulic control. Instrumentation began indicating abnormal behaviour shortly after 11:00 pm, including out-of-range readings in the UV system consistent with elevated and unstable water levels. Within a short period, this escalated to overtopping within the UV channels and rapid, widespread flooding across the plant, followed by progressive loss of treatment functionality, control systems, and monitoring capability.

The technical cause of the failure has been established separately by Stantec on behalf of Wellington Water. Without the UV Renewal Project underway, it is considered unlikely that

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

the high inflows to the plant would have contributed to flooding of the extent experienced on February 3 and 4. As such storm flows through the plant with the bypass in operation had occurred many times previously when the secondary plant was fully operable.

In summary, the initiating mechanism for the flooding was a hydraulic failure associated with the high volume of bypass flows. These flows are understood to have caused air entrainment and subsequent air locking within the final effluent pipeline, creating a hydraulic restriction. This restriction led to wastewater backing up into the UV system, ultimately resulting in overtopping of the channels and inundation of the facility.

The magnitude of bypass flow at the time of the event was notably higher, relative to treated flow, than has been observed in previous high-flow events, and appears to have exceeded the hydraulic and pneumatic tolerance of the system.

Earlier events, which the Crown Review understands Wellington Water was not aware of being raised by the operator, including one in July 2025, exhibited similar warning indicators. These indicators included anomalous UV system signals, suggesting that this vulnerability was not new but had not been fully understood or resolved.

In this case the result was that the plant was exposed to conditions under which its hydraulic performance limits were exceeded, leading to a failure of containment and the subsequent flooding event.

Table 4 Flooding Event Chronology[2]

Date / Time	Event	Comments
3 Feb 2026, 12:00 pm – 4:00 pm	High-flow alarm in UV channel triggered at 12:00. Overflow event at 3:00pm site works ceased at 4:00pm	High-flow alarm **NOT linked to Supervisory control and data acquisition control system (SCADA)** – audible alert only. No change to operational response.
3 Feb 2026, 2:17 pm – 4:36 pm	Repeated alarms for 6 IPS pumps running.	Indicates sustained high wet-weather loading during the afternoon.
3 Feb 2026, 2:29 pm	Alarm for 7 IPS pumps running.	Confirms elevated inflow conditions earlier in the day. **Note: 7 pumps were running on multiple occasions during the afternoon of 3 February, not just at 02:29 PM.**
3 Feb 2026, 10:18 pm – 10:47 pm	Duty Manager was responding to discharge / overflow events at Seaview and Western WWTPs.	Shows that the Moa Point Plant escalation occurred during broader network pressure.

[2] Wellington Water Limited

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Date / Time	Event	Comments
3 Feb 2026, 11:02 pm	The Moa Point Plant inflow peaked at approximately 3,400 L/s; UV channel flow briefly reached 1,530 L/s.	Marks the first recorded late-night peak immediately preceding the flood sequence.
3 Feb 2026, 11:12 pm	Second inflow peak of approximately 3,400 L/s; UV flow meter rapidly exceeded 2,050 L/s before going out of range.	Indicates onset of abnormal hydraulic behaviour in the UV outlet system.
3 Feb 2026, 11:17 pm	UV channel flow meter went out of range.	First clear indication of abnormally high-water levels in the operating UV channel.
3 Feb 2026, 11:33 pm	Critical high-level alarm at Sludge Transport Pump Drain.	Indicates flooding had reached lower levels of the plant. **This is NOT a Pager Alarm.**
3 Feb 2026, 11:38 pm – 11:45 pm	H2S alarms in sludge gallery and UV low-intensity alarms triggered.	Suggests wastewater disturbance and likely impacts on plant equipment / controls. **This is NOT a Pager Alarm.**
4 Feb 2026, 12:04 am	Multiple lamp failure alarms on live UV Bank 2B.	Confirms flooding was affecting the live operating UV plant.
4 Feb 2026, 12:19 am – 12:40 am	PLC UPS alarms and multiple PLC / SCADA communications failures occurred.	Indicates escalating loss of plant automation, control, and monitoring. **Some Alarms NOT Paged**
4 Feb 2026, 12:38 am	Smoke and heat detector alarm triggered; Fire and Emergency New Zealand (FENZ) dispatched.	Commenced external emergency response.
4 Feb 2026, 12:48 am – 12:50 am	FENZ arrived on site.	Emergency responders attended during the period of escalating failure.
4 Feb 2026, 12:56 am	Final major PLC communications failure recorded; no further SCADA alarms until 5 February afternoon.	Plant monitoring capability was effectively lost. **This IS a Pager Alarm – DID NOT SEND**
4 Feb 2026, 1:02 am	FENZ reported lower building inaccessible due to excessive flooding.	Provides direct confirmation of severe inundation in lower plant areas.
4 Feb 2026, 1:34 am	Veolia Duty Manager arrived on site.	Commenced direct site-based operational response.
4 Feb 2026, 1:39 am	Duty Manager (Veolia) contacts Regional Manager Lead (Veolia) from site and gives situational report.	Escalation of site response #1
4 Feb 2026, 1:41am	Regional Lead (Veolia) contacts Head of Operations (Veolia).	Escalation of site response #2
4 Feb 2026, 1:44am	Regional Lead (Veolia) contacts Head of Wastewater Contracts (Wellington Water).	Escalation of site response #3
4 Feb 2026, 1:44am	Head of Operations (Veolia) contacts Networks General Manager (Wellington Water).	Escalation of site response #4
4 Feb 2026, 1:54am	Regional Manager Lead (Veolia) arrives at Moa Point WWTP.	Escalation of site response #5
4 Feb 2026, 1:59 am	Duty Manager (Veolia) **commences** Inlet pump station shut down.	Critical intervention to stop further inflow to the flooded plant.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Date / Time	Event	Comments
4 Feb 2026, 2:33 am – 3:13 am	Wellington Water notified of Short Outfall discharge; community discharge notification issued.	Formal escalation and public notification actions were completed.
4 Feb 2026, 3:40 am – 4:02 am	Generator and transformers isolated.	Electrical safety measures implemented in response to flooding.
4 Feb 2026, 4:23 am – 6:00 am	Site status updates continued; restricted access remained in some flooded areas; traffic and site access controls were established.	Early stabilisation and incident management arrangements were put in place.
4 Feb 2026, 11:00 am – 2:20 pm	Site inspection and photo log completed; pumping of scrubber room commenced.	Transition from emergency response to early recovery activities.
Post-event	Flows were diverted through the bypass to the main outfall while reduced operating scenarios were assessed.	Reflects the immediate recovery operating strategy.
Technical interpretation	Stantec identified high bypass flow, air entrainment, two-phase flow, and air trapping at the bypass junction as the most likely hydraulic explanation.	Provides the principal technical interpretation of the flood initiation mechanism.

Staffing and Response Notes

Standard Operating Procedures (SOPs):

The plant operated as a highly automated system with no SOPs requiring escalation based solely on high flow conditions.

No specific procedures existed for internal flooding scenarios caused by complex hydraulic interactions. Emergency plans were resultingly generic and not tailored to plant-wide flooding situations.

Veolia advised the Crown Review that shutting down the IPS in the event of flooding was not part of the established SOPs for plant operators as it would lead to unconsented discharge, which constitutes a regulatory breach and therefore could not be a unilateral decision made by Veolia.

Wellington Water/Tiaki Wai have since confirmed that their position is that "*...in a genuine emergency, Veolia as a contracted wastewater treatment plant operator is expected to act immediately and reasonably within their authority to protect people, the environment, and the asset. If there is time to seek instruction, Veolia should generally do so. If there is not, Veolia is expected to act and notify the owner as soon as possible afterward.*"[3]

Veolia stated in submissions to the Crown Review that "*...it is responsible for operating the Moa Point Plant compliant with resource consents. Without direction from Wellington*

[3] Tiaki Wai email to Veolia August 2026

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Water, Veolia cannot, without cause, take actions which are contrary to this, and received no instruction from Wellington Water to do so."[4]

Based on the information provided to the Crown Review by both Veolia and Wellington Water this expectation was not acted on.

Plant Staffing

Staffing on the night of the flooding was limited to one on-call Duty Operator and one Duty Manager.

Additional staffing during severe weather was at the discretion of Veolia and not required by any SOP. Veolia advised the Crown Review that no additional staff were deployed by the plant operator on the night as conditions were considered typical. Notification was by pager and messaging.

Response Times

After the alarm received at 00:19, the Duty Manager arrived on site at 01:34. Approximately 54 minutes elapsed before pumps were isolated.

Remote shutdown was not possible due to system overrides requiring physical intervention and requirement for direction from Wellington Water to take that action. The Crown Review has been advised that the flooding was already irretrievable before intervention.

Controls, Monitoring and CCTV

Monitoring relied on SCADA alarms without real-time visual systems such as CCTV. This limited situational awareness. Subsequent recommendations identify the need for enhanced monitoring including CCTV and early warning systems.

The SCADA system is available remotely, and IPS can also be started, stopped and reset remotely, however, using this functionality in the event of flooding was not supported by SOPs and was not implemented into the control system by Veolia.

Concluding Remarks

Taken together, the findings of the Stantec report, Crown Review interviews, submissions and an assessment of the original plant design, indicate that the 3 February 2026 flood event was not simply the result of individual operational decisions made on the night, but

[4] Veolia interview submission to the Crown Review Team May 2026

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

rather the culmination of longstanding and interrelated constraints within the Moa Point Plant.

The contributing weaknesses identified by the Crown Review, particularly in monitoring, escalation, and timely use of available controls reflect not only immediate operational gaps, but also the absence of clearly defined operating limits and risk responses appropriate for a constrained plant. In this context, critical decisions were made without the benefit of robust system visibility or a fully articulated framework for managing deteriorating conditions.

More fundamentally, the event underscores the consequences of operating the facility that was not constructed to its intended ultimate capacity and has remained in that state for decades.

The lack of redundancy has meant that any loss of treatment units, whether through failure or planned works, directly reduces treatment capacity and increases reliance on bypassing, exposing the plant to heightened risk during peak flow events.

The failure therefore represents a system-level outcome, where ageing infrastructure, incomplete build-out, constrained operations, inappropriate project structure and gaps in strategic and operational risk management combined under stress conditions to exceed the plant's effective hydraulic and operational limits.

The Crown Review notes that the scope of this report has, in accordance with the Terms of Reference, primarily focused on governance, oversight, accountability, funding and asset management factors contributing to the event.

A full assessment of individual operational decisions made during the night of 3–4 February 2026, including operator responses to alarms, staffing arrangements, escalation decisions, and site attendance timeframes, may be relevant to understanding opportunities to mitigate the consequences of future incidents.

The Crown Review understands Wellington Water commenced, and Tiaki Wai continues, to consider these via separate internal reviews.

Wellington Water's Response after the Moa Pt Failure

As noted in the timeline, from the morning of February 4 onwards, Wellington Water responded to the flooding of the Moa Point Plant by rapidly transitioning from emergency response to system stabilisation and recovery.

Immediate actions focused on halting further inflow to the flooded plant, isolating damaged electrical systems, and coordinating emergency services and public communication regarding untreated discharges.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Working with Veolia, Wellington Water implemented an alternative operating strategy by diverting untreated wastewater flows through the bypass system to the main ocean outfall.

Wellington Water also mobilised technical assessments, including expert input to understand the hydraulic causes of the failure and to inform recovery planning. Efforts were directed toward restoring critical functionality, prioritising the replacement of damaged components, and managing ongoing wastewater flows under reduced system capability.

Alongside operational measures, Wellington Water undertook monitoring, reporting, and stakeholder engagement, including notification of affected communities and regulators.

The response reflects the broader limitations, as the Moa Point Plant remains inoperable for an extended period, requiring continued reliance on untreated discharges during both normal and wet-weather conditions.

Overall, the response by Wellington Water was active and operationally focused, demonstrating capability in incident management and short-term adaptation, but occurring within the constraints of an already stressed and low-resilience system.

The Crown Review further acknowledges that WCC and the Mayor's Office played an active role in supporting public communications, stakeholder engagement, remediation planning, and governance oversight following the failure. While Wellington Water led the operational recovery response, the broader recovery effort involved significant contribution from multiple organisations.

Public health and environmental risk communication

Based on the information provided to the Crown Review, Wellington Water’s response to the Moa Point failure was timely from an operational perspective, particularly once the severity of the incident was recognised.

Public notification of discharges and stakeholder engagement occurred promptly after the situation reached crisis point. However, this timeliness should be considered in context. Earlier warning signs, including abnormal level readings and previous incidents, indicated an emerging risk, but the response to these precursor signals was not sufficiently initiative-taking. As a result, while the immediate emergency response was rapid, the broader system response to risk was delayed.

In terms of adequacy, the actions by Wellington Water were consistent with what would be expected during a major infrastructure failure. The organisation transitioned quickly to recovery mode, implemented alternative discharge arrangements, and mobilised technical expertise to understand and address the failure. It also maintained communication with WCC, regulators and the public regarding ongoing untreated discharges. The failure did highlight that there was insufficient resilience or pre-planned mitigation measures to manage such an event without significant public health and environmental consequences.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

While Wellington Water did undertake essential notification and informing communities about discharges and potential impacts, the effectiveness of this communication depends not only on timeliness but also on clarity, completeness, and the framing of risk. The risk communication was more reactive than anticipatory.

There was limited prior signalling to the public about the heightened risks associated with operating the plant in a degraded state during the UV Renewal Project period. In a system where untreated wastewater discharges were foreseeable under certain conditions, there is a strong expectation that potential public health impacts—such as contamination risks to coastal waters—should have been communicated more explicitly and in advance, with clear guidance on protective actions. The communications and engagement plan for the UV Renewal Project did not reference the risk of untreated wastewater through the Short Outfall as this risk was not identified or anticipated.

The Crown Review has concluded that the approach to public health risk appears to have been operationally managed rather than explicitly governed. There is less evidence that public health risk was consistently framed as a decision-making driver in relation to the increased likelihood of non-compliant discharges. This is consistent with the wider finding that risks were often understood but not fully quantified, escalated, or communicated at a level that would drive stronger preventative action.

Recommendation 1b - Public health and environmental risk communication

2. **Wellington Water / Tiaki Wai must take Immediate action to improve public risk communication by:**
    - (e) Establishing an anticipatory communication framework to inform communities early about elevated risks, including likelihood, scale, and impacts of untreated discharges.
    - (f) Embedding public health in all decisions, with clear thresholds for escalation, notification, and intervention.
    - (g) Enhancing data systems for real-time monitoring and transparent, timely public reporting.
    - (a) Shifting to proactive, transparent communication that demonstrates active risk management and builds public trust.

Recommendation 1b 1

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Moa Point Wastewater Treatment Plant flood incident: Independent review

The Moa Point wastewater treatment plant has two channels that contain ultraviolet (UV) equipment for wastewater disinfection.

Since October 2025 one UV channel had been offline to enable the replacement of old, obsolete UV equipment. This reduces the treatment plant hydraulic capacity and requires more wastewater flow to be directed to the Long Outfall via a bypass pipe.

Technical factors that contributed to the flooding incident have been summarised in the accompanying diagram. These include aspects of the original design of the treatment plant carried out in the 1990s.

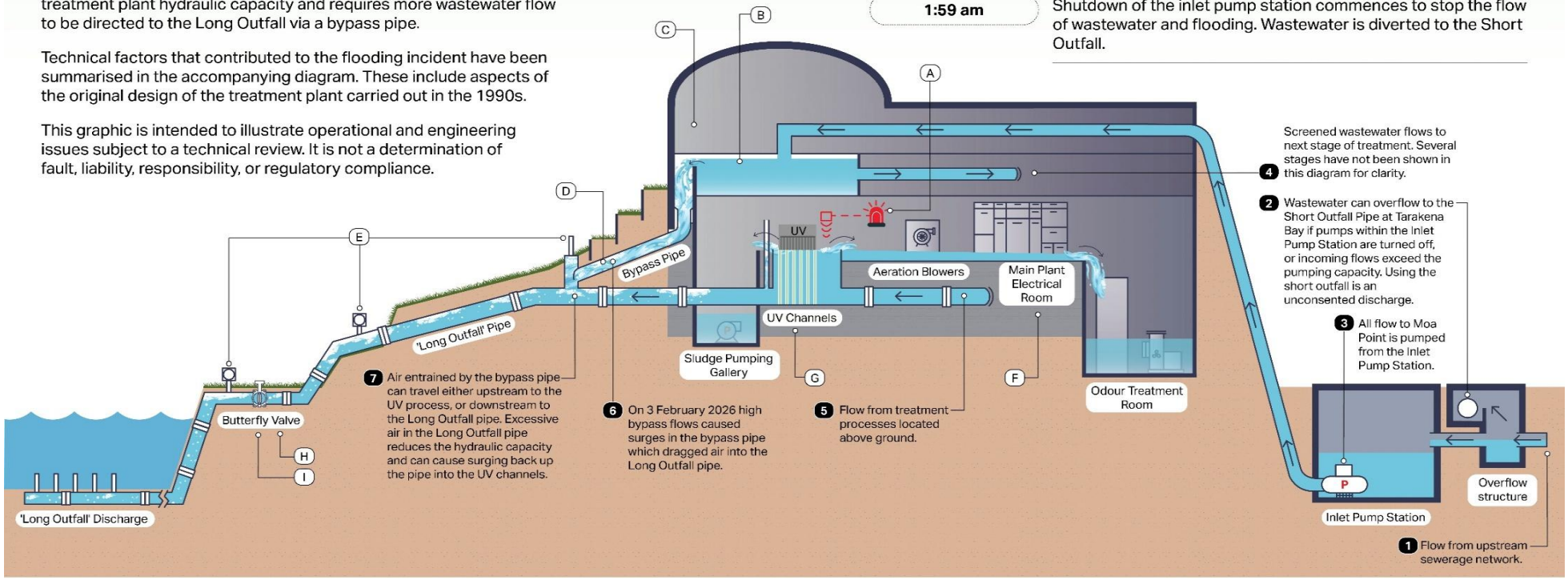
This graphic is intended to illustrate operational and engineering issues subject to a technical review. It is not a determination of fault, liability, responsibility, or regulatory compliance.

Incident Timeline (3 and 4 February 2026)

11:15 pm
Wastewater flow to the treatment plant reaches 3,400 litres per second. Surges in flow down the bypass pipe dragged air into the Long Outfall pipe causing a restriction in capacity.

11:17 - 11:33 pm
The operating UV channel overflows, flooding of structures located underground begins.

1:59 am
Shutdown of the inlet pump station commences to stop the flow of wastewater and flooding. Wastewater is diverted to the Short Outfall.



Observations

A Design documentation reviewed from the original 1990s design did not include or **infer** any need for level sensors with high level alarms to alert staff to high water levels in the UV room, or **to** stop flow from the Inlet Pump Station.

B Design documentation reviewed from the original 1990s design indicates the treatment process was designed for 3,000 litres per second of flow, the Inlet Pump Station was designed for 4,000 litres per second of flow, the bypass pipe is intended to handle 4,000 litres per second of flow and the Long Outfall pipe was designed to handle 4,500 litres per second of flow. During the flooding incident the bypass flow did not exceed 2,300 litres per second.

C Design documentation reviewed from the original 1990s design did not identify the risk of surges and/or air entrainment in the bypass pipe. Air entrainment is a process where air is mixed with a liquid (e.g., wastewater). It occupies pipe volume and can restrict the flow of wastewater in a pipe.

D The original 1990s design implies that the bypass pipe is intended to handle 4,000 litres per second of flow. Hydraulic calculations reviewed from the original 1990s design do not appear to consider the combined, bypass pipe, Long Outfall and wastewater treatment plant system. They also do not appear to test the scenario where 4,000 litres per second is directed through the bypass pipe.

E Air relief valves and vents along the Long Outfall pipe, while **consistent** with the original design, may not be of an appropriate size or type and may not have released air fast enough. This is currently under investigation. The purpose of the air relief values is to release air from the Long Outfall pipe, so the air does not restrict the flow of the wastewater.

F The original design and construction in the 1990s placed critical infrastructure (such as the main plant electrical room), below ground and within overflow pathways without flood protection barriers, suggesting that the risk of flooding to lower levels of the plant was considered to be low during the design process or due to the physical constraints of the site.

G Early design concepts for the wastewater treatment plant included four UV channels. Between these early concepts and the 1994-96 design, the number of UV channels was reduced two. Documentation reviewed from the 1994-96 design indicates that the intent was to increase the capacity of the UV process by making structural changes to the two UV channels and modifications to UV equipment, when required in the future. However, the documentation does not describe how this was to occur without a reduction in UV hydraulic capacity, which would lead to increased flows being directed to the bypass pipe. This meant a redundant UV channel was not available to maintain hydraulic and treatment capacity during the eventual replacement of UV equipment in 2026.

H Potential downstream obstructions may have contributed to the flooding incident. These are currently under investigation.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

PART 3 - GOVERNANCE, OVERSIGHT AND ACCOUNTABILITY

The Terms of Reference (Appendix 1 **Page58)** for the Crown Review ask the review to:

> "*…examine WCC's governance, oversight, accountability, funding, asset management and statutory responsibilities in relation to the Moa Point wastewater treatment plant that may have contributed to the failure of the plant*"

Additionally, the Crown Review is to consider

> *"…WWL's oversight and management of contractual arrangements, setting of performance expectations, risk monitoring and incident response that may have contributed to the failure of the Moa Point wastewater treatment plant"*

and

> *"Lessons must be identified and available to inform the establishment of Tiaki Wai Limited (Tiaki Wai), the new metropolitan Wellington region water services provider commencing 1 July 2026"*

To provide an assessment of these requirements the Crown Review has acknowledged the interrelated nature of the existing governance relationships with a focus on the roles of WCC as the owner of the Moa Point Plant, responsible for capital funding of the asset, Wellington Water as contracted management of the asset and Veolia as the contracted operator.

Governance processes, behaviours, systems and their alignment with best practice were examined with a whole of system perspective.

Failure of the System - a Summary

The evidence provided to the Crown Review by WCC and Wellington Water points to a consistent pattern of governance weaknesses – these weaknesses compound when a 'whole of system' lens is applied, aligning with recognised indicators of systemic failure in infrastructure and utility systems.

Fragmented accountability and misaligned authority

The governance model separated the roles of asset owner (WCC), asset manager (Wellington Water), and operator (Veolia), but did not align responsibility with decision-

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

making authority. While Wellington Water carried system-wide operational risk, key levers—funding, investment prioritisation, consent compliance and borrowing—remained with WCC.

This separation of responsibility from control is a recognised driver of weak risk management and degraded system performance.

Limited risk visibility

Governance-level visibility of risk appears to have been constrained. Reporting to WCC was largely high-level, with limited insight into residual risk, control effectiveness, or overall system exposure. Wellington Water similarly does not appear to have consistently received integrated risk profiles from the plant operator.

As a result, decision-makers in both organisations may not have had a full understanding of the risks associated with operating a critical wastewater system, particularly during periods of reduced capacity.

Structural underinvestment

The material reviewed indicates a pattern of structural underinvestment, driven by affordability constraints and underspending in capital programmes. Funding needs appear to have exceeded approved levels, with renewals delayed or scaled back. This reflects a well-established pathway to infrastructure failure, with risk accumulating as assets deteriorate faster than they are renewed.

Weak asset stewardship

Asset stewardship was diluted across organisational boundaries. WCC relied on Wellington Water for asset condition information and did not maintain an independent, detailed view. Over time ongoing improvements to asset data have underlined the extent of the incomplete system knowledge held by WCC as asset owner. This incomplete system significantly weakened lifecycle planning and risk management.

Information flows between organisations were indirect and, at times, filtered. Wellington Water describes engagement as being consistently limited, a position confirmed in a 2020 report commissioned by WCC.[5] This limited the ability of governance bodies, including WCC, to respond appropriately.

[5] Richard Tanner, *Independent Assessment of Levels of Engagement Between the Wellington City Council and Wellington Water Ltd* (14 April 2020).

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Cultural normalisation of risk

The evidence suggests the emergence of adverse organisational dynamics, including a degree of “learned helplessness” within Wellington Water and a strained relationship with WCC. These conditions appear to have reduced collaboration and contributed to the normalisation of elevated risk.

This is reflected in the long-term underfunding of key infrastructure renewals and non-compliance with resource consent conditions being effectively treated as ‘business as usual’.

Contractor complexity

Long term reliance on Veolia added operational complexity. While providing continuity of plant operations, the model depended on effective oversight from Wellington Water, which was constrained by broader governance and funding settings. Variability in contractor capability further required strong governance.

Limited resilience

The system had limited redundancy, with major upgrades undertaken in a live environment under reduced capacity. There is little evidence of comprehensive system-level risk assessment or clear governance reporting of residual risk under these conditions, increasing vulnerability.

Conclusion

The circumstances leading up to the 3-4 February 2026 Moa Point Plant incident reflect interacting elements of systemic governance failure, including fragmented accountability and misaligned authority; separation of responsibility from control; limited risk visibility; structural underinvestment; weak asset stewardship; distorted governance interfaces; cultural normalisation of risk; complex contractor dependency; and limited system resilience.

These interdependent factors created an environment in which risk accumulated over time and become ‘acceptable’ without effective intervention.

Governance, Asset Management and Contracting

Wellington City Council – Role of the Asset Owner

The relationship between Wellington Water and WCC is characterised very differently by each party. WCC appears to have received and acknowledged reports (compliance

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

dashboards, incident updates), accepted the narrative explanations of potential and actual failures (aging assets, backlog, renewals) and then relied heavily on Wellington Water's framing of issues and subsequent actions to address them.

There was little evidence of WCC seeking or requesting quantified risk exposure, explicit residual risk statements, or forward-looking consent breach probabilities. WCC relied on Wellington Water to raise risks and provide visibility, with its oversight focused mainly at a portfolio level rather than on detailed asset or project risks.

In its discussions with the Crown Review WCC described a model in which Wellington Water was responsible for assessing asset condition, identifying risks, and advising on investment, while WCC retained funding and strategic decision-making. This was known as a "trusted advisor" model although WCC advised that this description was not its invention.

Over time, this approach shifted as increasing funding requests, weak asset data, and concerns about asset condition reduced confidence in the advice being provided. WCC began requiring stronger evidence and scrutiny but continued to depend on Wellington Water to identify key risks. Wellington Water noted that they actively attempted to discharge the trusted-advisor role but struggled to secure engagement with WCC.

The previously noted WCC commissioned report[6] found that, at that time, "*The relationship lacked trust*", a situation the Crown Review has seen reflected in submissions and interviews with both WCC and Wellington Water as still existing.

As a result, while oversight strengthened in some ways, underlying issues—particularly limited risk visibility and misalignment between information, control, and accountability—remained.

The Crown Review accepts that WCC made repeated efforts over a number of years to improve the quality of information it received from Wellington Water regarding asset condition, risk reporting, and investment planning. Evidence reviewed by the Crown Review indicates that WCC sought improvements in risk reporting frameworks, requested asset management information, supported additional asset condition assessments, and raised concerns regarding reporting quality through both officer and governance channels.

However, the existence of those efforts does not alter the conclusion that the information available to decision-makers remained insufficient to support a fully informed ownership role.

To further develop an understanding of these matters the Crown Review have adapted Nadler's five board models, described in Building Better Boards (Harvard Business Review,

[6] Richard Tanner, Independent Assessment of Levels of Engagement Between the Wellington City Council and Wellington Water Ltd (14 April 2020).

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

May 2004), as an appropriate basis for assessing the effectiveness of WCCs governance, oversight and role as asset owner of the Moa Point Plant. In this review, the term "Operating" has been expressed as "Too operational" to emphasise governance overreach into management functions.

The following categories were applied:

- **Passive:** receives information, little challenge, no clear expectations;
- **Certifying:** receives reports, notes them, relies on operator assurance, limited challenge;
- **Engaged:** sets clear expectations, tests risk, requires forward-looking insight;
- **Intervening**: steps in when performance or risk is unacceptable; and
- **Too operational:** oversteps and directs delivery detail.

WCC's performance aligns most closely with: "certifying, with elements of passive". It was not engaged or intervening enough to match the risk profile of the assets and statutory obligations it ultimately carries.

There is limited evidence of engaged governance, which would have been demonstrated by WCC stating what its expectations were in relation to asset condition reporting, risks to its consents and prioritisation of renewals of an aging infrastructure.

Further, when provided with reports and dashboards by Wellington Water, there is no evidence of the explicit visibility of risks and consequences of funding gaps by WCC. There was repeated resource consent non-compliance linked to the Moa Point Plant, and awareness of degraded asset condition components, the need to operate outside of consents due to lack of redundancy and capacity, and numerous reviews and reports.

Despite these, there was little evidence that WCC had sought alternative strategies or escalated to stronger oversight and direction.

It is important to be clear that WCC had not overreached into operations; instead, it remained at "strategic" level. The issue was not over-governance, it was under-governance. This is particularly crucial because WCC was not just the asset owner, it was also the shareholder, the holder of resource consents under which the wastewater plants discharge treated effluents, the long-term funder and publicly accountable. Ultimately, WCC was exposed to significantly regulatory and reputational consequences.

Risk was being created operationally but not being governed at ownership level. The critical distinction was that while Wellington Water was becoming increasingly transparent operationally, WCC did not meet the commonly accepted requirements of a deliberately

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

informed, risk-aware asset owner.[7] Instead, it behaved as a recipient of information rather than a setter of expectations.

The Crown Review also recognises that responsibility for the quality, completeness, and timeliness of much of the asset condition and risk information sat contractually with Wellington Water. Accordingly, the findings relating to WCC should not be interpreted as suggesting that deficiencies in information quality were the responsibility of WCC alone.

Rather, they reflect a broader system failure in which the expectations, generation, communication, testing, and escalation of risk information were not functioning effectively across multiple organisations

Table 5 Governance Dimensions

Dimension	Classification
Governance posture	Certifying
Risk awareness	Moderate but reactive
Challenge & direction	Limited
Information shaping	Weak
Overall effectiveness	Below what is required for asset owner accountability

WCC did not fail through interference, it underperformed through insufficient engagement.

Wellington City Council Funding Approach for Wellington Water Limited

The ability of Wellington Water to operate, maintain, renew and improve the Moa Point Plant depended on funding decisions made by WCC, the asset owner, through council annual plans, long-term plans and occasional out-of-cycle approvals.

The Crown Review acknowledges that funding for some specific capital works at the Moa Point Plant was approved by WCC, including the UV upgrade and other targeted projects. However, the evidence provided by both Wellington Water and WCC does not demonstrate that there was a sufficiently funded, sustained, and proactive renewals programme for the plant as a whole. The Moa Point Plant was an ageing, system-critical asset with known condition, resilience, and compliance risks. In the Crown Review's view, those risks were not matched by a level of investment sufficient to address deterioration over time.

The Crown Review considers that underinvestment in renewals reduced the resilience of the plant. Material provide by Wellington Water describes deferred maintenance and a growing backlog of critical renewal work, limited provision for reactive renewals, and increasing reliance on future funding decisions to progress necessary works. Wellington

[7] A deliberately informed, risk-aware asset owner understands the condition, performance, lifecycle costs, and risks of infrastructure assets and applies governance processes that support evidence-based, long-term decision-making (Institute of Asset Management, 2015; ISO, 2024; Alegre et al., 2016).

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Water also said that early asset condition information provided under the Veolia Contract was overly optimistic, contributing to an underestimation of the scale and urgency of renewal needs during the 2021–2031 long-term plan period.

By the time additional funding was secured through the 2024–2034 long-term plan, remediation and upgrade works were underway. However, the effects of earlier deferred investment had still not been addressed.

The Crown Review also considers that the operating model under which Wellington Water relied on periodic approvals from the asset owner for both capital and operational expenditure constrained its ability to plan and act strategically.

That model reduced Wellington Water's ability to respond proactively to known risks at the Moa Point Plant and to progress critical works at the pace required for an asset of this significance.

There remains disagreement between Wellington Water and WCC as to the extent to which WCC understood the severity of the risks at the Moa Point Plant. For the purposes of this review, it is sufficient to record that the evidence supports a conclusion that the renewals environment was materially underfunded and that the governance arrangements did not support timely mitigation of escalating asset risk. It is notable that the lack of an asset management plan for the plant resulted in an inability to create a funding plan and consequently there were insufficient funding requests made by Wellington Water to WCC. As result there was no agreed sustainable investment renewal plan for the Moa Point Plant.

Overall, the evidence shows that, while the February incident cannot be attributed to funding decisions alone, the long-term funding and governance arrangements applying to Wellington Water were a material contextual factor and contributed to the conditions in which the incident occurred.

The Crown Review concludes that historical underinvestment, together with the prevailing governance and funding model, materially reduced the resilience of the Moa Point Plant. Those matters were not the sole cause of the February incident, but they formed an important part of the wider context in which the incident occurred and increased the plant's vulnerability at the time of flooding event.

Recommendation 2 - Align strategy, funding, and delivery to eliminate structural underinvestment

Long-term plans, capital investment programmes, and operational realities must be aligned, ensuring that strategic objectives are translated into executable and funded programmes to restore network and wastewater system resilience and reduce the accumulation of asset risk over time

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

1. **Tiaki Wai should:**
   - (a) Move away from episodic/reactive funding by implementing a long-term programmed pipeline
   - (b) Ensure depreciation funding is used for renewals
   - (c) Treat failure to deliver critical renewals as a realised governance risk

Recommendation 2 1

Recommendation 3 - Asset owner capability & Shareholder engagement

There is a need to strengthen the capability of the asset owner to act as an informed and deliberate steward on behalf of its shareholders. Governance should move beyond passive receipt of information toward active challenge, direction, and oversight.

1. **When exercising powers and functions under the Local Government (Water Services) Act 2025 and the Commerce Act 1986, Tiaki Wai must clearly articulate the *organisation's* expectations for:**
   - (a) Asset condition and management,
   - (b) Acceptable levels of risk,
   - (c) Service standards and performance, and
   - (d) Renewal standards.
2. **Tiaki Wai must: provide structured and transparent reporting in respect of the results of Recommendation 3.1. to enable independent judgement of the application of those expectations.**

Recommendation 3 1

Asset Management (Contractual Oversight)

The Crown Review has identified systemic weaknesses in contractual design, implementation, and oversight that adversely affected asset management outcomes at the Moa Point Plant. These issues developed over successive contractual arrangements and materially reduced asset resilience, including in the lead-up to the February 2026 flooding event.

The Crown Review also recognises that the contractual arrangements placed significant responsibility on Wellington Water to undertake asset management functions on behalf of WCC. This included advising on asset condition, preparing asset management plans, identifying risks, and informing investment decisions.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Consequently, any assessment of asset stewardship must consider not only the decisions and limited capability of WCC as asset owner but also the effectiveness with which those responsibilities were discharged by its contracted asset manager.

However, it is apparent that these asset management responsibilities were not effectively carried out in relation to the Moa Point Plant dating back to the Clearwater Contract (to which Wellington Water was not a party, and which was not covered by the WCC/WWL MSA) and through to the Veolia Contract (under which Wellington Water was principal and was not covered by the WCC/WWL MSA).

In summary, the key contracts relating to Moa Point Plant faced significant performance challenges and the contractual arrangements increasingly distanced the asset owner from operational knowledge and decision-making, weakened accountability, and limited the effectiveness of asset management practices. Appendix 7 on page **91** provides more detail.

The Crown Review finds that, across successive contractual arrangements, responsibility for the Moa Point Plant became increasingly fragmented. This resulted in reduced owner oversight, diminished internal capability, and growing reliance on contractors for operational knowledge and asset management.

The long-term DBO model established under the Clearwater Contract contributed to a progressive loss of visibility and influence by WCC. These issues were not adequately addressed in subsequent arrangements and persisted under the Veolia Contract.

The introduction of additional contractual layers, including the involvement of Wellington Water, further reduced clarity of roles and weakened accountability. The use of separate project contracts introduced additional interface risks, which were not fully recognised or managed. In addition, risk management practices were generally narrow in scope and did not adequately consider whole-of-system impacts. Limitations in monitoring and data integration further reduced visibility of emerging issues.

From the material provided to the Crown Review this situation evolved and worsened over the course of the Clearwater Contract and on to the present time. The capacity and expertise of WCC as asset owner diminished with each change in the structure of the wider water system and key staff transferred to Capacity Infrastructure Services and later Wellington Water.

Comments received by the Crown Review indicate that as early as 2012, WCC documentation was incomplete and institutional knowledge was fragile, with effectively no established contract management capability or history associated with the DBO contracts. There also appeared to be limited internal WCC processes for managing major asset hand backs at the end of the DBO contract. Very little information was able to be provided to the Crown Review by WCC relating to the later stages of the Clearwater Contract, supporting the views expressed to the Crown Review that the role and capability of WCC had diminished significantly.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

The 2020 report "*Independent assessment of levels of engagement between the Wellington City Council and Wellington Water Ltd*" (Tanner, 2020), commissioned by the then WCC Chief Executive clearly outlines the issues existing at the time and makes a range of findings and recommendations for WCC. Of interest to the Crown Review and relating directly to asset management, the 'trusted advisor' model and its functionality, the report found:

> *"FINDING NO.1: The current relationship between WWL and the Wellington City Council is transactional, focused on detail, and has little strategic engagement. The relationship lacks trust"*
>
> *"FINDING NO. 2: The relationship lead for Wellington City Council with WWL is currently being managed at fourth tier level in the Council. It should desirably be the active responsibility of a second tier leadership role (i.e. that participates on the Council's senior leadership team)."*
>
> and
>
> *"FINDING No 6: There is an apparent lack of agreement or understanding on an infrastructure asset management plan, resulting in what appears to Council staff to be an overweighting on 'reactive works' compared to 'planned works'. When an urgent situation or emergency occurs, there is a need for greater role clarity about who is responsible for what level of decision making"*

The Crown Review notes that WCC acted on recommendations in the report, with the role of Chief Infrastructure Officer subsequently established, along with senior roles focused on water services. However, the information presented to the Crown Review by both WCC and Wellington Water is that the relationship did not materially improve and strategic engagement remained limited and the relationship remained in the hands of less senior staff. The Crown Review was not able to interview the WCC Chief Infrastructure Officer or their specialist advisors.

When coupled with WCC's stated reliance on the 'trusted advisor' relationship with Wellington Water, this narrow view of asset risk management, along with the reduced institutional knowledge and capability, and ongoing relationship issues, resulted in WCC not actively fulfilling its obligation as the owner of a critical infrastructure asset.

The failure was not simply that the trusted advisor did or did not provide advice. The deeper issue was that the governance system relied too heavily on a trusted-advisor relationship without sufficient independent assurance, monitoring capability, or clearly aligned accountability and control.

Wellington Water Limited Operational Oversight – Veolia

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Applying the same assessment model previously applied to Wellington Water and WCC above, it is clear that in its oversight of Veolia as plant operator, Wellington Water appeared to be operationally engaged but lacking in contractual and strategic control.

In this case the relationship falls between “engaged” and “too operational” at the plant level but lacking “engaged/principal-level control” where it matters most in managing risk, contract performance - particularly in relation to long term asset management, and accountability.

There was evidence provided that demonstrated that Wellington Water was actively involved and working alongside Veolia prior to and following the Plant Failure, providing technical input and coordination by involving engineering specialists and participating in governance/working groups. It also provided coordination with regulators, GWRC, and in respect of public health. Wellington Water maintained visibility of plant performance and provided detailed reporting of compliance breaches, plant outages, and its operational challenges. Appendix 7 on page **91** provides more detail.

This is important for transparent separation of asset-driven failures, which are ultimately the responsibility of the asset owner, WCC, and operator-driven failures which are for Veolia to address.

There also was no clear line of accountability for consent breaches. From a governance perspective, when consents were breached, was that because of the asset, the operator, or how the operator managed the asset? That clarity is not evident. For a high-risk plant like Moa Point, Wellington Water should have been managing Veolia through explicit risk-sharing arrangements with defined performance thresholds under degraded capacity and with agreed operational strategies during renewals.

Instead, there was operational improvisation during reduced capacity, with limited evidence that scenarios were defined contractually, overall risks were allocated deliberately, and WCC exposure was escalated early.

In short, the operating environment was defined by contract workarounds, with Wellington Water drifting into “shadow operator” behaviour. Because risks are high and the assets are degraded, Wellington Water appears to have been stepping in heavily during incidents, coordinating responses, and influencing operational decisions. The net result is Wellington Water facing the risk of becoming partially accountable for operations without full contractual control over them.

The Crown Review notes that multiple independent reviews undertaken between 2021 and 2025 identified concerns regarding aspects of Wellington Water's organisational capability, asset management maturity, reporting systems, planning processes, and contract management practices. These reviews also identified significant issues with contractor performance.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

While these reviews varied in scope and emphasis, collectively they point to persistent organisational and relationship challenges that pre-dated the Moa Point failure and are relevant when considering the broader context in which governance, risk management, and operational decisions were made.

Wellington Water was acting like an engineer/operator when it needed to act like a principal/asset steward. Tables 6 and 7 identify the resulting gaps between the operational model in place and what would be reasonably expected.

There are implications for WCC as result of this gap as risk flows upward:

Veolia operates → Wellington Water manages → Council owns the consequence

Table 6 Status - Operational Governance

Area	What's happening	What should happen
Incident response	Highly engaged	Appropriate
Technical input	Strong	Appropriate
Operator accountability	Weak	Needs strengthening
Risk allocation	Blurred	Must be explicit
Contract leverage	Underused	Must be central

Table 7 Dimensions Operational Governance

Dimension	Classification
Day-to-day engagement	Engaged
Operational involvement	Bordering on too operational
Contractual control of Veolia	Below engaged (weak)
Risk governance to shareholder	Certifying / incomplete

In this assessment, Wellington Water was not fully controlling operator performance, and WCC was not fully controlling Wellington Water's risk framing. Consequently, there was diffused accountability and, ultimately, concentrated liability on WCC, as the asset owner, the shareholder and the responsible territorial authority.

Wellington Water was operationally engaged with Veolia. However, it did not exercise strong enough principal-level control over operator performance, long term asset management, risk allocation, and accountability. This in turn created an environment where contractor non-performance was effectively allowed to perpetuate.

Recommendation 4 - Re-establish clear accountability and governance discipline

A clear and sustained re-establishment of accountability within the system is essential.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Governance arrangements should ensure that accountability is not shared in a way that diffuses responsibility, but instead is traceable and actively exercised, with WCC and its successors demonstrating a more engaged and intervention-ready posture where risk or performance warrants it. To achieve this:

1. **Wellington City Council must:**
    (a) To the extent possible within the regulatory framework, maintain an active oversight and stewardship role in wastewater services, including ***through the Partners Agreement dated 16 December 2025***, and
    (b) Retain sufficient internal expert technical and asset management capability to provide that oversight and stewardship, and
    (c) Recognise its ongoing accountability to the community.

2. **Wellington Water / Tiaki Wai must:**
    (a) Establish clear roles and responsibilities across asset owner, manager, and operator (for decisions, performance, and risk)

Recommendation 4 1

Recommendation 5 - Strengthening asset stewardship and system knowledge

Asset stewardship and system knowledge must be strengthened and transitioned away from passive, compliance-focused contract management.

This will require a commitment to transparency, the removal of practices that dilute or reframe critical information, and the development of more effective, trust-based relationships between organisations:

1. **Wellington Water / Tiaki Wai should urgently address the following contract management areas:**
    (a) Adopt delivery models that support continuous improvement and active risk management,
    (b) Clearly define accountability and manage interface risks,
    (c) Maintain appropriate levels of expertise.
    (d) Adequately resource contract and asset oversight functions beyond contractual compliance, including an active role in continuous improvement and risk management, and
    (e) Hold its contractors accountable for performance in accordance with the relevant contractual framework.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

2. **Wellington Water / Tiaki Wai should urgently adopt the following asset management practices:**

   (a) Implement any mechanisms proposed by the Minister of Local Government for asset management following the Minister's consideration of recommendation 5.3.(a) below, otherwise

   (b) Adopt international best practice models for the asset management of major infrastructure and the identification of risk.

   (c) Commission the development of complete, reliable, and continuously updated asset condition data,

   (d) Establish and maintain responsibility for clear ownership of asset lifecycle, and

   (e) Improve hydraulic modelling and system understanding, especially under extreme and degraded conditions.

3. **The Minister of Local Government should consider options for the best mechanism to ensure the management of water assets, particularly Wastewater Treatment Plants, to meet international best practice. For example:**

   (a) Mechanisms by which Water Organisations and Water Services Providers may be required to adopt the international asset management standard, ISO 55000.

Recommendation 5 1

Wellington Water Limited - Major and High-Risk Project Governance

Aligned to the wider discussion of systemic governance deficiencies above, there are associated best-practice findings that can be drawn from a consideration of the governance and management of contracts and projects by Wellington Water. The governance and management of the Moa Point UV Renewal Project, when assessed against current advice published by Te Waihanga and the Treasury, clearly demonstrates several departures from recognised New Zealand best practice for infrastructure project delivery. (Appendix 5 at page **77** provides a more detailed assessment).

As described elsewhere in this report the Moa Point UV Renewal Project involved replacement of a critical final disinfection system at the wastewater treatment plant. Installed in 1998, the system had reached the end of its expected life, commonly around 25 years. The renewal programme covered the UV disinfection systems at Moa Point, Seaview,

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

and Western Plants. Planning occurred during the 2021–2031 LTP cycle with funding uncertain until confirmation in the 2024–2034 LTP.

Based on the information provided to the Crown Review the project was framed, planned and operated as a BAU renewal based on its cost profile. However, it introduced a temporary, but materially altered, operating regime within a live critical asset with full treatment capacity at the Moa Point Plant reduced by 50 per cent and significantly altered plant hydraulic behaviour.

The change in operating regime alone should have increased the projects significance to meet the threshold of a major project[8] based on the associated risk and the criticality of the Moa Point Plant. This did not occur and was not enabled or required by Wellington Water's own guidance for capital projects.

The result was project governance arrangements not matched to the consequence profile of the project. Compounding this, accountability was fragmented across Wellington Water, Veolia, Stantec, and Filtec, with Veolia and Stantec holding more than one role in the project structure, Table 8 below, illustrates the operational roles.

No single party or individual appears to have held responsibility for integrated system performance i.e. there was no Senior Responsible Officer who was both responsible and accountable for project, while the delegated authority for project was held by the Wellington Water CEO who was not part of the immediate project structure. Figure 1, page **80** illustrates these roles.

In practice the structure adopted was not sufficiently robust or controlled such that it could manage associated risks. As a critical example, in submissions to the Crown Review, Veolia noted that critical hydraulic system risks were identified early in the planning process, but there is insufficient evidence that these were clearly owned, fully analysed, closed, or independently assured before implementation proceeded. Wellington Water has since confirmed that they were not advised of these risks through the project team.

Table 8 UV Renewals Project - Roles and Responsibilities

Company	Role
Wellington Water Limited	Asset Owner/Principal
Veolia **a**.	Plant Operator
Veolia **b. (project risk advisory subcontract for UV Renewals)**	Project Technical Advisory
Stantec **a.(Advice to Wellington Water and Project Manager)**	Principals Engineer

[8] Major Infrastructure Project: A project involving the development, acquisition, renewal, upgrade or replacement of infrastructure assets with a total cost of ownership exceeding NZ$50 million, or a project of lower value that is assessed as having significant strategic importance, delivery complexity, stakeholder impact, risk exposure, public interest, or service criticality.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Company	Role
Stantec **b.**	Project Manager
FILTEC (delivery)	Lead Contractor

The material provided to the Crown Review confirm the project was administered through contractual accountabilities, but without a clearly identified whole-of-system owner, sufficiently explicit interface authorities, validated operating assumptions, robust contingency arrangements for the reduced-capacity operating mode, or escalation processes that ensured the closure of persistent risks.

The principal weakness when compared to New Zealand best practice are therefore systemic rather than solely technical.

Relevant guidance from Te Waihanga and Treasury indicates that high-risk or system-critical infrastructure projects should have a clearly identified senior accountable owner; governance and assurance that is scaled to risk and consequence; clear delegations and escalation pathways; integrated oversight of cross-organisational interfaces; formal assurance of critical assumptions; and continuing attention to operational readiness, residual risk, and outcomes. These elements were either not present or not sufficiently empowered for the UV Renewal Project (Figure 1 on page **80)**.

Assessed against current guidance, the UV Renewal Project demonstrates material departures from best practice major project management. In particular, the available evidence points to fragmented accountability, insufficient closure of critical system risks, weak interface governance, incomplete validation of temporary operating assumptions, and inadequate preparation for operating the plant in a degraded but materially different configuration. In summary, the findings are:

> Finding 1: Governance arrangements fell materially short of the standard required
> Governance and oversight were insufficient for a high-risk, live system change, with the project incorrectly treated as a routine renewal despite materially altering a critical asset.
>
> Finding 2: No single accountable owner exercised whole-of-system stewardship
> End-to-end accountability was absent, resulting in fragmented responsibilities across parties and a lack of integrated system oversight.
>
> Finding 3: Critical risks were identified but not brought to closure
> Key risks associated with reduced capacity and altered system behaviour were recognised but not fully resolved, tested, or escalated prior to implementation.
>
> Finding 4: Governance and assurance were not proportionate to consequence
> The level of governance, assurance, and interface management did not match the project's risk profile or provide confidence in safe operation under changed conditions.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Finding 5: Contingency planning and operating controls were not adequate
Operating limits, procedures, escalation triggers, and contingency plans were insufficiently defined for the heightened risk environment.

Finding 6: The failure was systemic in character
The event arose from longstanding systemic weaknesses in accountability, assurance, and risk management, with the project not governed as a high-risk live intervention.

Overall conclusion/finding

The UV Renewal Project was governed largely through contractual demarcation rather than integrated system stewardship. On the available evidence, that approach was not adequate to manage the operational and hydraulic risks that arose once the plant moved away from its long-established operating state.

Overall, the governance framework applied to this, or any similar project, by Wellington Water would be considered insufficient to provide the degree of accountability, assurance, risk ownership, and operational control required given the material changes to the plant's operation as a result of the project.

Recommendation 6 - Embed rigorous, quantified risk management

Enterprise and operational risk management must be fundamentally reframed so that risks are explicitly identified, quantified, and forecast, and are directly linked to decision-making, funding, and service levels.

1. **Wellington Water / Tiaki Wai should:**
   - (a) Adopt established New Zealand best practice guidance for management of major/high-risk infrastructure projects.
   - (b) Actively manage operational risks and establish a policy (or policies) on asset redundancy
   - (c) Establish processes to define and consciously accept residual risks to develop integrated system-wide risk profiles providing full exposure

Recommendation 6 1

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 1 – Terms of Reference

Appointment of Crown Review Team to Wellington City Council[9]

Overview

Pursuant to sections 255(3) and 258 of the Local Government Act 2002 ("Act"), the Minister of Local Government gives notice of his appointment of:

Raveen Jaduram as chair, and
Helen Atkins,
Garry Macdonald, and
Michael Weatherall

as members to the Crown Review Teams to the Wellington City Council (WCC) and Wellington Water Limited (WWL). The term for the Crown Review Team starts on 16 March 2026 and will conclude on 31 August 2026.

Background

1. A major failure at the Moa Point Wastewater Treatment Plant on 4 February 2026 caused catastrophic flooding, the complete shutdown of the plant, and discharge of millions of litres per day of untreated wastewater in the surrounding harbour, creating significant environmental and public health impacts across the Wellington South Coast.

2. A Crown Review Team may be appointed at the request of Wellington City Council, a local authority under Part 10 of the Local Government Act 2002.

3. Lessons must be identified and available to inform the establishment of Tiaki Wai Limited (Tiaki Wai), the new metropolitan Wellington region water services provider commencing 1 July 2026.

Purpose

4. The purpose of the Crown Review Team is to examine WCC's governance, oversight, accountability, funding, asset-management and statutory responsibilities in relation to the Moa Point wastewater treatment plant that may have contributed to the failure of the plant on 4 February 2026, and to identify improvements WCC could take to reduce the likelihood of future failures.

5. A Crown Review Team, comprising the same members, is also being appointed to examine issues at Wellington Water Limited. There is a separate, complementary terms of reference for that appointment.

6. The Crown Review Team will also:

- Establish a high-level sequence of events, operation and identify immediate and long-term opportunities for improvement in WCC's stewardship of wastewater services based on the information available during the ongoing emergency;
- Identify lessons learned and recommend actions to reduce likelihood of recurrence;
- Provide advice to the Minister of Local Government on whether further intervention is warranted.

Scope of Crown Review Team

[9] Appointment of Crown Review Team to Wellington City Council - 2026-go1237 | New Zealand Gazette

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

7. Pursuant to section 258(4) of the Local Government Act 2002, the Crown Review Team must, to the extent authorised by its terms of reference:

a. investigate and report on the nature and extent of the problem; and

b. make recommendations to WCC and the Minister on how WCC could address the problem; and

c. make recommendations to the Minister on whether the Minister should take further action in relation to WCC, including whether the Minister should appoint any other Ministerial body to WCC; and

d. ensure, as far as practicable, that the existing organisational capability of WCC is not diminished.

8. The Crown Review Team for WCC will undertake a review, based on the information available to WCC and subject to the practical constraints arising from the ongoing incident. The Crown Review Team is not expected to determine the mechanical or technical cause of the wastewater plant's failure.

9. The following are in scope of the review:

- Technical documentation held by the WCC relating to the design, commissioning, construction, maintenance and modification, systems and operations of the Moa Point wastewater treatment plant;
- WCC's response to information it received from WWL prior to the failure, including risk signals, performance concerns, or relevant status updates;
- WCC's governance, contract management, accountability, oversight responsibilities and capability for wastewater infrastructure at Moa Point, including the regulatory and legislative context that may have influenced events leading up to the failure on 4 February 2026;
- WCC's shareholder oversight of WWL, including service delivery expectations, funding and investment decisions, monitoring frameworks, risk management processes, performance reporting, and escalation pathways;
- WCC's funding, budgeting, and investment decisions relating to the renewal, maintenance, and resilience of the broader wastewater network;
- WCC's asset management obligations, including whether its policies, plans, and investment signals supported the effective operation and resilience of the plant; and
- Immediate lessons and long-term improvement opportunities for the transition to Tiaki Wai.

Out of Scope

10. The Review will not:

- Make findings as to criminal, civil or disciplinary liability;
- Where possible, make findings that ascribe particular actions or inactions in relation to the Moa Point incident to identifiable individuals;
- Form any views in relation to any internal business practices of third-party contractors or any individual contractors; or
- Undertake or make findings on any regulatory investigations or any related compliance and enforcement activity under the Resource Management Act 1991 or other relevant legislation.

Conflicts of Interest and Member Conduct

11. Members must disclose any conflict, potential conflict, or perceived conflict of interest as it arises.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

12. Members must exercise their professional judgment and carry out their functions objectively and impartially.

Membership

13. The Crown Review Team comprises the following members:

- Raveen Jaduram – Chair
- Helen Atkins – Member
- Garry Macdonald – Member
- Michael Weatherall – Member

14. These members are considered to hold expertise in:

- technical wastewater engineering;
- organisational governance and funding;
- operational management and delivery; and
- commercial and contractual management.

Approach to Functions Including Handling of Information

15. The activities conducted by the Crown Review Team can include reviewing documents, workshops, engagement with community and commissioning technical, legal, or analytical advice as required to support the review.

16. The work undertaken by the Crown Review Team operates in parallel with, and must not constrain any investigation, or any other compliance and enforcement activity, undertaken under the Resource Management Act 1991 or other legislation.

17. The Crown Review Team must conduct its work in a manner consistent with natural justice.

18. The Crown Review Team must avoid the disclosure of information that may prejudice any criminal or regulatory investigation, legal action, or insurance claim in relation to the Moa Point treatment plant, except in accordance with the Local Government Act 2002 or any other enactment or requirement of law.

Deliverables and Timeframes

19. The Crown Review Team will provide an interim report to the Minister of Local Government by **30 June 2026** and a final report by **31 August 2026**. The report must meet the requirements of section 258U of the Local Government Act 2002, including covering the following:

- Key findings from the review;
- Lessons to avoid a similar failure taking place in the future;
- Recommendations in line with the requirements covered in section 258(4) under Part 10 of the Local Government Act 2002, referenced in the scope section;
- Next steps for the Minister for Local Government and the relevant organisations to consider.

Official Information

20. Subject to sections 258U and 258Z of the Local Government Act 2002, and any other enactment or rule of law to the contrary, the Official Information Act 1982, the Local Government Official Information and Meetings Act 1987, and the Privacy Act 2020, apply to all information held by the Crown Review Team.

Secretariat Support

21. The Department of Internal Affairs (DIA) will provide secretariat support to the Crown Review Team. This will include coordination of meetings, facilitating access to documentation, access to specialist technical advice, legal advice, and analytical services if needed, and project management and coordination as required.

Remuneration

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

22. Pursuant to section 258V of the Local Government Act 2002, members of the Crown Review Team will receive remuneration in accordance with the Cabinet Fees Framework CO(25)2 at a rate of $1,645 a day for the chair and $1,240 a day for each member. Remuneration will be paid from money belonging to WCC. Members of the Review Team are responsible for ensuring any expenses claimed are reasonable and necessary.

Cost Recovery

23. Pursuant with section 258W(2) of the Local Government Act 2002, expenses incurred by the Crown in relation to the appointment and work of the Crown Review Team – including remuneration, fees, specialist advice, administration, and other costs – may be recovered from WCC.

24. The DIA secretariat will support the Crown Review Team with cost recovery and will consult with affected local authorities before issuing any cost recovery notice.

Dated at Wellington this 9th day of March 2026.

HON SIMON WATTS, Minister of Local Government. 2026-go1237 12-03-2026 10:01

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appointment of Crown Review Team to Wellington Water Limited[10]

Overview

Pursuant to sections 255(3) and 258 of the Local Government Act 2002, the Minister of Local Government gives notice of his appointment of:

Raveen Jaduram as chair, and
Helen Atkins,
Garry Macdonald, and
Michael Weatherall

as members to the Crown Review Teams to the Wellington City Council and Wellington Water Limited (WWL). The term for the Crown Review Team starts on 16 March 2026 and will conclude on 31 August 2026.

Background

1. A major failure at the Moa Point Wastewater Treatment Plant on 4 February 2026 caused catastrophic flooding, the complete shutdown of the plant, and discharge of millions of litres per day of untreated wastewater in the surrounding harbour, creating significant environmental and public health impacts across the Wellington South Coast.

2. A Crown Review Team may be appointed at the request of Wellington Water Limited, a water organisation under Part 10 of the Local Government Act 2002.

3. Lessons must be identified and available to inform the establishment of Tiaki Wai Limited (Tiaki Wai), the new metropolitan Wellington region water services provider commencing 1 July 2026.

Purpose

4. The purpose of the Crown Review Team is to undertake a review of WWL's oversight and management of contractual arrangements, setting of performance expectations, risk monitoring and incident response that may have contributed to the failure of the Moa Point wastewater treatment plant on 4 February 2026, and to identify improvements WWL or Tiaki Wai could take to reduce the likelihood of future failures.

5. A Crown Review Team, comprising the same members, is also being appointed to examine issues at Wellington City Council. There is a separate, complementary terms of reference for that appointment.

6. The Crown Review Team will also:

- Establish a high-level sequence of events and identify immediate and long-term opportunities for improvement in the operation, maintenance, and management of the plant, based on the information available during the ongoing emergency;
- Assess operational and contracting arrangements and management, governance oversight, shareholder responsibilities, funding arrangements, service delivery arrangements, and decision-making across relevant entities;
- Identify lessons learned and recommend actions to reduce likelihood of recurrence;
- Provide advice to the Minister of Local Government on whether further intervention is warranted.

Scope of Crown Review Team

[10] Appointment of Crown Review Team to Wellington Water Limited - 2026-go1238 | New Zealand Gazette

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

7. Pursuant to section 258(4) of the Local Government Act (2002), the Crown Review Team must, to the extent authorised by its terms of reference:

a. investigate and report on the nature and extent of the problem; and

b. make recommendations to WWL and the Minister on how WWL and Tiaki Wai could address the problem; and

c. make recommendations to the Minister on whether the Minister should take further action in relation to WWL, including whether the Minister should appoint any other Ministerial body to WWL; and

d. ensure, as far as practicable, that the existing organisational capability of WWL is not diminished.

8. The Crown Review Team for WWL will undertake a review, based on the information available, and subject to the practical constraints arising from the ongoing incident. The Crown Review Team is not expected to determine the mechanical or technical cause of the wastewater plant's failure.

9. The Crown Review Team is not expected to undertake a forensic or engineering investigation into the mechanical or technical cause of the Moa Point plant failure. However, the Review Team may consider information provided by WWL regarding the likely or probable causes of the failure, including technical assessments already available, insofar as this informs the Review Team's examination of governance, management, maintenance practices, and organisational decision-making.

10. The following are in scope of the review:

- High-level findings relating to the design, construction, contract management, maintenance, systems, operations, and commissioning of the Moa Point wastewater treatment plant;
- The known sequence of events leading to the plant failure, including any early indicators of risk;
- Governance, management, accountability, oversight systems, funding arrangements, and capability within WWL, including the regulatory and legislative context that may have influenced their management or ability to manage the plant;
- Contractual and operational arrangements relevant to the immediate performance of the plant;
- Public health and environmental risk communication, particularly the timeliness and adequacy of immediate notifications and warnings;
- Systemic or structural issues within WWL that may have contributed to vulnerabilities at Moa Point wastewater treatment plant; and
- Immediate lessons and long-term improvement opportunities for the transition to Tiaki Wai.

Out of Scope

11. The Review will not:

- Make findings as to criminal, civil or disciplinary liability;
- Where possible, make findings that ascribe particular actions or inactions in relation to the Moa Point incident to identifiable individuals;
- Form any views in relation to any internal business practices of third-party contractors or any individual contractors; or

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

- Undertake or make findings on any regulatory investigations or any related compliance and enforcement activity under the Resource Management Act 1991 or other relevant legislation.

Conflicts of Interest and Member Conduct

12. Members must disclose any conflict, potential conflict, or perceived conflict of interest as it arises.

13. Member must exercise their professional judgment and carry out their functions objectively and impartially.

Membership

14. The Crown Review Team comprises the following members;

- Raveen Jaduram – Chair
- Helen Atkins – Member
- Garry Macdonald – Member
- Michael Weatherall – Member

15. These members are considered to hold expertise in:

- technical wastewater engineering;
- organisational governance and funding;
- operational management and delivery; and
- commercial and contractual management.

Approach to Functions Including Handling of Information

16. The activities conducted by the Crown Review Team can include reviewing documents, workshops, engagement with community and commissioning technical, legal, or analytical advice as required to support the review.

17. The work undertaken by the Crown Review Team operates in parallel with, and must not constrain, any investigation, or any other compliance or enforcement activity undertaken under the Resource Management Act 1991 or other legislation.

18.The Crown Review Team must conduct its work in a manner consistent with natural justice.

19. The Crown Review Team must avoid the disclosure of information that may prejudice any criminal or regulatory investigation, legal action, or insurance claim in relation to the Moa Point treatment plant, except in accordance with the Local Government Act 2002 or any other enactment or requirement of law.

Deliverables and Timeframes

20. The Crown Review Team will provide an interim report to the Minister of Local Government by **30 June 2026** and a final report by **31 August 2026**. The report must meet the requirements of section 258U of the Local Government Act 2002, including covering the following:

- Key findings from the review;
- Lessons to avoid a similar failure occurring in the future;
- Recommendations in line with the requirements covered in section 258(4) under Part 10 of the Local Government Act 2002, referenced in the scope section;
- Next steps for the Minister for Local Government and the relevant organisations to consider.

Official Information

21. Subject to sections 258U and 258Z of the Local Government Act 2002, and any other enactment or rule of law to the contrary, the Official Information Act 1982, the Local Government Official

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Information and Meetings Act 1987, and the Privacy Act 2020, apply to all information held by the Crown Review Team.

Secretariat Support

22. The Department of Internal Affairs (DIA) will provide secretariat support to the Crown Review Team. This will include coordination of meetings, facilitating access to documentation, access to specialist technical advice, legal advice, and analytical services if needed, and project management and coordination as required.

Remuneration

23. Pursuant to section 258V of the Local Government Act 2002, members of the Crown Review Team will receive remuneration in accordance with the Cabinet Fees Framework CO(25)2 at a rate of $1,645 a day for the chair and $1,240 a day for each member. Remuneration will be paid from money belonging to WWL. Members of the Review Team are responsible for ensuring any expenses claimed are reasonable and necessary.

Cost Recovery

24. In accordance with section 258W(2) of the Local Government Act 2002, expenses incurred by the Crown in relation to the appointment and work of the Crown Review Team – including remuneration, fees, specialist advice, administration, and other costs – may be recovered from WWL and its shareholding councils.

25. The DIA secretariat will support the Crown Review Team with cost recovery and will consult with affected local authorities before issuing any cost recovery notice.

Dated at Wellington on this 9th day of March 2026.

HON SIMON WATTS, Minister of Local Government. 2026-go1238 12-03-2026 10:01

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 2 – List of interviews

Table 9 Moa Point Crown Review Team - Interviews

Date	Organisation	Persons interviewed
16 April 2026	Filtec	• Steven Rumble, General Manager Projects • Nathan Johnson, Project Manager • Richie Flinn, Partner at Wotton Kearney
16 April 2026	-	• Chris Laidlow, former commissioning/operations manager Moa Point Plant
28 April 2026	Stantec	• Will Jacobson, Principal Civil Engineer, Lead Author Hydraulics Report • Mark Wollina, Project Director Treatment Projects • Michelle Chew, Technical Lead, UV Renewals • Leslie Lyall, Project Manager, UV Renewals • Alan Hockey, Engineer to the Contract, UV Renewals • Sami Maree, Engineer's Representative, UV Renewals • Josie Lewis, Stantec Counsel
6 May 2026	Wellington Water Limited	• Steve Hutchison, Chief Advisor Wastewater • Pat Dougherty, Chief Executive • Charles Barker, Chief Operating Officer • Sarah BridglandHill, Lead, Crown Review Response • Tim Power, Wellington Water General Counsel
8 May 2026	Wellington City Council	• Matt Prosser, Chief Executive • Andrea Reeves, Chief Strategy & Financial Officer • Ben Henderson, Chief of Staff • Bridie McKinnon, External legal counsel
18 May 2026	Wellington Water Committee	• Nigel Corry, Chief Executive of GWRC • Ros Connelly, Boad Chair of the Committee and GWRC Councillor
19 May 2026	Greater Wellington Regional Council	• Christina Schierlitz, Team Lead Consents and Compliance • Dr Fathima Iftikar, Director Strategy Policy and Regulation
22 May 2026	-	• Anthony Wilson, former Chief Asset Officer and City Engineer at WCC
25 May 2026	-	• Chris Callander, former Moa Point Design Lead (Beca)
27 May 2026	-	• Nick Leggett, former Chair of Wellington Water • Tim Power, General Counsel Wellington Water • Sarah Bridgland Hill, Lead, Crown Review Response Wellington Water
27 May 2026	Veolia	• Daniel Spiller, Chief Operating Officer Aus/NZ • Dave Neru – NZ National Manager • Michael Pashke – Commercial Contracts Director
27 May 2026	Tiaki Wai	• Will Peet – Chair of Board • Mike Brewster – Chief Executive
28 July 2026	-	• Tim Brown, Former Wellington City Councillor, Chair Council's Environment and Infrastructure Committee, and member Wellington Water Committee
28 July 2026	Wellington City Council	• Mayor Andrew Little (Crown Review Chair Only)
29 July 2026	Tiaki Wai	• Mike Brewster – Chief Executive • Tim Power, Tiaki Wai General Counsel

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Date	Organisation	Persons interviewed
29 July 2026	Wellington City Council	• Matt Prosser, Chief Executive • Andrea Reeves, Chief Strategy & Financial Officer • Ben Henderson, Chief of Staff • Bridie McKinnon, External legal counsel

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 3 – Detailed Moa Point Wastewater Treatment Plant Timeline

Table 10 Moa Point Wastewater Plant Detailed Timeline

Year	Key event
Pre-1989	Wellington City sewage discharged without treatment through the Short Outfall at Moa Point / Tarakena Bay (also called Lavender Bay in Council documents)
1980	Council resolved to proceed with a new Moa Point Plant based on milliscreening and primary treatment, but the proposal did not progress.
1984	Project revived and quickly became controversial.
1986	Local body elections gave a mandate to proceed with a WWTP; options continued to be assessed before Moa Point re-emerged.
1987	WCC began the Wellington Wastewater Project and planning commenced for a treatment plant at Moa Point and replacement of the Short Outfall.
1988	Environmental Impact Statement 1 prepared.
1989	Milliscreening began at Moa Point through the Short Outfall; Moa Point formalised as the preferred treatment / outfall solution.
1990	Environmental Impact Statement 2 prepared and initial consents issued.
1991	Regional consents issued; international review recommended trickling filter / solids contact treatment; process design work began including UV disinfection.
1992	Reference design developed for the new WWTP, including pretreatment, clarifiers, fixed growth reactors, UV channels, and odour control.
1993	Project options were reviewed and Stage 1 / Stage 2 phasing and performance criteria were developed.
1994	Tenders invited for the Clearwater DBO contract; Anglian Water Consortium submitted a bid.
1995	WCC awarded the 25-year Clearwater Contract; outfall design report was issued.
1996	AWI issued a revised design report departing significantly from the original reference design and proposing staged construction up to 4000 L/s.
1997	Moa Point Plant commissioned; only Stage 1 was built.
1998	Plant became fully operational under Anglian Water International NZ Limited, and the original TrojanUV3000 equipment was installed.
2000–2004	GWRC issued abatement notices; AWI was prosecuted over a sludge dewatering incident; ongoing consent breaches were noted.
2003	Investigations were prepared in support of an interim consent application.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Year	Key event
2004	Capacity Infrastructure Services (Capacity) was established to manage three-waters assets for councils.
2005	Veolia / United Water took over the Clearwater Contract after Anglian exited New Zealand.
2006	WCC records noted the Short Outfall was retained only as an emergency overflow and was not consented.
2009	A new suite of consents was granted, generally expiring in 2034.
2013	WCC and Capacity entered the Management Services Agreement, which excluded the legacy Clearwater Contract for the Moa Point Plant.
2014	Wellington Water Limited was established.
2015	Management Services Agreement updated to reflect Wellington Water, but the Moa Point Plant remained excluded from existing contracts managed on WCC's behalf.
2017	Clearwater hand back variation agreement set out methodology for condition assessments ahead of contract expiry.
2018	Wellington Water sought registrations of interest for operating four WWTPs; condition assessments identified deferred maintenance; two bypass events were reported.
2019	Two bypass events were reported; final asset condition assessment completed; Wellington Water entered the new regional WWTP services contract with Veolia.
2020	BAU under the Veolia Contract began on 24 February 2020; four bypass events were reported; Mayoral Taskforce on Three Waters highlighted governance and funding issues.
2021	**10 May**: Trojan assessed the TrojanUV3000 equipment with Filtec and Veolia. **23 August:** Wellington Water was notified that the TrojanUV3000 product line would be discontinued, reinforcing urgency because UV failure would compromise disinfection and create direct public health risk.
2022	**31 May:** Veolia issued a UV Project Proposal on the basis that one channel would be offline and one online.
2023	**April:** after about six months, Veolia advised it did not have capacity to deliver the UV project directly, so Wellington Water Major Projects took over project delivery while Veolia remained Operation and Maintenance (O&M) contractor and manager of operational risk.
2024	**February–April 2024** Wellington Water had further engagement with GWRC on UV project, which reserved the right to enforce in response to non-compliant discharges.
July 2025	**4 July 2026: Bypass event** clarifier out of service and flow to the treatment process was limited. During heavy rain UV flow meters go out of range during event in a way similar to the 3 – 4 February 2026 event. Indicating a potential flooding risk.
2025	**Mid to late 2025:** Filtec had to secure a Veolia-managed Permit to Work before physical works could start, including arrangements to divert flows above 1500 L/s at the step screens.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Year	Key event
January 2026	**15 January: overflow incident during UV works.**
February 2026	**3 February: Afternoon - high-flow alarm in UV channel triggered at 12:00. Overflow event at 3:00pm site works ceased at 4:00pm** **3–4 February: evening - major flooding occurred when final effluent and bypassed screened flow combined and backed up into the UV channels.**

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 4 – Historical Development of the Moa Point Wastewater Treatment Plant

Overview

The development history of the Moa Point Plant is relevant to the Crown Reviews assessment of the 3–4 February 2026 flood event, particularly in relation to plant configuration, process redundancy, bypass arrangements, and operational resilience.

The Crown Review has prepared a chronology **above**, based on records from WCC and Wellington Water and interviews with relevant parties. This appendix summarises the aspects of that history most relevant to the present review.

Development of the Current Plant Configuration

WCC decided in the late 1980s to replace the existing Short Outfall with a new treatment plant and Long Outfall discharging to Lyall Bay, after considering several alternative sites and discharge options. Milliscreening of the Short Outfall discharge commenced in 1989 as an interim measure. While the Short Outfall remains in place it is described "…as being replaced by the new Long Outfall at the commissioning of the Moa Point Wastewater Treatment Plant in October 1998. It now operates only under emergency conditions via an overflow weir channel located near the Moa Point Pump Station"[11]

In 1991, WCC obtained a water right under the Water and Soil Conservation Act 1967 authorising continuous discharge of disinfected secondary treated effluent through a submarine outfall approximately 1,800 m offshore south of Lyall Bay, at an average rate of 920 L/s and a maximum rate of 4,000 L/s. The consent term was 10 years from commencement of continuous discharge from the treatment plant.

WCC initially pursued a treatment plant based on a trickling filter/solids contact (TF/SC) process. Beca Steven and PWT developed concept designs for a plant capable of meeting the consent standards. The recommended concept was an above-ground TF/SC plant with four process trains and multiple inter-stage bypasses. The proposal was reviewed by an International Review Panel and carried forward as Contract No. 1.

Subsequent cost concerns led WCC to adopt a two-stage development strategy. Under that approach, Stage 1 would retain the ultimate hydraulic capacity of 4,000 L/s, but full treatment performance would only be required up to 3,000 L/s. Stage 2 was expected to provide full secondary treatment and disinfection for all flows up to 4,000 L/s.

[11] (GN020245 [22025])– Coastal Permit to occupy the coastal marine area in respect of the Moa Point sewage outfall structure (Short Outfall) was issued in July 2002, amended in August 2009, and expires in July 2037

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

The Clearwater Contract was awarded to Anglian Water International (AWI) in 1995. AWI's adopted design used a moving bed biofilm reactor (MBBR) process and provided three process trains comprising primary lamella settlers, MBBR tanks, and secondary clarifiers, discharging through only two UV channels to the Long Outfall. The practical hydraulic and full treatment capacity of these unit processes was 3,000 L/s. AWI proposed that Stage 2 augmentation would add a fourth process train and enlarge the UV system.

The Moa Point Plant was commissioned in January 1998. AWI initially operated the plant, and the Clearwater operating arrangements were later novated to Veolia New Zealand Ltd (Veolia) in 2004. Wellington Water has since stated publicly that Veolia has operated Wellington City's Moa Point and Western WWTPs since 2004.

From 2004 onward, Veolia's role was that of the contracted operator and maintainer of the treatment plant, rather than the asset owner or original designer. In 2019, Wellington Water and Veolia entered into a 10-year contract under which Veolia was to operate and maintain all four metropolitan Wellington WWTPs. Wellington Water described Veolia at that time as already having a long history of operating Moa Point and Western, while also confirming that Wellington Water manages water services on behalf of its council owners.

Veolia's role is therefore relevant to the present review as the long-term operator of Moa Point Plant during the relevant operational period, including at the time of the 3–4 February 2026 flood event. However, it is also necessary to distinguish Veolia's operational responsibilities from the broader ownership, investment, asset planning, and contract-management framework.

The available review material indicates that plant performance reflected not only operator performance, but also the condition of ageing assets, constrained redundancy, and shortcomings in the contractual and management interface between Wellington Water and Veolia. Wellington Water has publicly acknowledged both that Veolia was responsible for running the WWTPs and that the contractual relationship and Wellington Water's own management of that relationship contributed to performance issues.

A related point is that Veolia did not determine the original Stage 1 configuration of the Moa Point Plant, nor the historical decision not to proceed with Stage 2 augmentation. Those matters pre-dated Veolia's involvement and arose from earlier WCC planning and the Clearwater procurement process. Veolia's significance to the present review lies instead in its long-term responsibility for operating and maintaining a facility whose ageing asset base, limited redundancy, and incomplete staged development appear to have imposed material constraints on reliable performance.

Apart from routine maintenance, the principal equipment renewals reported to the Crown Review have been replacement of the UV disinfection equipment and the original electrical, instrumentation, and control systems. These works were underway at the time of the 3–4 February 2026 flood event.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Redundancy, Bypass, and Stage 1 Limitations

A central feature of the Moa Point Plant configuration is that the plant cannot lose a major downstream unit process and still maintain either:

- its consented hydraulic capacity of 4,000 L/s; or
- its intended Stage 1 full secondary treatment capacity of 3,000 L/s.

If one lamella clarifier, one MBBR unit, or one secondary clarifier is out of service, effective capacity reduces to approximately 2,000–2,200 L/s, requiring bypass of approximately 1,800–2,000 L/s at a peak inflow of 4,000 L/s. If one UV channel is out of service, effective UV treatment capacity reduces to approximately 1,500 L/s, requiring bypass of approximately 2,500 L/s. This latter scenario is of particular relevance to the 3–4 February 2026 flood event.

The material reviewed does not indicate that the consequence of large bypass flows during storm events, particularly with key process units out of service, were actively modelled, tested, or fully addressed at commissioning. Nor is there evidence that these hydraulic consequences were adequately addressed as part of the later UV Renewal Project.

The Crown Review has also seen evidence that when bypass flow exceeded approximately 1,500 L/s during high inflow conditions, flow may have backed up in the UV chamber. Even if the precise hydraulic mechanism was not then understood, that possibility should have been more fully reflected in project risk identification, contingency planning, and operational controls.

Stage 2 Augmentation

The original planning basis for the Moa Point Plant envisaged a two-stage development. On the material reviewed by the Crown Review, Stage 1 was intentionally configured as an interim arrangement: it provided the ultimate plant hydraulic capacity of 4,000 L/s, but only 3,000 L/s of full secondary treatment and disinfection capacity. Stage 2 was intended to complete the plant so that all flows up to the design peak of 4,000 L/s would receive full treatment.

Under AWI's adopted configuration, Stage 1 comprised three treatment trains feeding two UV disinfection channels. AWI's tender material envisaged that Stage 2 would be achieved by adding a fourth treatment train, thereby increasing installed secondary treatment capacity and improving redundancy across the main biological and clarification stages. A Stage 2 plant would therefore likely have been materially better able to maintain treatment performance when one process train was unavailable due to maintenance, outage, or renewal works. As part of the development of the DBO contract the advice provided to WCC indicated that Stage 2 Augmentation would be needed prior to 2020.

In practical terms, the addition of a fourth train would have reduced the degree to which the plant depended on bypassing under out-of-service conditions. As presently configured, the

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

plant cannot sustain a major downstream unit outage while maintaining either its full hydraulic capacity or its intended Stage 1 treatment capacity. The absence of Stage 2 therefore meant that periods of maintenance or equipment unavailability inevitably produced a more constrained operating envelope. That constraint becomes particularly significant during high wet-weather inflows, when the combination of reduced treatment capacity and high hydraulic loading increased reliance on internal bypass arrangements.

Stage 2 would also have reduced operational fragility. With only three treatment trains in Stage 1, the loss of any one train represents a substantial reduction in available treatment capacity. A fourth train would have reduced that proportional loss and provided greater operating headroom during maintenance, refurbishment, renewal, and emergency repair. In that respect, Stage 2 would not simply have increased nominal capacity; it would have made the plant less dependent on all major units being continuously available, less sensitive to the coincidence of outages and high inflows, and less reliant on bypass as a practical contingency during abnormal operating conditions.

The Crown Review considers it important, however, to distinguish between the benefits that Stage 2 would likely have delivered and the limitations that would still have remained. On the information presently available, the principal Stage 2 enhancement identified in the AWI concept was the addition of a fourth process train. The UV disinfection stage, by contrast, would still have comprised only two channels, albeit enlarged and equipped to treat approximately 2,000 L/s per channel.

Accordingly, even with Stage 2 in place, the plant would still have experienced a marked reduction in UV treatment capacity if one channel were out of service. In that sense, Stage 2 would likely have improved resilience across the upstream treatment processes, but it would not necessarily have removed the vulnerability associated with the two-channel UV configuration.

Stage 2, had it been implemented, would likely have:

- improved treatment train redundancy;
- reduced bypass requirements during maintenance of lamella, biological, and clarification stages;
- increased operational flexibility during renewals and repairs;
- reduced the plant’s operational fragility by providing greater tolerance to single-train outages; and
- improved the plant’s ability to maintain full secondary treatment in the event of a single train being out of service.

However, it would not by itself have resolved the hydraulic and operational risks associated with a single UV channel outage, particularly during periods of peak inflow.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

The Crown Review has seen no evidence that either WCC or Wellington Water subsequently progressed, funded, or planned Stage 2 augmentation in a way that materially improved redundancy, bypass flexibility, or wet-weather operational resilience. In that respect, the Moa Point Plant appears to have remained for almost three decades in a configuration originally conceived as a staged and incomplete arrangement, with reduced redundancy and limited flexibility becoming enduring features of plant operation rather than temporary limitations pending future expansion.

Key implications

The relevance of Stage 2 to the present review is not that its absence can be said to have directly caused the 3–4 February 2026 flood event. Rather, its relevance is that the plant appears to have operated long-term in a configuration originally conceived as an interim stage, with the result that constrained redundancy, limited operating headroom, and dependence on bypass under out-of-service conditions became embedded features of plant operation.

For present purposes, the key implications are:

- the Moa Point Plant appears to have been operated for many years as an effectively permanent Stage 1 plant;
- that configuration provided limited tolerance to foreseeable outages of major treatment units;
- the absence of Stage 2 likely increased dependence on bypassing during maintenance, renewals, and peak wet-weather flows;
- the plant's operational resilience therefore appears to have been structurally constrained, rather than only incidentally reduced by particular projects or events; and
- the question arises whether the implications of continuing to operate indefinitely in that incomplete configuration were sufficiently revisited as the plant aged, major renewals were undertaken, and wet-weather hydraulic risks became more evident.

Monitoring and Control Issues

The Crown Review has identified a number of monitoring and control issues relevant to the 3–4 February 2026 flood event.

a. The IPS is configured so that if incoming wet-weather flow exceeds pumping capacity, or if one or more pumps fail to start, excess flow diverts to the old Short Outfall. That emergency measure was not utilised until well after flooding had occurred at the treatment plant.

b. Shutting down the IPS in the event of flooding was not part the established Standard Operating Procedures for plant operators.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

c. Although the IPS rising mains are metered and connected to SCADA, the relationship between increasing IPS inflow and abnormal conditions in the UV system was not recognised in sufficient time during the event.

d. The plant did not record the actual water level within the UV channels in a manner that would have provided direct warning of imminent overtopping or flooding. More generally, the available instrumentation appears to have been insufficient to provide reliable warning of developing backflow conditions.

e. A more systematic review of historical wet-weather operating data, particularly during periods when one or more process units were unavailable, may have identified a heightened backflow risk earlier.

f. Although several documents state that the emergency bypass weirs can pass 4,000 L/s, that capacity does not appear to have been formally verified or tested.

g. Moa Point did not have CCTV installed at critical process locations. As a result, no visual record was available to assist either real-time remote monitoring or detailed post-event reconstruction.

Long Outfall Hydraulics

On the information provided to the Crown Review, blockage of the Long Outfall is not considered to have been a causative factor in the flooding of the treatment plant. However, further investigation of the outfall's hydraulic condition and discharge capacity is warranted.

In particular, Wellington Water and WCC should confirm whether the Long Outfall has retained its original design capacity, commonly recorded as 4,500 L/s, and whether it has been pigged at any stage since commissioning. The original Clearwater Contract reportedly required pigging by AWI's subcontractor, Candac Perry, but the Crown Review cannot confirm whether that occurred. The Clearwater Project records identify Candac Perry as the outfall contractor, which is consistent with that requirement.

The Crown Review also supports further assessment of outfall hydraulics, including measurement of outfall head over a range of discharge flows to establish a current Q–H relationship and compare that with the design profile.

Summary Observation

The Moa Point Plant was ultimately delivered as a Stage 1 plant with constrained redundancy, limited bypass flexibility, and no subsequent Stage 2 augmentation. The plant appears to have remained broadly in that configuration for almost three decades, with only limited major equipment renewal. In that context, the 3–4 February 2026 flood event raises significant questions as to whether the hydraulic and operational consequences of out-of-service process conditions, high wet-weather bypass flows, and backflow risk were adequately understood, monitored, and managed over time.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 5 – Assessment of the Moa Point UV Renewal Project Governance and Management

Introduction

This section assesses the governance arrangements for the Moa Point UV Renewal Project against recognised New Zealand best practice for infrastructure project delivery as published by Te Waihanga and Treasury. It draws on Wellington Water documentation, contractor submissions and interview summaries from Veolia, Filtec, and Stantec to evaluate governance, accountability, risk management, interface management, and whole-of-system integration.

Summary

The Moa Point UV Renewal Project involved replacement of a critical final disinfection system at the Moa Point Plant. Installed in 1998, the system had reached the end of its expected life, commonly around 25 years.

The renewal programme covered the UV disinfection systems at Moa Point, Seaview, and Western plants. Planning occurred during the 2021–2031 LTP cycle, with funding uncertainty until confirmation in the 2024–2034 LTP. The project was approved as a "major project" by the Wellington Water major project board committee and subsequently procured through a closed tender and delivered under a design-and-build contract with Filtec, signed on 30 October 2024 for approximately $10.9 million.

Despite the "major projects board" approval the work was framed by Wellington Water as a BAU renewal project based on the cost profile of the work even though it introduced a temporary, but materially altered, operating regime within a live critical asset. During construction, full treatment capacity at Moa Point reduced from approximately 3,000 L/s to approximately 1,500 L/s, increasing reliance on bypass arrangements and altering plant hydraulic behaviour. Based on the change in operating regime the project would more properly be considered 'high risk' and treated as a major project[12] by Wellington Water.

The evidence indicates that the governance arrangements were not matched to that consequence profile. Accountability was fragmented across Wellington Water, Veolia, Stantec, and Filtec, and no single party appears to have held responsibility for integrated system performance. The table below illustrate the various roles and responsibilities documented for the UV Renewal Project.

[12] Major Infrastructure Project: A project involving the development, acquisition, renewal, upgrade or replacement of infrastructure assets with a total cost of ownership exceeding NZ$50 million, or a project of lower value that is assessed as having significant strategic importance, delivery complexity, stakeholder impact, risk exposure, public interest, or service criticality.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Table 11 UV Renewals Project – Operational Roles and Responsibilities

Company	Role	Responsibility of general site
FILTEC	Lead Contractor	• Control of the work area in the UV room, including parts of the service gallery • Escorting and inducting workers into the FILTEC work area. • Operation of the new UV equipment during commissioning.
Veolia **a.**	Plant Operator	• Control and operation of the entire Moa Point site • Operation and maintenance of the UV equipment (excluding commissioning) • Inducting workers to the general site • Issuing permits to work • Reviewing safety documentation and approving work to commence
Veolia **b.**	Project Technical Advisory	• Attend safety in design & risk workshops • Provide technical input • Provide information on site functionality and operation • Site visits, inductions, isolations etc.
Wellington Water Limited	Asset Owner/Principal	• Project Director (not identified) • Approval of Shutdown plans (if applicable)
Stantec **a.**	Principals Engineer	• Review and approval of technical design aspects, commercial approvals on behalf of Wellington Water
Stantec **b.**	Project Manager	• Contracted by Wellington Water to project manage the UV Renewal Project Works

While critical system risks were identified during planning and construction, there is insufficient evidence that they were clearly owned, fully analysed, closed, or independently assured before implementation proceeded.

The principal weakness was systemic rather than solely technical. The project was administered through contractual accountabilities, but without a clearly identified whole-of-system owner, sufficiently explicit interface authorities, validated operating assumptions, robust contingency arrangements for the reduced-capacity operating mode, or escalation processes that ensured the closure of persistent risks.

Best-Practice Governance Benchmark

Relevant guidance from Te Waihanga and Treasury indicates that high-risk or system-critical infrastructure projects should have a clearly identified senior accountable owner; governance and assurance scaled to risk and consequence; clear delegations and escalation pathways; integrated oversight of cross-organisational interfaces; formal assurance of critical assumptions; and continuing attention to operational readiness, residual risk, and outcomes.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Figure 1 shows the structure adopted for the UV Renewal Project, illustrating the absence of the senior responsible owner.

Assessed against the guidance, the UV Renewal Project demonstrates material departures. In particular, the available evidence points to fragmented accountability, insufficient closure of critical system risks, weak interface governance, incomplete validation of temporary operating assumptions, and inadequate preparation for operating the plant in a degraded but materially different configuration.

Key Findings

1. Fragmented accountability and absence of a whole-of-system owner

The governance model (**Figure 1**) divided responsibilities among Wellington Water as project sponsor/owner and delivery manager, Veolia as operator and advisor, Stantec as Engineer to the Contract and project advisor, and Filtec as design-and-build contractor. However, no party appears to have held end-to-end accountability for integrated system performance across design, construction, and live operation.

Variation 4 to Veolia's contract further separated major capital delivery from the operator, leaving Veolia with operational input and site coordination functions, but without delivery or design accountability.

2. Critical whole-of-system risks were not fully resolved before implementation

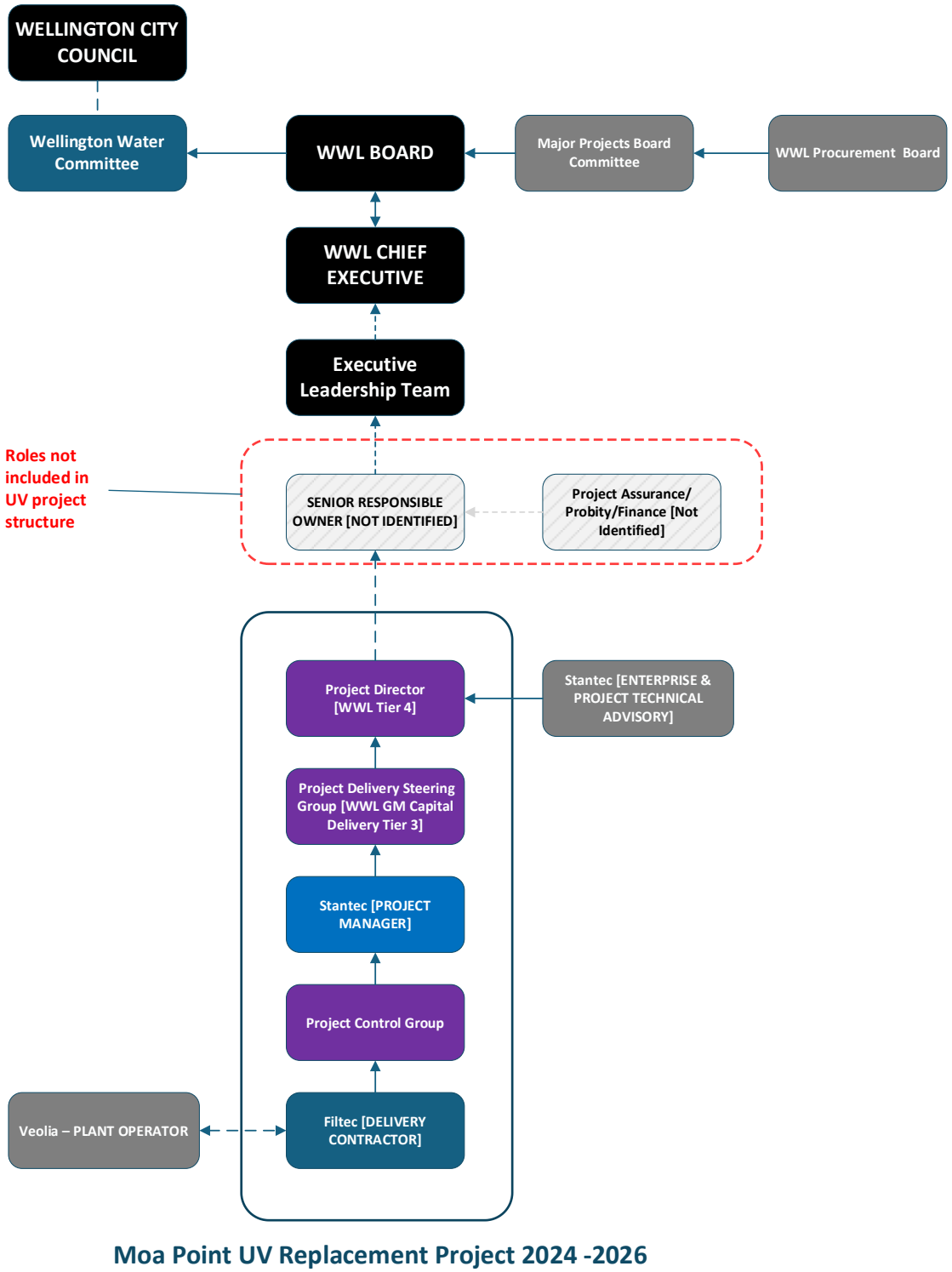
The project introduced a materially altered hydraulic regime, yet there is no clear evidence that the resulting system behaviour was fully validated before implementation. Filtec did not hold responsibility for system-wide hydraulic modelling; Stantec later identified that key bypass interactions had not been fully understood; and Veolia has stated, but not provided written records, that they raised repeated concerns regarding bypass capacity and high-flow behaviour. hazard and operability study (HAZOPS) issues appear to have been deferred for later consideration without clear ownership or demonstrable closure. Wellington Water disagrees that Veolia raised repeated concerns regarding bypass capacity and high flow behaviour.

3. Governance was not scaled to consequence

Although the capital cost was modest relative to larger infrastructure programmes, the project affected a critical wastewater asset with potentially significant implications for compliance, public health, and environmental performance making it High Risk. The evidence does not indicate that governance, assurance, or review arrangements were strengthened to reflect those consequences. In practical terms, the project appears to have been treated more as a BAU renewal than as a risk-critical intervention in a live treatment plant.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Figure 1 Moa Point UV Renewal Project Structure



Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

4. Interface governance was insufficiently explicit

The live-plant interface between construction and operations was central to project risk, yet decision rights appear to have remained ambiguous. Filtec relied on Veolia to manage plant flows and operating conditions; Veolia could not independently alter those conditions without direction; and Stantec coordinated but did not control plant operations. Important interface risks were therefore left to coordination rather than being governed through clear authority, codified thresholds, and formal escalation points.

5. System limits and operating assumptions were not adequately validated

The behaviour of the bypass system and effluent pipeline under the temporary constrained regime was not fully understood before implementation. Veolia indicated that assumptions were informed in part by approximately 28 years of operational experience under the original plant configuration

That operational history was relevant context, but it was not in itself a sufficient basis for confidence that the system would behave similarly once treatment capacity was reduced and the hydraulic regime materially changed. Reliance on historical plant behaviour may therefore have contributed to expectations that the modified system would continue to perform in familiar ways despite changed conditions.

6. Ineffective risk escalation and closure

Concerns raised during 2025 and early 2026, during the UV Renewal Project meetings, regarding bypass capacity, surcharging, and operating strategy were not demonstrably resolved through a formal ownership, escalation, and closure process.

The available evidence suggests that those concerns persisted over time without being converted into time-bound decisions on mitigation, acceptance, redesign, or stopping conditions. This indicates either that the escalation pathway lacked clarity or that the governance framework did not provide sufficient authority to force closure of whole-of-system risks.

7. Lack of operational contingency planning

Operating the plant at reduced capacity created a temporary but materially different mode of operation. Best practice would ordinarily require explicit safe operating limits, event triggers, revised operating procedures, contingency actions, and a clear understanding of residual risk. The Veolia interview summary indicates that standard operating procedures did not materially change, there was no escalation framework tied to flow conditions, and there were no specific procedures addressing internal flooding caused by reversed hydraulic flows.

Veolia confirmed to the Crown Review that they, as plant operator, had not received direction from the UV project or Wellington Water for any changes to monitoring or SOPs so no changes were made.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Effectively, on the evening of 3 February 2026 the plant was operating in a degraded state without the procedural controls ordinarily expected for a live critical asset under temporary constraints.

Overall Assessment

Overall, the governance arrangements adopted by Wellington Water for the UV Renewal Project fell short of the standard reasonably expected for a live, high-consequence infrastructure project operating in a materially altered plant configuration.

The principal deficiencies were the absence of a single accountable system owner, weak interface governance, incomplete validation of critical operating assumptions, ineffective escalation and closure of known risks, and insufficient contingency planning for the temporary reduced-capacity regime.

The result was a project governed largely through contractual demarcation rather than integrated system stewardship. On the available evidence, that approach was not adequate to manage the operational and hydraulic risks that arose once the plant moved away from its long-established operating state.

Principal Deviations from Best Practice

- No clearly identified single senior accountable owner (SRO) or equivalent whole-of-system integrator.
- Governance and assurance not clearly scaled to the project's actual operational and consequence risk.
- Critical system risks identified but not clearly owned, closed, or independently assured before implementation.
- Interface authorities between sponsor, operator, engineer, and contractor were insufficiently explicit.
- Key hydraulic assumptions and system limits were not validated to the standard expected for a material change in operating regime.
- Reliance on approximately 28 years of operational experience under the original configuration may have shaped expectations that the modified system would behave in familiar ways despite materially different hydraulic conditions.
- Temporary reduced-capacity operations were not supported by sufficiently explicit contingency planning, escalation triggers, and safe operating limits.
- Risk escalation processes did not appear to ensure decision-making and closure of persistent whole-of-system concerns.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 6 - Regulatory Matters - Consenting

The information provided below is largely contextual to support the understanding of the consenting history of the Moa Point Plant. The focus is on the environmental compliance

In summary:

- The Moa Point Plant operates under five resources consents from the GWRC. In all cases the consent holder is WCC. The consent duration is the same for all being from 11 May 2009 to 11 May 2034, with the exception of one of the air discharge consents which dates from 12 July 1996 to 8 January 2033.
- There is a long history of non-compliance with the consents.
- No specific amendments to the existing consents or new consents were obtained for the possible impacts of the UV Upgrade project, despite the recognised risk of higher flows bypassing the treatment stages of the Moa Point Plant due to one UV Channel being inoperable due to the UV Upgrade Project.
- No consideration was given to the potential risk of having to divert untreated effluent to the Short Outfall in the event the Moa Point Plant and the bypass was unable to cope with high flows due to the reconfiguration of the plant during the UV Upgrade Project.

Consenting history

As noted in the chronology and elsewhere in this report the Moa Point Plant was commissioned in 1997 and fully operational in January 1998. Prior to this wastewater was milliscreened and discharged, untreated, through the Short Outfall into Lavender Bay. The Crown Review understand that this discharge was regulated under a number of consents. These consents were both land use (either consents or designations) that were regulated by WCC or discharge consents (air and into coastal water) that were regulated by GWRC. The consents all related to period in the late 1980s and early 1990s (i.e. before the WWTP was commissioned.

The Crown Review has not done a thorough analysis of these consents. Rather the review focussed on the consents that existed during and prior to the February 2026 incident. Reference to older consenting arrangements are included purely for context.

The Crown Review notes that:

> "*Prior to the commissioning of the Moa point wastewater Treatment Plant, sewage from the catchment was milliscreened and discharged through the short outfall at Lavender Bay. While the short outfall has not been used on a continuous basis since the plant was commissioned, the short outfall has been retained as an emergency overflow for unavoidable discharges such as an*

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

unforeseen mechanical failure of the pump station. Discharges from the short outfall are not consented and it is not proposed that consents are sought."[13]

This discharge, to what is commonly described as the 'Short Outfall', was consented or authorised under the regime that applied before the Resource Management Act 1991 (RMA) came into force in October 1991. The Crown Review has not seen any specific consent or certificate documentation but notes that it is referenced in several old reports that date to the time prior to the construction and commissioning of the Moa Point Plant.

Consents past and present

The following table has a list of the consents that have been held and are currently held by the Moa Point Plant. Of note is that all the references in the table to the 'submarine outfall' are to the colloquially known 'Long Outfall'.

Table 12 Moa Point Resource Consents

Reference & Date	What consent is for	Term
WGN900025 Water right (Water & Soil Conservation Act) 30 July 1991	To continuously discharge disinfected treated effluent from a submarine outfall located 1,800m offshore, south of Lyall Bay at an average of 3,300m3 per hour, up to a maximum rate of 14,500m3 per hour. **Location**: Map Reference NZMS 260, R27:606823	10 years from the when the sewage effluent is received into the treatment plant Note replaced by WGN040203 [23309]
WGN940058(02) Coastal Permit to occupy the coastal marine area Issued June 1994	Coastal Permit to occupy the coastal marine area in respect of the Moa Point sewage outfall structure (Short Outfall)	8 years from date of issue. Expired 2002 Replaced by GN020245 [22025])– Coastal Permit to occupy the coastal marine area in respect of the Moa Point sewage outfall structure (Short Outfall) was issued in July 2002, amended in August 2009, and expires in July 2037.

[13] WCC Strategy and Policy Committee Report 6 dated 7 December 2006.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Reference & Date	What consent is for	Term
WGN930066 Coastal Permit (RMA – note it was under the transitional provisions so related to the pipeline that was there) 7 September 1993	Consent to occupy the foreshore and seabed **Location** - South of Wellington International Airport. The area of the seabed bound by Raekaihau Point to the west and West Ledge to east. Map Reference NZMS 260; R27:613.839	10 years from the date on which the Moa Point Plant is commissioned (handwritten note says 8 January 2008)
WGN040203 [23309] Discharge consent – coastal water 20 September 2004	Consent to discharge mixed disinfected secondary treated and milli-screened wastewater to the coastal marine area during and/or immediately after heavy rainfall, when the quantity of wastewater arriving at the Moa Point Plant exceeds 3,000 litres per second (the secondary treatment capacity of the Moa Point Plant). **Location** - Cook Strait, from an existing submarine outfall located approximately 1,870 metres offshore, south of Lyall Bay Beach, Wellington, at or about map reference NZMS 260:R27;606.823	Expires 8 January 2008 – this appears to have replaced WGN900025
WGN910096 Discharge consent – air From the date of commissioning the plant	To continuously discharge deodorised air from the Wellington Waste Water Treatment Plant Ventilation System. Up to 25,000 litres per second, 90,000 cubic metres per hour or 2,160,000 cubic metres per day **Location** - South of the Miramar Golf Course, east of the present Airport Milliscreen Plant	To the 10th anniversary of the commissioning of the plant
WGN080003[31505] Discharge consent – coastal permit 11 May 2009 to 11 May 2034	Consent to continuously discharge up to 260,000 cubic metres per day of secondary treated and disinfected wastewater from the Moa Point Plant into the coastal marine area via an existing submarine outfall. **Location** - Coastal marine area between approximate map references NZMS 260: R27; 2660742.5982398 and NZMS 260: 2660710.5982311	11 May 2034

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Reference & Date	What consent is for	Term
WGN080003 [26183] Discharge consent, Discharge to air 11 May 2009 to 11 May 2034	Consent to continuously discharge contaminants (including odour) to air from the Moa Point Plant ventilation system. Location - Moa Point Plant, Stuart Duff Drive, Miramar, Wellington at or about approximate map reference NZMS 260: R27; 2661614.5984078	11 May 2034
WGN080003 [26182] Coastal permit to occupy the foreshore and seabed 11 May 2009 to 11 May 2034	Consent to occupy the foreshore and seabed of the coastal marine area with an existing submarine outfall pipeline. **Location** - Coastal marine area between approximate map references NZMS 260: R27; 2661386.5983981 and NZMS 260: R27; 2660710.5982311.	11 May 2034
WGN960094 [1471] Discharge consent. Discharge to air 12 July 1996 to 8 January 2033	Consent to discharge contaminants to air from the operation of a wastewater pumping station. Up to 3.5 m3/s. **Location** - Moa Point Pumping Station at or about map reference NZTM 1751477.5422388	8 January 2033
WGN080003 [35047] Discharge Consent	Consent to occasionally discharge up to 4500 litres per second of mixed disinfected secondary treated and milli-screened wastewater to the coastal marine area via an existing submarine outfall during and/or immediately after heavy rainfall, when the quantity of wastewater arriving at the Moa Point Wastewater Treatment Plant exceeds 3000 litres per second **Location** - at or about map reference NZMS 260:	11 May 2034
WGN020245 [30030]	Consent to occupy the coastal marine area in respect of the Moa Point Wastewater Treatment Plant sewage outfall (Short Outfall)	2 July 2037 Replaced [22125]

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Reference & Date	What consent is for	Term
Permit to occupy the coastal marine area	**Location** - Moa Point, Wellington at or about map reference NZMS 260:R27;617.833	

Post commissioning in January 1998

On 22 March 1995 Anglian Water Limited (AWL) received a factual (it was not legal advice) report from Chapman Tripp that was entitled "Wellington Wastewater Treatment Plant: Resource Management Consents Affecting Construction, Design and Operational Performance". This report did not just consider Moa Point Plant but all the assets that AWL was going to operate as part of the Clearwater Contract. The report helpfully summarises the regulatory matters under the RMA as follows, noting it covers both the construction and operational phases of the Moa Point Plant:

- Drainage-Sewage Treatment designation (land use consent essentially) (note this is in effect permanent until changed in the District Plan.
- Air discharge consent during site excavation (note this was held by AWL and expired on 2 July 1996).
- Air discharge consent for discharge from the Moa Point Plant ventilation system.

Coastal permit to discharge effluent to coastal water (from the Long Outfall called the "new Lyall Bay outfall) (effluent quantity in terms of allowable hourly average and maximum quantities is a condition 3,300m3 per hour up to a maximum of rate of 14,000m3 per hour). Consent was granted on 30 July 1991 and expired 10 years from the operation date - which was January 1998, so expired in 2008.

There is also a list of consents related to the outfall construction and design of the outfall. The consent was granted 7 September 1993 and expired 10 years after the operation date which was January 1998 so expired in 2008.

Reconsenting 2008

On 7 December 2006 the Strategy and Policy Committee of WCC received a report on the background, process and timeline regarding the consent renewal applications for the MMWTP (and associated Carey's Gully Sludge Dewatering Plant)[14]. The key elements of this report with regard to consenting are:

- The Moa Point Plant operates under four existing consents (which are noted above). These consents all expire in early 2008 and new consents must be

[14] Report 6 of WCC Policy and Strategy Meetings 00726_1215;52 Part 51A

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

lodged by July 2007. The most significant are the two discharge consents which provide for:

- The continuous discharge of disinfected secondary treated effluent to Cook Strait via the Long Outfall, south of Lyall Bay, during 'normal operating' conditions that requires an effluent standard of 20g/m^3; 30g/m^3; 200 per 100ml standard for biochemical oxygen demand, suspended solids and faecal coliform bacteria (20:30:200).
- The discharge of mixed disinfected secondary treated and milliscreened wastewater to Cook Strait via the Long Outfall to the coastal marine area during and/or immediately after heavy rainfall when the quantity of wastewater arriving at the Moa Point Plant exceeds 3000 l/s (bypass consent)

The report goes onto explain that the second of these consents was obtained in September 2004 following the triplication of the Kilbirnie interceptor, which increased the capacity for flows to Moa Point Plant. The bypass consent contained several conditions relating to the notification of bypass discharges, signage, monitoring, and reporting.

WCC's approach to the reconsenting of the Moa Point Plant required decisions on three key issues:

1. The duration of the consents that will be sought at time of application (a maximum duration of 35 years is allowed under the RMA);
2. Whether to maintain or alter the effluent quality standard discharged through the Long Outfall during 'normal operating' conditions; and
3. To what degree the wastewater system will contain peak wet weather flows prior to discharge.

At the meeting of the Strategy and Policy Committee WCC agreed to:

> *"Note that officers will report further to the Strategy and Policy Committee on the key elements of the resource consent applications for the Moa Point Wastewater Treatment Plant including the proposed approach to the management of bypass discharges from the long outfall during extreme wet weather.*[15]*"*

At the meeting of the Strategy and Policy Committee on 1 March 2007 the Strategy and Policy Committee considered a further report entitled Moa Point Plant and Carey's Gully Sludge Dewatering Plant – Resource Consent Application Process Update[16] the Strategy and Policy Committee was asked to agree that:

- complete elimination of overflows occurring in extreme wet weather events is not affordable;

[15] Extract of Minutes Strategy and Policy Committee dated 7 December 2006.,
[16] Report 4 of WCC Policy and Strategy Meetings 00726_1215;52 Part 51A

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

- the conveyance of all flows occurring in extreme wet weather events to the Moa Point Plant is ruled out as a practical option.
- the options for reducing the frequency and/ or effects of bypass overflows in section 4.5 and section 4.6 [of the Report] will be presented in the draft Assessment of Environmental Effects.

The Strategy and Policy Committee agreed with these recommendations, and this is recorded in the minute from the meeting.

History of non-compliance

There is a long history of non-compliance at the plant. There have been numerous actions taken over the years including abatement notices. No prosecutions have occurred. Looking at the more recent compliance record from 2021 to 2025 the following is noted:

Generally, there have been no significant non-compliance recorded for the air discharge consents. The same cannot be said for the coastal water discharge consents (WGN080003 [31505] and (WGN080003 [35047])

In the following reports: Moa Point WWTP Compliance Monitoring Report – 2021 – 22 (1 July 2021 – 30 June 2022); Moa Point WWTP Compliance Monitoring Report – 2022 – 23 (1 July 2022 – 30 June 2023; Moa Point WWTP Compliance Monitoring Report – 2023 – 24 (1 July 2023 – 30 June 2024); and Moa Point WWTP Compliance Monitoring Report – 2024 – 25 (1 July 2024 – 30 June 2025). Similar comments are made in each of the reports[17]:

- The reports noted significant non-compliances for both consents.
- The overall compliance summary is stated – Poor.
- Overall poor management of site and consents. There are repeated and/or multiple breaches of consent conditions. This is resulting in actual or potential environmental effects that are beyond what was considered when the consents were issued. This is considered unacceptable and the consent holder needs to give immediate attention to meeting their consent requirements.

It is clear that from the time it was commissioned and was operational that the Moa Point Plant has a history of non-compliance.

Wellington Water (now Tiaki Wai) applied for resource consents in May 2023 across its Western and Moa Point Wastewater Treatment Plants network to address wet weather overflow discharges. This application is currently on hold to allow time for the applicant (Wellington Water / Tiaki Wai) to consider amendments that may be required to the

[17] Note taken from the first report listed https://www.wellingtonwater.co.nz/assets/The-Network/Wastewater/Wastewater-Treatment-Plants/Moa-Point/Moa-Point-WWTP-Compliance-Report-2024-2025.pdf

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

application following the notification of the change to the planning framework (Plan Change 1 to the Wellington Natural Resources Plan) and the introduction of the Local Water Done Well legislation.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Appendix 7 – Contractual Oversight

Contract and Asset Management Summary

Wellington City Council – Clearwater Contract and WCC/WWL Management Services Agreement

Based on the contract documents, reports and associated material presented to the Crown Review by Wellington Water, Veolia and WCC it is clear that many of the potential disadvantages inherent in long term DBO contracts appear to have become apparent in relation to the Clearwater Contract and the asset management of Moa Point Plant since 1998, including:

- Lack of focus on long term asset management, or achieving continuous and ongoing improvement (of contractual performance or of the Moa Point Plant itself)
- Reduction in expertise and resourcing levels dedicated to Moa Point Plant within both WCC and Veolia.
- Lack of operational knowledge with respect to day-to-day operations and operational (including asset management) data within WCC.
- The challenges experienced at handover of the Moa Point Plant and transition to the Veolia Contract.
- The condition of the asset and transfer of asset/asset management information and data transfer (to WCC before being passed on to Veolia under the Veolia Contract) at handover being suboptimal.

The impact of the WCC/WWL MSA appears be that that it further distanced WCC from the operations and asset management of the Moa Point Plant.

From the outset of the Veolia Contract (under which Wellington Water not WCC was the principal, in accordance with the WCC/WWL MSA) this 'distancing' appears to have contributed to WCC relinquishing its responsibilities as asset owner and consent holder, and entity responsible for the delivery of wastewater services to Wellington City. WCC appear to have acted as if such responsibilities had been substantially delegated to Wellington Water under the WCC/WWL MSA without continuing to exercise appropriate oversight of that delegation and ongoing stewardship as asset owner and consent holder.

Wellington Water Limited – WCC/WWL Management Services Agreement

Prior to the Veolia Contract, Wellington Water's role in relation to the Moa Point Plant and Clearwater contract is unclear. The WCC/WWL MSA did not cover the Clearwater Contract, so it appears Wellington Water had no formal contractual role. However, in

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

practice it is understood that Wellington Water did step into an informal management and oversight role.

This lack of clarity or formal role appears to have impacted the transition to the Veolia Contract as both WCC and Wellington Water relied to some extent on Veolia as the incumbent operator under the Clearwater Contract, and also being the contractor under the new Veolia Contract. As with WCC, this does appear to have contributed to the condition of the asset and transfer of asset/asset management information and data transfer (to WCC before being passed on to Veolia under the Veolia Contract) at handover being suboptimal.

Other significant issues impacting the effectiveness of the WCC/WWL MSA have been identified in the January 2024 Field Force 4 Contract Review (referred to below). From this, it is clear that effective stewardship, oversight and asset management of the Moa Point WWTP was not being achieved under the WCC/WWL MSA.

Wellington Water Limited – Veolia Contract

The 2020 transition of Wellington Water's role to being the principal under the Veolia Contract does not appear to have created any 'step change' to greater focus on long term asset management, achieving continuous and ongoing improvement (of contractual performance or of the Moa Point Plant itself).

Significant challenges and performance issues arose in relation to the Veolia Contract from the outset (as referred to below). Asset management planning and capital renewals appear to have continued to take a back seat to day-to-day plant operations. Both WCC and Veolia appear to have been more focused on contractual performance and compliance issues than longer term asset management.

This appears to have resulted in a reduction in expertise and resourcing levels dedicated to Moa Point Plant within Veolia, to the point that Wellington Water and Veolia agreed to vary the Veolia Contract to provide that more complex capital renewals (such as the UV upgrade project) would not be undertaken by Veolia.

Wellington Water Limited – Filtec Contract

The potential risks of Wellington Water, not Veolia, being principal to the 'separate' UV Renewal Project contract with Filtec do not appear to have been fully mitigated.

Key recommendations – contractual oversight

Wellington City Council

1. With the establishment of Tiaki Wai it is understood that WCC will no longer be the owner or consent holder in relation to the Moa Point Plant. However, WCC should not see its role as one of simply governance. WCC will remain ultimately

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

responsible both as one of the owners of Tiaki Wai, and likely in the eyes of Wellington residents and ratepayers, for the delivery of wastewater services.

3. Although direct day-to-day operations and asset management in relation to the Moa Point Plant will be the direct responsibility of Tiaki Wai, WCC should remain actively engaged in exercising informed oversight and stewardship, including through the Tiaki Wai Partners Committee, with the oversight expected of any local authority in a comparable owner or partner role in relation to a water services organisation. In this regard WCC must retain sufficient resources and expertise to fulfil this role.

Wellington Water (and Tiaki Wai)

Although Tiaki Wai's role (including asset ownership and consent holding) will be broader than Wellington Water's, Tiaki Wai's role in relation to contractual oversight and asset management will be similar. With regard to this contractual oversight and asset management role, the Crown Reviews key recommendations are:

1. Ensure all contractual arrangements for operations, maintenance and asset management (or Moa Point Plant and other assets):

    - enable Tiaki Wai's direct oversight and input into asset management. In relation to asset management, Tiaki Wai must lead and not just respond;

    - ensure active and real time asset management data integration between Contractor's and Tiaki Wai's asset management systems, with ownership of that data vested in Tiaki Wai and appropriate provisions for handover of all such data at conclusion of all contracts;

    - include appropriate provisions focused on achieving continuous and ongoing improvement (of contractual performance and of the relevant underlying assets) and active risk management; and

    - incorporate collaborative contractual settings to facilitate the above.

2. Ensure Tiaki Wai's staff and consultants involved in all contractual arrangements for operations, maintenance and asset management, from contractual governance to day-to-day contractual oversight, have the appropriate levels of expertise and support to effectively deliver on industry leading asset management.

3. Tiaki Wai must be aware that active contractual oversight and asset management, including continuous improvement and active risk management, requires significant resourcing, much more so than traditional contractual performance monitoring and enforcement. Tiaki Wai must ensure adequate levels of resourcing to properly implement and support such active and collaborative contractual oversight and asset management.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Contract Background and History

Summary of contractual arrangements

The key contractual arrangements relevant to the operation of the Moa Point Plant and the February 2026 flooding event are:

- The February 1995, 25 Year (1995 to 2020) Design Build Operate (**DBO**) Contract for Wastewater Treatment Project (**Clearwater Contract**) between WCC and Anglian Water International Ltd who assigned it in 2004 to Anglian Water International (NZ) Ltd, which eventually became Veolia Water Services (ANZ) Pty Limited (**Veolia**). This contracted included the Moa Point Plant and associated 1.8km ocean outfall.

- The October 2013 Contract for Provision of Management Services Relating to Water Services (**WCC/WWL MSA**) with Capacity Infrastructure Services Limited (from 2 October 2015, Wellington Water Limited). The WCC/WSL MSA excluded the Moa Point Plant/Clearwater Contract but included the Veolia Contract (below) from 2019.

- The June 2019 Regional Wastewater Treatment Plant Services Contract between Wellington Water and Veolia (**Veolia Contract**) to operate four WWTPs including the Moa Point Plant.

- The 30 December 2024 Contract for the Moa Point, Seaview, and Western WWTP UV Renewals between Wellington Water and Filtec Ltd (**Filtec Contract**). The scope of the Filtec Contract included the design, procurement and installation of a new UV system at the Moa Point Plant.

- The 2024 services agreement between Wellington Water and Veolia to provide certain services to support the UV Renewal Project (**Veolia UV Agreement**).

Observations on the Clearwater Contract

The nature of long-term DBO contracts is to assign single point responsibility to the contractor for design, build, and operations over an extended period (in the case of the Clearwater Contract, 25 years). While this can offer advantages for a principal or asset owner (here, Wellington City Council (WCC)), it also presents inherent risks. These became evident under the Clearwater Contract at the Moa Point Plant.

Under the Clearwater Contract, the transfer of operational and asset management responsibilities to the contractor distanced WCC from Moa Point Plant operations, contributing to a gradual decline in internal capability. This was compounded by the introduction of Wellington Water.

Both WCC and Veolia focused primarily on operational delivery, contractual compliance, and performance, with limited emphasis on long-term asset management and capital renewals. The contract framework did not effectively incentivise continuous improvement

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

or active risk management. This created a long-term compliance-driven environment rather than enabling performance or asset optimisation.

As assets aged and new consents were introduced, the approach shifted to maintaining existing performance—"*doing the best with what we have*"—rather than pursuing upgrades, despite provisions within the Clearwater Contract to enable improvements. Over time, Veolia's resource commitment appeared to reduce, consistent with maintaining profitability over a long-term contract. Veolia also retained most plant knowledge and data, with limited integration into WCC systems, creating ongoing challenges that persisted into the subsequent Veolia Contract.

Asset management was further affected by unclear roles between WCC and Wellington Water. The WCC/WWL MSA did not cover the Clearwater Contract, resulting in ambiguity in responsibility for Moa Point Plant.

Observations on the WCC/WWL Management Services Agreement

After the Veolia Contract commenced in 2019, the Moa Point Plant fell within the scope of the WCC/WWL MSA, under which Wellington Water (rather than WCC) was the principal. This appears to have further distanced WCC from operations and asset management, extending the chain of responsibility between asset owner and operator, and reinforcing a "back seat" approach by WCC.

Key Findings of the January 2024 Field Force 4 Contract Review of the WCC/WWL MSA for WCC and Wellington Water were:

- The MSA does not adequately support the overall objective of WCC.
- Effective contract management is limited by the lack of specific requirements and a focus on issues at an operational level.
- The current contract does not specify the level of services and deliverables at an appropriate level of detail.
- A lack of a consolidated view of contract costs impacts the ability to accurately assess the level of funding requirements and risk.
- The lack of appropriate performance monitoring and management measures inhibit the ability to effectively manage the contract risk and performance.
- Inconsistent processes impact effective service delivery across the value chain.
- A number of disparate systems with little or no integration to support the end-to-end delivery service model.
- Data is not being used to effectively to manage and drive the performance of contract/business.
- Asset Management and the development of the Annual Works Program is fragmented with an emphasis on the funding requirements as opposed to Service Delivery and Network risk management.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

- Current customer supporting systems and processes are ineffective in delivering on the desired customer experience.

From the above it is clear that effective stewardship, oversight and asset management of the Moa Point Plant and Veolia Contract was not being delivered under the WCC/WWL MSA.

Observations on the Veolia Contract

On 18 June 2019, Wellington Water awarded Veolia the Veolia Contract. BAU services for Moa Point commenced on 24 February 2020. The contract term is 11+3+2 years (cl 2.1), with an initial term to 30 June 2030.

Under Variation #2 (24 December 2020), Veolia agreed to undertake transition services previously delivered under the Clearwater Contract. Wellington Water noted:

> "*The transition was somewhat artificial… because Veolia had already been operating Moa Point for 20 years… there was no formal handover…*"[18]

Further:

> "*It was largely artificial for WWL to be required to confirm… the specified condition of the WWTP… given that WWL primarily relied on Veolia itself…*"[19]

Wellington Water has itself identified to the Crown Review the following "Challenges" in relation to the Veolia Contract [summarised]:

- Historic issues with the compliance and performance of the WWTP. These began under Anglian Water and have continued under Veolia's management.
- Trust breakdown between the parties (identified in 2021 Review, which recommended that Veolia and Wellington Water needed to work together more closely and collaboratively to ensure adequate performance of the WWTP).
- The contract is not a collaborative model.
- Reliance on Veolia knowledge and systems - Since the establishment of the Veolia Contract up to the present day, Wellington Water is highly dependent on Veolia for information about the Moa Point plant. This is exacerbated by long-time operator of the Moa Point WWTP. For example:
    - Veolia is responsible for assessing the condition of the WWTP assets but has historically been 'optimistic' in its asset assessments.

[18] Wellington Water Limited submission to the Crown Review Team – May 2026

[19] ibid

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

"For example, the first Asset Management Plan prepared by Veolia in 2020 was overly optimistic and significantly under-estimated the estimated renewals needed, which impacted Wellington Water's ability to secure the funding needed to undertake necessary work at the plant as well as undermined our ability to strategically plan for future critical work."[20]

- Asset management information which includes asset condition information, asset history and maintenance/renewal plans are held within Veolia's asset management system. Wellington Water commented that:

  "*Because Wellington Water has not historically been funded to enable it to have its own asset management system. Recently, Wellington Water secured funding from its shareholding councils to create its own system (referred to as the TSI programme) and it is anticipated that this will be in place prior to when the term of the contract expires in 2030. This is part of Wellington Water's broader strategy to position itself to reduce its reliance on contractors and suppliers, gain more competitive tension, and help set Tiaki Wai up with core systems needed for any successful water services utility."*[21]

- Resource limitations at Wellington Water.
- Contractual challenges, including:
  - Contract relies on punitive measures for performance.
  - Unlike standard O&M contracts (which tend to be self-reporting), the Veolia Contract places significant onus on Wellington Water to monitor performance, which is challenging when it is not responsible for day-to-day operations.
  - Veolia has under resourced the WWTP (as noted by the 2021 and 2024 reviews).
  - Complexities relating to the Sludge Minimisation Facility (SMF).

Due to the significant challenges and performance issues under the Veolia Contract it was the subject of a series of independent reviews, including:

- December 2021 Independent Review of the Wellington Water Regional WWTP Operating Model.
- December 2021 Wastewater Treatment Plant Asset Management Review ISO 55000 Maintenance Function Audit prepared by Worley (NZ) Ltd.
- August 2024 Independent Review of the Wellington Water Regional WWTP Operating Model.

[20] ibid

[21] ibid

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

All of the above reviews identified significant performance issues and areas where improvement was required.

In 2025, Wellington Water increased oversight, issuing six breach notices to Veolia for environmental non-compliance and applying one deduction of $150,000.

In summary, key challenges included: a weak transition from the Clearwater Contract; continued reliance on Veolia as incumbent; inadequate enforcement of performance issues; Veolia's effective control of knowledge and data; limited integration of systems; reduced long-term asset planning focus; declining resourcing and expertise; and minimal incentives for continuous improvement.

Observations on the Filtec Contract

The Filtec Contract was a direct contract with Wellington Water, rather than a subcontract under Veolia. While such arrangements can have benefits, they also carry inherent risks. Veolia's single point responsibility was diluted, as Wellington Water effectively assumed responsibility for how Filtec works impacted Veolia's ability to perform.

Wellington Water, not being the incumbent operator, had limited operational knowledge of Moa Point, creating a "knowledge gap" that was not resolved through the Veolia UV Agreement. These risks do not appear to have been fully mitigated.

The methodology and risk focus centred on the UV project itself rather than broader plant operations. For instance, safety planning focused on flooding within the UV channel, not the wider plant. Only audible alarms were installed for channel levels, without SCADA integration, limiting warning capability when the plant was unmanned (as on 4 February). Similarly, consent risk assessments focused on bypass flows, with limited consideration of risks such as shutting down inlet pumps or historical warning signs.

Observations on the Veolia UV Agreement

The scope of Veolia's services under this agreement was limited and primarily focused on UV project risks rather than overall plant operations. It did not adequately address the risks arising from Wellington Water engaging Filtec under a separate contract, nor compensate for Wellington Water's and Filtec's lack of operational knowledge of the Moa Point Plant.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Glossary and Abbreviations

Acronym/Term	Definition
AWI	Anglian Water International Ltd, a company incorporated in England and Wales, the original Contractor under the Clearwater Contract.
BAU	Business as usual
Clearwater Contract	25-year (1995 to 2020) Design Build Operate Contract for the Wastewater Treatment Plant Project between Wellington City Council and Anglian Water International Ltd, with Veolia eventually taking over the contract. The contract included the Moa Point Plant and Long Outfall.
CCTV	Closed Circuit Television
Crown Review	Crown Review Team
DBO	Design Build and Operate
FENZ	Fire and Emergency New Zealand
Filtec Contract	The 30 October 2024 Contract for the Moa Point, Seaview, and Western WWTP UV Renewals between Wellington Water and Filtec, which included the design, procurement and installation of a new UV system at the Moa Point Plant.
GWRC	Greater Wellington Regional Council
HAZOPS	Hazard and Operability Studies. Structured, systematic risk assessment to identify hazards and operational problems.
IPS	Influent Pump Station to Moa Point
LGWSA 2025	Local Government (Water Services) Act 2025
Long Outfall	The 1.8km ocean outfall from the Moa Point Plant that was constructed and operated under the Clearwater Contract.
LTP	Long Term Plan
Moa Point Plant	Moa Point Wastewater Treatment Plant
PLC	Programmable Logic Controller. A rugged industrial computer used to automate machines and processes by executing programmed control logic (e.g., turning motors on/off, controlling valves).
RMA	Resource Management Act 1991
SCADA	Supervisory Control and Data Acquisition. The system used to monitor, control, and collect real-time data from industrial processes.
Short Outfall	The 300m ocean outfall from Moa Point into Tarakena Bay (referred to as Lavender Bay in contract documents) that was in existence prior to the Clearwater Contract.
SOP	Standard Operating Procedures
Terms of Reference	Terms of reference under Appendix 1.
UPS	Uninterruptible Power Supply. A UPS provides backup electrical power when the mains power fails.
UV Renewal Project	Project to replace the original Trojan UV3000 disinfection system installed in 1998.
Veolia	Veolia Water Services (ANZ) Pty Ltd
Veolia Contract	The June 2019 Regional Wastewater Treatment Plant Services Contract between Wellington Water and Veolia.
WCC	Wellington City Council
WCC/WWL MSA	The October 2013 Contract for Provision of Management Services Relating to Water Services between WCC and Wellington Water
Wellington Water or WWL	Wellington Water Limited
WWTP	Wastewater Treatment Plant

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Selected Bibliography

Alegre, H., Baptista, J. M., Cabrera, E., Cubillo, F., Duarte, P., Hirner, W., Merkel, W., & Parena, R. (2016). *Performance indicators for water supply services* (3rd ed.). IWA Publishing.

Alegre, H., Coelho, S. T., Vitorino, D., & Covas, D. (2016). *Infrastructure asset management: The TRUST approach and professional tools.* Water Science and Technology: Water Supply, 16(4), 1122–1131. https://doi.org/10.2166/ws.2016.033

Ariyan, D. (2025). Regulatory capture: When watchdogs become lapdogs. Journal of Legal, Ethical and Regulatory Issues.

Baker, R., & Jenkins, K. (2024). External review: Wellington Water Limited—capital programme estimating and budget systems. Wellington, New Zealand.

Butler, D., & Davies, J. (2011). Urban drainage. Boca Raton, FL: CRC Press.

Capacity Infrastructure Services. (2013, March 1). Statement of intent and business plan 2013–2014.

Dekker, S. (2016). Drift into failure: From hunting broken components to understanding complex systems. Boca Raton, FL: CRC Press

Environment Court, Wellington. (1998, July 9). ENC Wellington W049/98.

Environment Court, Wellington. (2003, October 29). ENC Wellington W69/2003

Field Force 4. (2024, January). Contract review: Wellington City Council/Wellington Water. Wellington, New Zealand.

Flyvbjerg, B. (2009). Survival of the unfittest: Why the worst infrastructure gets built. Oxford Review of Economic Policy, 25(3).

Han, J., et al. (2025). Engineering disaster evolution in complex environments. Frontiers in Earth Science.

Heims, E. (2025). The limits of regulatory capture. Public Administration.

Helm, D. (2010). Infrastructure and infrastructure finance. Oxford Review of Economic Policy.

Institute of Asset Management. (2015). *Asset management: An anatomy (Version 3)*. Institute of Asset Management.

International Organization for Standardization. (2024). ISO 55000:2024 asset management—Vocabulary, overview and principles (2nd ed.). International Organization for Standardization.

Jaduram, R. (2022, July). Regional wastewater treatment plant operating model—post implementation. Wellington, New Zealand.

Jaduram, R., & Frost, R. (2021, December). Independent review of the Wellington Water regional wastewater treatment plant operating model (Version 3.0). Wellington, New Zealand.

Love, P. E. D., et al. (2018). Cost overruns in transport infrastructure projects. Transport Reviews.

Marais, K., Dulac, N., & Leveson, N. (2004). Beyond normal accidents and high reliability organizations. Cambridge, MA: MIT.

Martin Jenkins. (2021, June). Inquiry into the cessation of water fluoridation by Wellington Water. Wellington, New Zealand.

Matse, N., et al. (2022). Impacts of poor maintenance of public infrastructure. IOP Conference Series: Materials Science and Engineering.

McDonough, R. P., & Yan, C. J. (2024). Maintaining maintenance: Financial reporting and infrastructure investment. Contemporary Accounting Research.

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Mühlhofer, E., Bresch, D. N., & Koks, E. E. (2024). Infrastructure failure cascades and service disruption. One Earth, 7(4), 714–729.

Nadler, D.A. (2004). *Building Better Boards*. Harvard Business Review, May 2004

New Zealand Infrastructure Commission – Te Waihanga. (2019, October). Major infrastructure project governance guidance. Wellington, New Zealand.

New Zealand Infrastructure Commission – Te Waihanga. (2025). Asset management and investment planning: Guidance for agencies covered under Cabinet Office circular CO (23) 9. Wellington, New Zealand.

OECD. (2017). Governance of infrastructure. Paris, France: OECD Publishing.

Perrow, C. (1999). Normal accidents: Living with high-risk technologies. Princeton, NJ: Princeton University Press.

Reason, J. (1997). Managing the risks of organizational accidents. Aldershot, UK: Ashgate.

Scordato, L. (2026). High reliability organisations and normalisation of deviance.

Standards New Zealand. (2025). NZS 3916:2025 Conditions of contract for building and civil engineering: Design and construct. Standards New Zealand.

Stantec. (2022, July). GWRC facilities review. Wellington, New Zealand.

Stantec. (2023, July). Moa Point WWTP assessment of effects of reduced hydraulic capacity. Wellington, New Zealand.

Stantec. (2026, March). Moa Point WWTP flood event hydraulics report. Wellington, New Zealand.

Tanner, R. (2020, April 14). Independent assessment of levels of engagement between the Wellington City Council and Wellington Water Ltd [Unpublished report prepared for Wellington City Council].

The Treasury. (2015). New Zealand gateway reviews: Lessons learned report. Wellington, New Zealand.

The Treasury. (2024, September). Independent review of business cases for high-risk investments prior to Cabinet decisions: Business case review process and assessment criteria. Wellington, New Zealand.

The Treasury. (2024, October). Managing benefits from projects and programmes. Wellington, New Zealand.

The Treasury. (2026, March). Better business cases: Programme business case guidance. Wellington, New Zealand.

Vaughan, D. (1996). The Challenger launch decision. Chicago, IL: University of Chicago Press.

Wellington City Council. (2022, December). The mayoral taskforce on the three waters report. Wellington, New Zealand.

Wellington City Council. (n.d.). Global review of resource management, land acquisition and timing issues relating to Moa Point and Valley West waste water schemes. https://archivesonline.wcc.govt.nz/nodes/view/137541

Wellington City Council. (n.d.). Wellington city council wastewater project, procedure WCCPRD2: tendering. https://archivesonline.wcc.govt.nz/nodes/view/137520

Wellington City Council. (n.d.). Wellington sewage treatment and disposal project: audit report on the tender documentation, evaluation process and associated issues. https://archivesonline.wcc.govt.nz/nodes/view/137511

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026

Wellington City Council. (n.d.). Wellington sewage treatment and disposal project: consideration of wet weather flows and their possible impact on the evaluation of tenders. https://archivesonline.wcc.govt.nz/nodes/view/137506

Wellington City Council. (n.d.). Wellington wastewater project: background information on the evaluation of tenders. https://archivesonline.wcc.govt.nz/nodes/view/137502

Wellington City Council. (n.d.). Wellington wastewater project: tenders to go forward for detailed analysis. https://archivesonline.wcc.govt.nz/nodes/view/137521

Wellington City Council. (n.d.). Wellington wastewater treatment plant: resource management consents affecting construction, design and operational performance. https://archivesonline.wcc.govt.nz/nodes/view/137496

Wellington City Council. (n.d.). Wellington waste water project: Anglian Water Works consortium (parts 16–18). https://archivesonline.wcc.govt.nz/nodes/view/742031

Wellington City Council Archives. https://archivesonline.wcc.govt.nz/nodes/view/7953 Capacity Infrastructure Services. (2013, March 1). Statement of intent and business plan 2013–2014.

Wellington City Council Strategy and Policy Committee. (2006, December 7). Moa Point wastewater treatment plant and Carey's Gully sludge dewatering plant and sludge disposal at the southern landfill: Resource consent applications.

Wellington City Council. (n.d.). History of the water network. https://wellington.govt.nz/climate-change-sustainability-environment/water/wellingtons-water-supply/history-of-water-network

Wellington City Council. (n.d.). Wellington Water. https://wellington.govt.nz/your-council/about-the-council/council-controlled-organisations/wellington-water

Wellington City Council Strategy and Policy Committee. (2006, December 7). Moa Point wastewater treatment plant and Carey's Gully sludge dewatering plant and sludge disposal at the southern landfill: Resource consent applications.

Wellington City Council. (n.d.). History of the water network. https://wellington.govt.nz/climate-change-sustainability-environment/water/wellingtons-water-supply/history-of-water-network

Wellington City Council. (n.d.). Wellington Water. https://wellington.govt.nz/your-council/about-the-council/council-controlled-organisations/wellington-water

Wellington City Council. (n.d.). Clearwater Project Office. Wellington City Council Archives. https://archivesonline.wcc.govt.nz/nodes/view/7953

Wellington Water. (2021, December). Regional standard for water services (Version 3.0). https://www.wellingtonwater.co.nz/assets/Reports-and-Publications/Regional-Standard-RSWS.pdf

Wellington Water Ltd. (2022, November). Very high criticality asset condition assessment. Wellington, New Zealand.

Wellington Water. (2022). Advice to Wellington City Council regarding three waters services operational expenditure for the financial years 2022/23 and 2023/24.

Wellington Water. (2022). Advice to Wellington City Council: Three waters capital delivery plan report for financial year 2023/24.

Wellington Water. (2022). Advice to Wellington City Council regarding three waters services operational expenditure for the financial years 2022/23 and 2023/24.

Wellington Water. (2022). Advice to Wellington City Council: Three waters capital delivery plan report for financial year 2023/24.

Wellington Water. (2023, October). 2024–34 investment planning and advice to Wellington City Council [PowerPoint slides].

Wellington Water. (2023, October). 2024–34 investment planning and advice to Wellington City Council [PowerPoint slides].

Wellington Water. (2024, July 12). Guidance for capital project delivery (Version 2.3). Wellington Water.

Wellington Water Ltd., & Veolia. (2024, August). Wellington Water regional wastewater treatment plants treatment services contract review. Wellington, New Zealand

Wellington Water. (n.d.-a). Package one information to Crown Review Team: History, design, and construction of Moa Point WWTP [Unpublished report prepared for the Crown Review Team].

Wellington Water. (n.d.-b). Information to Crown Review Team: Package 3—Governance and oversight systems [Unpublished report prepared for the Crown Review Team].

Wellington Water. (n.d.-c). Information to Crown Review Team: Package 4—Contractual and operational arrangements at Moa Point [Unpublished report prepared for the Crown Review Team].

Wellington Water. (n.d.). Package one information to Crown Review Team: History, design, and construction of Moa Point WWTP [Unpublished report prepared for the Crown Review Team].

Wellington Water. (n.d.). Information to Crown Review Team: Package 3—Governance and oversight systems [Unpublished report prepared for the Crown Review Team].

Wellington Water. (n.d.). Information to Crown Review Team: Package 4—Contractual and operational arrangements at Moa Point [Unpublished report prepared for the Crown Review Team].

Worley NZ Ltd. (2021, December). Wastewater treatment plant asset management review ISO 55000 / maintenance function audit. Wellington, New Zealand.

Wren-Lewis, L. (2014). Regulatory capture: Risks and solutions.

Yan, P., et al. (2025). Urban infrastructure cascading disasters: A systematic review. Buildings, 15(7).

Veolia Australia and New Zealand. (n.d.). Wellington Water and Veolia sign $170m contract for wastewater services. https://www.anz.veolia.com/en-au/newsroom/newsroom/wellington-water-and-veolia-sign-170m-contract-wastewater-services

Document Set ID: 11286175
Version: 1, Version Date: 15/09/2026