



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

CAMPUS MASTER PLAN

BUILDING CONNECTION,
COLLABORATION AND COMMUNITY

A VISION TO 2034



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OUR PLAN FOR OUR PROPERTIES

Our Campus Master Plan serves as a comprehensive guide that articulates Te Herenga Waka—Victoria University of Wellington’s vision for our property portfolio. This plan provides a framework that ensures our property decisions are consistently aligned with the University’s mission, values, and strategic goals.

The Campus Master Plan is periodically reviewed to ensure it remains aligned with the University’s evolving strategic goals, adapts to emerging educational trends, and continues to embody the values of our community. This ongoing process not only preserves the plan’s flexibility but also ensures that resources are strategically allocated to support long-term objectives while effectively addressing immediate challenges.

The University acknowledges that it may need to make adjustments to its property portfolio in response to emerging demands that were unforeseen by Property Services at the time this plan was published.

This document is a refresh of the 2020 Campus Master Plan. It was endorsed by Te Hiwa, the University’s senior leadership team, at its meeting on 18 February 2025.



THE UNIVERSITY FOR A BETTER WORLD

Our university is uniquely positioned in New Zealand’s capital city, connected to decision-makers, industry partners and the local Wellington community. We are a civic university with our community guiding why we are here, and who we serve.

We are globally excellent and locally relevant for Wellington. It is through this connection that our university can demonstrate excellence in our teaching, research and engagement that mobilises our vision for a better world. We are deliberate in our bold and creative stance to undertake high-risk and high-reward academic investigations and discussions. We are also focused on working collaboratively as a university and wider community to identify our distinct long-term value by leading courageous, evidence-based discussion on critical civic and global issues with Manaakitanga.

This updated Campus Master Plan supports our vision, and is a critical enabler for the success of our students, staff, and community partners. Our campuses provide the physical environment to support life-long learning. The challenges this presents in a constrained financial environment means we need to prioritise our investment decisions carefully, use data to better inform those decisions, and focus on using our existing property assets better to ensure we can maintain our physical environment in a cost effective manner.

As universities here in Aotearoa New Zealand and across the globe alter operating models to better reflect the learning environments students expect, we too will need to alter our thinking of how we use our campus spaces. We will need to embrace this change and develop new norms by demonstrating

courage and strong leadership.

As we look back to the measures of success from the 2020 Campus Master Plan, our university community can be very proud of what we have achieved. The University has delivered on several large capital programmes—a refurbished Rutherford House, various seismic strengthening programmes, a new Hunter Atrium, teaching space upgrades, large asset renewal programmes and a completed marae precinct with Ngā Mokopuna—a truly regenerative building and one of a kind for Aotearoa. The vision for Ngā Mokopuna is much greater than a building project. It is a building which transforms the way we realise our culture and values by drawing together mātauranga Māori and sustainability practices. It is an incubator for innovation, a place for community to connect and collaborate and a place to discuss and debate how we as a university and our wider Wellington community can build a more equitable, fair and sustainable society.

Professor Nic Smith
Vice-Chancellor



OUR PROPERTIES NOW

The University operates across three main campuses in New Zealand’s capital city and several smaller sites, including a small presence in central Auckland. The University’s portfolio has a gross floor area of around 215,000 m² of academic space across more than 160 buildings. Our smallest building is a 20 m² cabin and our largest building is Rutherford House, which is 21,000 m².



FERRIER INSTITUTE

ROBINSON RESEARCH INSTITUTE

PIPITEA CAMPUS

KELBURN CAMPUS

MIRAMAR CREATIVE CENTRE

HEALTH AND SCIENCES AT WELLINGTON HOSPITAL

COASTAL ECOLOGY LAB

TE ARO CAMPUS



KELBURN CAMPUS

The Kelburn campus forms the nucleus of the University and accommodates the majority of Central Service Units; the Faculties of Education, Health, and Psychological Sciences; Humanities and Social Sciences; Science and Engineering; as well as the main library; and space for learning and research. The buildings are an assortment of purpose-built structures, with Ngā Mokopuna being the youngest and the 1906 Hunter building being the oldest. The campus also features a number of repurposed houses built between 1895 and 1960.



PIPITEA CAMPUS

The Pipitea campus includes Rutherford House, Government Buildings, and a lecture theatre block in the grounds of the Government Buildings. Rutherford House and the lecture theatre block are owned by the University, whereas the Government Buildings is leased from Heritage New Zealand. This campus accommodates the Wellington School of Business and Government and the Faculty of Law. Both Faculties capitalise on their location in the heart of Wellington’s government and legal precinct.



TE ARO CAMPUS

The Te Aro campus houses the Faculty of Architecture and Design Innovation. The Te Aro campus consists of two adjoining buildings and a parcel of development land on Knigges Avenue. The main building is owned by the University and the other is leased. The campus is located in the heart of the creative sector, enabling the Faculty to benefit from its closeness to the city, University student accommodation facilities, and creative professionals.



OTHER SPECIALIST SITES WE OWN AND LEASE

The University also operates across several specialist sites in Wellington and beyond. These sites are integrated with industry and public sector organisations, and include:

- **MIRAMAR CREATIVE CENTRE** (cross-faculty)
- **WELLINGTON UNIVERSITY COASTAL ECOLOGY LAB** (School of Biological Science)
- **CALLAGHAN INNOVATION** (Ferrier Research Institute, and Robinson Research Institute)
- **WELLINGTON HOSPITAL** (Faculty Of Education, Health, and Psychological Sciences; and The Faculty of Science and Engineering)
- **TE AUAHA** Level 3 Faculty of Architecture and Design Innovation satellite premises
- **AUCKLAND CBD** (pan-university)

STUDENT ACCOMMODATION PORTFOLIO

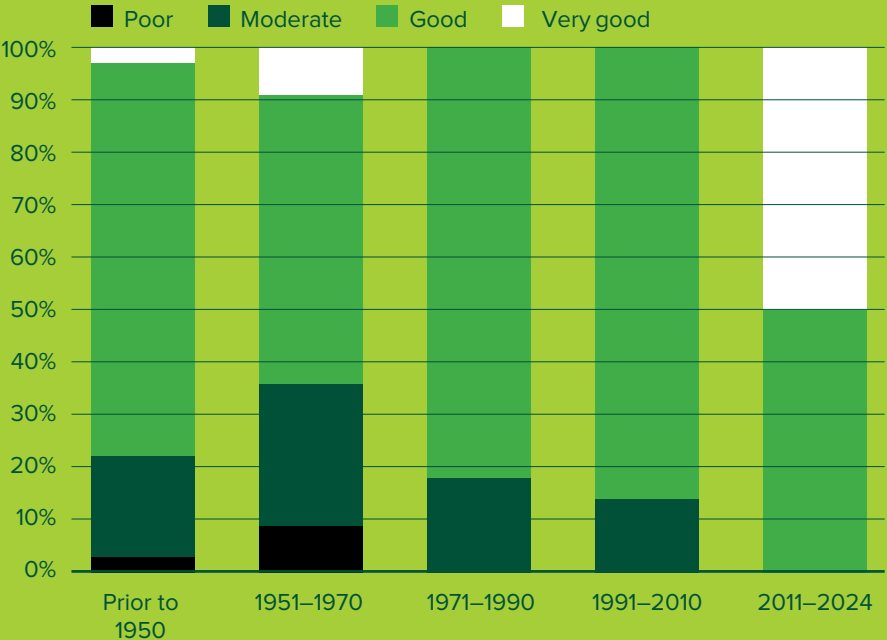
We have approximately 2,828 beds across 12 halls of residence in the central city or close to our Kelburn campus. Of these:

- 80% of our beds are fully catered, with 20% being independent living in apartments or standalone houses.
- We provide accommodation for both domestic and international students.

The next page has a breakdown of the floor space and conditions of the buildings across each area of property.

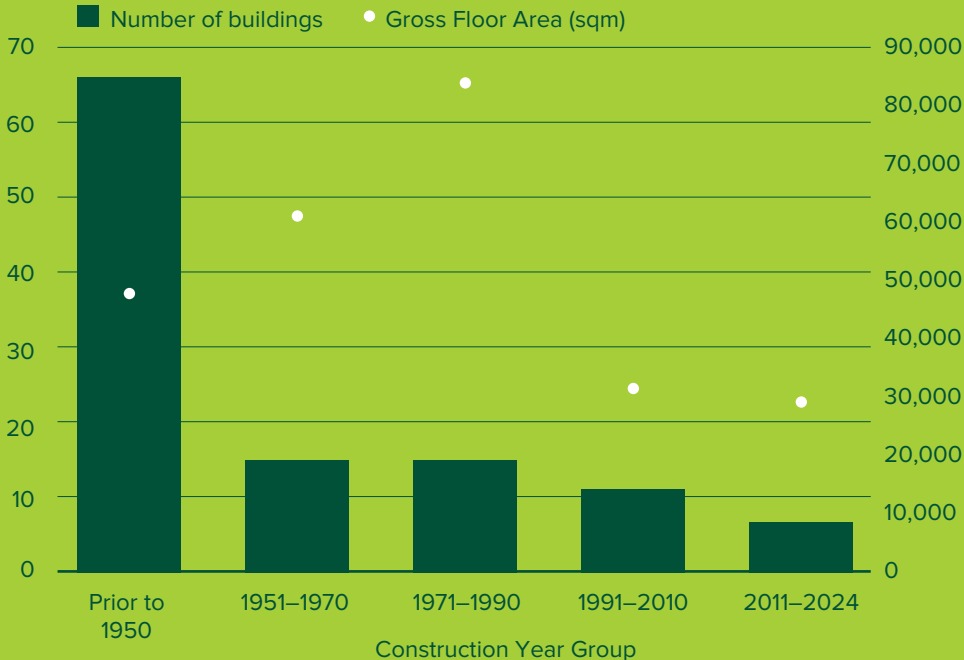
THE PROPERTY PORTFOLIO TODAY

CONDITION GRADING INDEX (CGI) FOR VUW BUILDINGS (OWNED AND LEASED)

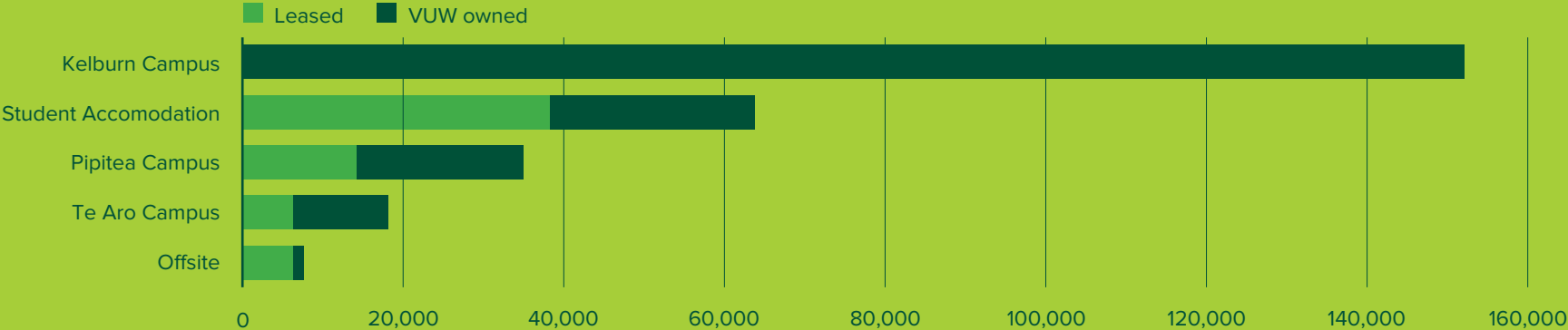


VUW BUILDINGS – COMBINED AGE AND GFA

Buildings built between 1971 and 1990 have higher gross floor area (GFA) per building



THE GROSS FLOOR AREA WE OWN AND LEASE



OUR VISION AND OUR STRATEGIES

The Campus Master Plan provides a framework that ensures our property decisions are consistently aligned with the university’s mission, values, and strategic goals.

TE WHAKAKITENGA—OUR VISION

Our University’s excellence is demonstrated by teaching, research, and engagement that mobilises understanding and action for a better world.

NGĀ WHANONGA PONO—OUR VALUES

Kaitiakitanga—we have a duty as guardians to protect and nurture the environment and people entrusted to our care.

Manaakitanga—we are welcoming and generous, and operate in ways that enhance the mana of our staff and students.

Whanaungatanga—we grow meaningful and long-lasting relationships that benefit our University communities and wider society.

Akoranga—we value the experience that students and staff bring to the University and recognise that greater understanding grows out of shared learning.

Whai mātauranga—we nurture intellectual curiosity that pushes the boundaries of knowledge and integrates diverse viewpoints to enhance the world around us.

NGĀ WHĀINGA MATUA—OUR STRATEGIC PRIORITIES

Our Campus Master Plan emphasises that creating more cohesive and connected campus environments allows us to better support our student community, foster collaboration, and strengthen our ties with Wellington’s industries and diverse communities. Our strategic priorities are Connection, Collaboration, and Community:

Connection—valuing and understanding our diversity we prioritise:

- our Te Tiriti o Waitangi commitments and our connection to place to give meaning and influence to the marae at our heart, and support our global distinctiveness
- aspirations that empower, focus, and connect the distinctive strengths of individuals and groups within the University
- learning that excites diverse students to join our kaupapa; learning that challenges our current students while also supporting their wellbeing; and learning that connects ideas across academic disciplines to address pressing challenges and opportunities.

Collaboration—valuing and using our strengths together we prioritise:

- returning time to staff to pursue opportunities by improving economies of scale and consistency in our processes
- people working together in ways that transparently encourage resource sharing and collaboration across our University
- trusting our staff to innovate and work in the best interests of the University with a focus on reviewing outcomes rather than requiring prior approvals
- learning from and working with partners nationally and internationally to advance shared kaupapa.

Community—creating value for our whole society we prioritise:

- embracing our critic and conscience role in ways that allow current challenges, conflicts, and opportunities to be scrutinised with evidence and respectfully discussed
- engagement activities that enhance knowledge and understanding for our alumni and wider communities
- connecting aspiration to opportunity through pathways for Māori and Pasifika success
- empowering students to pursue professional, intellectual and entrepreneurial experiences that connect ambition with possibility
- ecological thinking that contributes to a sustainable, resilient, and better world.

OUR FOCUS AREAS TO FULFIL OUR STRATEGIES

We will address our property challenges with innovation across eight key focus areas, each of which play an essential role in our strategy of building connection, collaboration and community. While operating in an environment of resource constraints, we must plan wisely and manage resources judiciously to deliver outcomes that are both financially and environmentally sustainable.

The University’s core purpose is research, teaching, and engagement that mobilises understanding and action for a better world. Our mission expresses why all of us, no matter our role in the University, come to work each day; to draw on our whakapapa, knowledge and place to shape a better future together.

Our vision of campuses, strategically positioned and seamlessly integrated into key locations, strengthens our relationships with Wellington city’s residents, communities, and industries. We aim to create campuses that are not just academic centres but vibrant, inclusive spaces that nurture strong local connections, linking aspirations to opportunities and inviting people into our campuses. Each campus will foster a thriving community, contributing to a more sustainable, resilient, and better world.



1. FOCUS AREA

OUR CAPITAL CITY CAMPUSES



Our campuses will be prominently positioned and integrated into key locations, reinforcing our interconnected relationship with Wellington city.



OUR FRONT DOOR TO THE CITY

With panoramic views over the city, the Kelburn campus is where most of our students begin their University experience. Kelburn will continue to have the greatest concentration of University activity and house a majority of Central Service Units and the Faculties of Health, Education and Psychology, Engineering and Computer Science, Humanities and Social Sciences, and Science. Our staff and students will benefit from access to academic services; a world-class library; and social, cultural, learning, recreation, and wellness facilities. These student spaces will be easy to find and near the centre of the campus.

Our marae is at our heart, and through the redevelopment of the villas in front of Te Tumu Herenga Waka, we have created Ngā Mokopuna. Ngā Mokopuna represents our culture and values as a university, drawing together mātauranga Māori and sustainability practices at the heart of the Kelburn campus. It is transforming the way we engage with our city and its industries.

320 The Terrace is a strategically important site with the potential to be a great connector between the city and our Kelburn campus. Our intent is to continue to hold it for student accommodation purposes, to develop healthier, affordable housing for students. However, our plans are now on hold until we can address the site’s heritage status.

BUILDING OUR PLACE IN THE NATIONAL QUARTER OF BUSINESS, LAW, AND GOVERNMENT

The Pipitea campus will remain the hub for the Wellington School of Business and Government and the Faculty of Law. Situated in Wellington’s central business, law, and government district, the campus benefits greatly from its proximity to key industries, as well as New Zealand’s Parliament and Law Courts. We have integrated industry partners within Government Buildings, fostering a work-integrated learning model that enriches our teaching with practitioner perspectives.

To drive innovation and entrepreneurship, we have recently established an innovation hub within Rutherford House designed specifically for start-up companies. Positioned in our business school, this facility provides students with a direct view of entrepreneurial activities, offering inspiration and real-world examples of business innovation.

TE ARO—GROWING OUR CREATIVE PRESENCE

Our Te Aro campus is home to our Faculty of Architecture and Design Innovation. This campus thrives in the hubbub of the city’s creative centre. The University’s wider challenges in recent years have required it to defer commencing a refurbishment of the Te Aro campus. This refurbishment remains an essential priority.

Our recent acquisition of vacant land parcels on the adjacent Knigges Avenue preserves our potential to further develop the Te Aro campus. We will evaluate the potential of this land to support facilities that complement the existing campus, such as student accommodation and additional teaching and research facilities for architecture and design innovation.

Strengthening our links to creative and other tertiary partners is a key focus and recently, supporting our partnership with WelTec and Whitireia, we have built a presence in Te Auaha.

EMBEDDING OUR PROFILE AND PRESENCE WITH INDUSTRY PARTNERS

We wish to continue our embeded presence in Wellington that is aligned with industry partners. However, our ability to support this is contingent on factors beyond our control, such as the availability of suitable space and favourable terms.

We currently lease as follows:

- Wellington Hospital, where the Faculty of Education, Health, and Psychological Sciences is integrated with other academic institutions, health agencies, and the District Health Board.
- Callaghan Innovation, where the Robinson Research Institute and Ferrier Research Institute are co-located with industry.
- Island Bay, where the University Coastal Ecology Lab overlooks the rocky reef systems of the Taputeranga Marine Reserve.
- The Miramar Creative Centre, where we are co-located with New Zealand’s world-leading film, animation, and game design industries.
- Wellington’s Civic Square, stage one of this is a performance space within the Wellington Town Hall and an as-yet confirmed stage two is an opportunity to bring the New Zealand School of Music and the New Zealand Symphony Orchestra together in the same location.
- Auckland CBD (pan-university).
- Te Auaha Level 3 Faculty of Architecture and Design Innovation satellite premises.

ENRICHING OUR PHYSICAL PRECINCTS WITH OUR DIGITAL PLATFORMS

Over time, the boundaries between our physical precincts and our digital platforms will blend together. Supporting this, the focus of our digital roadmap is on providing a better bridge between our student services and our students (wherever they are located). Our capital city precincts will be an anchor for our learning and research communities and our digital platforms will connect us globally and allow us to teach, research, and work flexibly from the places and spaces of our choice.

2. FOCUS AREA

SPACES AND PLACES



Our design and development of spaces and places must address multiple objectives: enriching connections, collaborations, and communities, creating highly functional, flexible, vibrant, and interactive environments, with the ability to adapt to trends and maximise resource efficiency.



DESIGNING SPACES FOR FACE-TO-FACE ENCOUNTERS

Our long-term investment prioritises spaces that have high-quality face-to-face learning and teaching, fostering engagement among learners, academics, and professionals. We aim to create environments that anchor scholarly communities, enhance the student learning experience, and support overall wellbeing on each campus.

To achieve this, we focus on providing a variety of spaces—formal, informal, individual, and communal—arranged in precincts that reflect the diversity of student populations and disciplines. Our student and public-facing areas will be of the highest quality and accessible to students.

We actively use feedback from the “Have Your Say” student survey to guide improvements in student spaces. Over the past 18 months, this feedback has informed focused efforts to enhance individual study spaces and postgraduate hubs, and to ensure the student experience is enriched by informal collaborative spaces where students can work together outside the traditional classroom setting.

IMPROVING ACCESS TO OUR QUALITY RESEARCH SPACES

Our research spaces range from highly specialised laboratories to technology-enabled workspaces. We will work closely with our research community to ensure that high-quality research spaces are available when needed.

These dynamic spaces will support collaboration across academic disciplines and with industry partners. Ngā Mokopuna is representative of our preferred approach—it has rapidly become a vital engagement space for our researchers.

We will also encourage institutes, schools, and industries to share specialist research spaces where possible. This approach will foster collaboration, avoid duplication, and provide greater access to facilities for the research community.

EMBRACING COLLECTIVE OWNERSHIP OF UNIVERSITY SPACE

Where possible, spaces should be available to all members of the University community. Collectively sharing space will give us all access to the best spaces to meet our needs, when we need them. We will continue to improve the utilisation of our spaces and optimise the role that our occupancy charge system plays in supporting the collective ownership of space.

Our overarching philosophy is that our use of existing buildings needs to be as efficient and effective as possible. Construction and maintenance is one of our highest costs, so we should improve how we use our existing built space before considering new construction. Improving the utilisation of our current building stock is also important for promoting sustainability and reducing our carbon footprint. We will endeavour to improve our timetabling system so that the use of our spaces is maximised.

FOSTERING A VIBRANT STAFF COMMUNITY AND OPTIMISING WORKSPACE EFFICIENCY

We are committed to fostering staff environments that are collegial, vibrant, and inclusive, where creativity thrives and support is abundant. These environments will cultivate a strong sense of belonging and empower our staff to realise their full potential.

Offices constitute a significant portion of our campuses—approximately 30%—with offices of varying sizes and layouts that lack standardisation. Our office space guidelines will serve as a guide for creating and refurbishing physical workspaces.

We will use projects where we are refurbishing spaces to introduce these guidelines, and work closely with Faculties to provide modern, flexible workspaces. Improving the design of offices is important for supporting resource sharing and staff activities, and will enable the repurposing of underused areas.

CONTINUING TO DEVELOP POSTGRADUATE HUBS FOR STUDENTS

Since the Campus Master Plan was first published, postgraduate hubs have been developed across all Faculties.

We will continuously develop postgraduate hubs to cater to the evolving needs of our research students, while also learning from ongoing feedback to refine our approach. Our postgraduate hubs offer a variety of amenities, including communal work areas, quiet rooms, and social spaces, to cater to diverse study preferences. Designed as flexible working environments, they aim to cultivate a sense of community among students, facilitate networking opportunities, and provide spaces conducive for focused work. While some faculties may share these hubs between schools, each case will be carefully considered.

Prior to adopting the strategy of developing postgraduate hubs, we found that postgraduate study spaces varied in quality and were scattered across the University. Despite the substantial amount of space allocated to postgraduate study—approximately 6,800 m² of usable floor area (roughly equivalent to that of the Kirk building)—surveys indicated significant underutilisation. For instance, during a recent survey, only an average of 19 percent and a maximum of 27 percent of workspaces were occupied at any given time.

Developing postgraduate hubs is a pivotal strategy to enhance the overall postgraduate experience by offering flexible, consistent spaces. These hubs play a crucial role in supporting our strategic objective of increasing postgraduate student enrolment.

Property Services will continue to work with the Faculty of Graduate Research and the Postgraduate Students Association to review the Resources Agreement to ensure it reflects the most up-to-date thinking around accommodation for postgraduate students.

3. FOCUS AREA

VIBRANT CAMPUS EXPERIENCES



Connected with Wellington’s diverse communities, the seat of government, and industries, each campus serves a unique purpose and reflects the character of its surrounding neighbourhood. Each campus fosters a distinctive, lively, and inclusive experience drawing on its own unique interplay between the University and the Wellington community.



A DISTINCTIVE CAMPUS EXPERIENCE

Social interactions for students, staff, researchers and our external communities lie at the heart of university life and our facilities help foster connections and enhance the dynamic essence of each campus. Our intent is to foster belonging and inclusiveness on our campuses, supporting diversity and a strong community for everyone.

Adding to the vibrancy of campus life, many students live on or near our campuses. This intertwines residential life with academic and social activities, within an intimate, supportive environment, nearby to all that Wellington offers. We want to add to the vibrancy of our on-campus experience by enhancing our student accommodation offering and we are working to develop that opportunity.

Each campus is tailored to the unique needs and culture of its student body and to supporting the success of our students. We are committed to creating a supportive environment on each campus, so that students have visible and accessible services and amenities that support their wellbeing, including access to a variety of retail and food options.

PIPITEA CAMPUS

Rutherford House and Government Buildings exemplify our commitment to fostering vibrant and dynamic campus experiences. Strategically located at the heart of government, law courts, and business districts, the Pipitea campus offers unparalleled opportunities for education and industry engagement.

Over the past decade, significant investments into this campus have provided modern spaces for students, staff, and the community. Rutherford House, in particular, has had its facilities for teaching, research, and student and staff amenities extended and completely refurbished. The refurbished building is working well and, with its prime central city location providing easy access to a wealth of amenities, enriches the overall Pipitea campus experience. Our intention over the period of this refreshed Campus Master Plan is to maintain the quality of this campus. It is not a priority for additional major capital investments.

TE ARO CAMPUS

Our campus for architecture and design innovation is uniquely positioned in a bustling retail and business area that features a strong creative sector and a large student population living nearby. This dynamic location offers distinctive strategic advantages, providing students with immediate access to a variety of shops, cafes, and engagement opportunities that enrich their University experience.

As a result of a lack of investment over an extended period, this campus is not well positioned to support the University's strategic goals. Its facilities are run down and its building services are past end of life.

However, the Te Aro campus remains popular and it is home to New Zealand's leading Architecture and Design schools. There is much potential to develop Te Aro campus as a destination for students seeking an innovative education and a vibrant campus life. Realising this vision will require substantial investment—a commitment that requires careful attention and strategic planning. The potential scope of development encompasses campus student accommodation, upgraded and expanded teaching and research facilities, and modern student-centric services.

KELBURN CAMPUS

The Kelburn campus draws identity from its heritage buildings, the green spaces that define its edges, and its panoramic views over Wellington city. These give it a distinctive character. Located on the edge of the Kelburn and Te Aro residential areas and connected to Wellington by very good public transport links, including the iconic Cable Car, the campus connects and infuses together diverse communities, academic fields, student interests, and industries.

Recent investments in flagship projects like the Hub, the Te Toki a Rata building, and Ngā Mokopuna have rejuvenated the essence of the Kelburn campus, fostering a contemporary environment conducive to learning and collaboration. There is high potential to add further vibrancy to the campus if we can develop additional on-campus student accommodation, subject to the future decisions on the status of 320 The Terrace.

The recent opening of Ngā Mokopuna was another milestone in the continuing evolution of the Kelburn campus experience. A beacon of sustainability and innovation, Ngā Mokopuna is a vibrant hub for collaboration, learning, and community engagement, furthering the University's mission to shape the future of education and cultivate meaningful partnerships with Iwi and industry stakeholders.

Over the period of this refreshed Campus Master Plan, the University has several investment priorities on its Kelburn campus. These include centralising its student services to make them more easily accessible for students, improving wayfinding on campus, and continuing to develop the opportunity for additional student accommodation options. In addition the University will be remedying damage from the Kaikōura Earthquake with insurance settlement funds, renewing key critical building services, and looking to reduce its reliance on gas heating.

THE STUDENT VOICE

We are very mindful of student needs and their expectations of the on-campus experience. Based on student feedback from the "Have Your Say" survey, it is important that we continue to prioritise 'doing the basics well', such as providing high-quality outdoor spaces, clean and safe environments, functional furniture, encouraging affordable retail and food options, and supporting inclusiveness and student wellbeing.

GIVING OUR COMMUNITY ACCESS TO NATURE ON OUR URBAN CAMPUSES

We are an urban university with our three main campuses in, or bordering, the city centre. We will ensure that we support our people to access nature and enrich our city's biodiversity by installing green walls and roofs. We will provide opportunities to enrich our city's biodiversity through the delivery of our landscape management plan and by installing green walls and roofs. We will provide opportunities to interact with nature through community gardens, and annual tree-planting at our 26-hectare native forest restoration project in the Outer Green Belt.

4. FOCUS AREA

STUDENT ACCOMMODATION



Student accommodation is a critical component of our University’s appeal and long-term strategy. Our goal is to provide a range of quality, affordable, safe and supportive living environments that meet the needs of students, contributing to their academic success and overall wellbeing.



WE ARE THE LARGEST PROVIDER OF STUDENT ACCOMMODATION IN WELLINGTON

We have approximately 2,828 beds across 12 halls of residence in the central city or close to our Kelburn campus. 71% of our beds are in fully catered halls with a mix of single, twin-share, and ensuite rooms; 29% of our beds are independent living in apartments or standalone houses. We own four halls, lease eight halls, and have one partner hall in our network that is independently owned and operated.

EXPANDING ACCOMMODATION CAPACITY

To support the University’s enrolment goals and ensure we have sufficient supply to meet student demand, we are aiming to significantly increase the number of available beds. In expanding capacity, we also seek to offer options for students at different stages of their studies, ensuring a range of choices that meet their evolving needs.

Our immediate priority is to conduct feasibility studies for developing new accommodation, with a focus on university-owned sites. By expanding university-owned housing, we will reduce dependence on external leases and gain more control over the student living environments. If we can increase university-owned housing, we can strengthen the connection between students’ study and residential experiences, fostering a more vibrant campus.

ENHANCING THE STUDENT LIVING EXPERIENCE

Our approach focuses on creating modern, healthy environments that foster personal wellbeing and academic success. To meet these goals, we will gather detailed student-demand data, understand student preferences, and gather asset condition reports. We will also engage regularly with residents and the Victoria University of Wellington Students’ Association (VUWSA) to ensure the student voice is central to this process.

Informed by these insights, we will develop an accommodation plan and implement a comprehensive programme of upgrades for our student accommodation. This programme will focus on enhancing room layouts, upgrading communal and utility spaces, enhancing our use of technology, and improving facilities to better support studying, socialising, and a vibrant student experience. Continuous feedback mechanisms will ensure we measure satisfaction and drive ongoing improvements, allowing our accommodation to evolve in line with the needs of our students.

AFFORDABILITY AND FINANCIAL SUSTAINABILITY

Maintaining the financial sustainability of student accommodation while keeping rents affordable is a priority. By increasing the proportion of university-owned halls, we can better control costs and strengthen the financial performance of our accommodation portfolio. Reducing the number of poorly performing leased properties will be a key step in achieving this goal as will a strong focus on controlling costs.

Affordability is particularly important in a city like Wellington, where high living costs can influence student recruitment and retention. Our approach to addressing affordability focuses on improving operational efficiencies and exploring how both the University and the city can contribute to easing affordability pressures. These efforts are part of a broader commitment to exploring ways to support students in managing living costs.

SUSTAINABILITY AND RESILIENCE

The university is committed to ensuring its halls meet or exceed 80% of the New Building Standard (NBS). As part of our long-term capital planning, we will develop a rolling programme of seismic upgrades, integrating these efforts with other asset renewal and maintenance activities to minimise disruption and coordinating with our landlords and property managers where necessary.

In addition to seismic strengthening, we are committed to meeting Healthy Homes standards and our Pastoral Care obligations to ensure that all accommodation is safe, healthy, and comfortable for students and contingencies are in place to handle unplanned events. Furthermore, we will continue to implement energy-efficient solutions to reduce the environmental impact of our accommodation services and support the University’s broader sustainability goals.

INNOVATIVE MODELS FOR STUDENT ACCOMMODATION

We are interested in exploring innovative concepts for their potential to significantly enhance the student living experience. Among these concepts are early-stage ideas for a *student village* and *centralised dining* facilities. The student village concept envisions a more integrated, community-focused accommodation model, where students can benefit from shared living spaces, enhanced communal facilities, and a stronger sense of belonging within a vibrant residential environment.

Similarly, the idea of centralised dining aims to provide flexible, high-quality meal options in a communal setting, fostering interaction and creating a more vibrant and cohesive student community. Centralised dining may also support our cost reduction and sustainability goals.

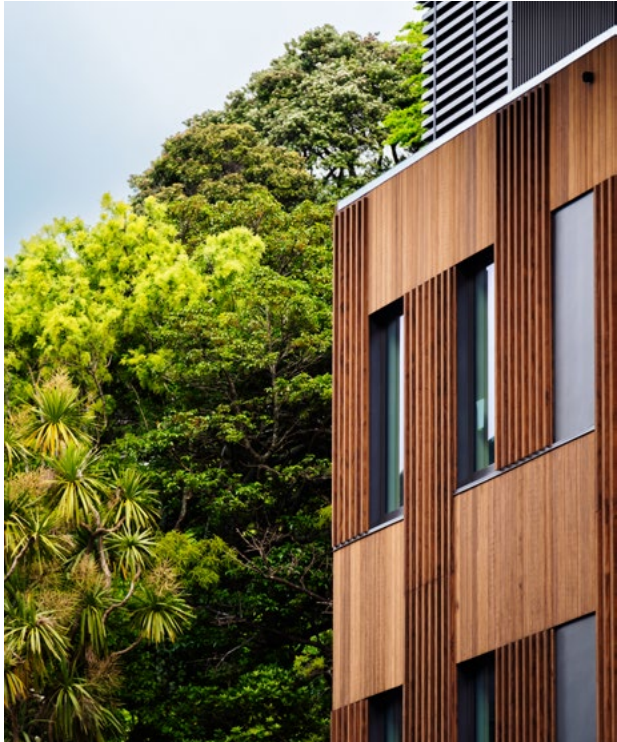
While these concepts are in the early stages of development, they reflect our forward-thinking approach to improving student accommodation and delivering a more enriching student experience. These models are being considered as part of our ongoing commitment to meet evolving student needs while ensuring our accommodation offerings remain attractive and sustainable.

5. FOCUS AREA

RESILIENCE



As we look to the future, we acknowledge that challenges to our resilience extend beyond ensuring our buildings are seismically sound and being prepared for emergencies. To be resilient we need to insist that aged horizontal infrastructure owned and managed by Wellington City Council is maintained appropriately, ensure students’ learning is not disrupted by adverse weather events, and we need to be able to absorb the impact of fluctuating student numbers.



STAYING AHEAD OF SEISMIC CHALLENGES

Our portfolio will be brought above 67% of the current New Building Standard (NBS) as a matter of priority. We are already well advanced, as there are just seven academic buildings that are below 67% NBS. We will continue to progress seismic strengthening plans as part of our Capital Investment Programme for 2025–2034.

We will continue to be proactive in monitoring and improving the seismic resilience of the portfolio. This will require ongoing investment, as legislation continues to evolve with advancements in structural engineering. Our continuous seismic assessment programme specifically focuses on those buildings that require a detailed seismic assessment, whilst also taking any changes in legislation or code requirements into consideration.

AGING INFRASTRUCTURE

Most of our buildings were constructed in the 1960–70s, including a large portion of the centralised heating and ventilation plant, and three water (potable, storm and waste) infrastructure, that we rely upon daily. Through a business-as-usual approach over recent decades, a significant amount of maintenance has been deferred and an investment deficit has accumulated.

In the next period of this Campus Master Plan, we intend to keep up to date with the maintenance of our horizontal infrastructure. We will develop our understanding of replacement priorities and reduce the risk of failure through a renewal programme. Our highest priority will be horizontal infrastructure with the highest risk of failure, or highest consequence should it fail.

Transitioning away from natural gas heating is a critical challenge currently in its planning stages. Given its carbon intensity and the uncertainty around its future supply, natural gas is becoming increasingly costly and economically unsustainable. We need to identify alternative heating solutions that have lower carbon emissions, cost-effectiveness, and reliable future supply.

In recent years, we have been periodically affected by the wider horizontal infrastructure challenges that Wellington city faces. While these are not our assets to maintain, failures in Wellington city’s three water systems have the potential to disrupt or close a campus. In recent years we have begun to experience this, with failures in Wellington city infrastructure systems disrupting the on-campus experience of our students and staff. We will need to shift to be more proactively engaged with Wellington Water, Wellington Electricity, and Wellington City Council on asset risks and solution planning, to support the resilience of our campuses.

REDUCING OUR VULNERABILITY TO IMPACTS FROM CLIMATE CHANGE

We need to plan for a future in which our educational delivery can be resilient when faced with the disruption that comes from adverse weather events. We will design our facilities to have the resilience to remain operational through extreme weather events.

As weather disruption becomes more commonplace, we will no longer be able to rely purely on a ‘bricks and mortar’ approach. As such, we need to continue to develop the digital platforms that enable our students to study online and our staff to work, research, and teach from home.

We also need to consider our vulnerability and response to climate change. New Zealand universities have carried out a study to better understand the risks and impacts that the changing climate may have on our facilities and infrastructure. We will use the study to incorporate adaptation measures into our policies and procedures, as well as informing the design of new developments.

PLANNING REMEDIAL AND RENEWAL WORKS FOR EACH MAJOR BUILDING

We will align remedial and renewal projects with other concurrent projects to optimise the use of resources and minimise disruption to building occupants. Our Strategic Asset Management Plan explains how we manage our assets and how we identify priority projects. We will develop five-year building plans for each major building, and communicate planned remedial and renewal works to our staff and students.

COMPLYING PROACTIVELY WITH LEGISLATION

We will comply proactively with our statutory requirements, including the removal of hazardous building material, passive fire protection, and non-structural seismic requirements. We will remove asbestos that is stable and contained from buildings as they are refurbished.

PLANNING FOR EMERGENCIES

We will continue to increase our generator capacity as we expand our campuses and buildings. Our backup power provides up to four hours of emergency power to high-priority buildings. This enables us to safely shut down and exit these buildings in an emergency event.

Ngā Mokopuna will be a designated emergency response centre for the University. As a self-sufficient 100% NBS, Importance Level 3 building, Ngā Mokopuna is a significant resource to the University and surrounding community in the event of a disaster.

The solar panels we have installed on Ngā Mokopuna feed direct into battery banks and will provide power to the facility in the event that we are disconnected from the national grid.

If an emergency event happens, we store emergency water in two 4,000L and one 60,000L water tanks at the Kelburn campus. A water bore was recently re-discovered on the Kelburn campus, and we will investigate the feasibility of using this as an emergency water source.

6. FOCUS AREA

SUSTAINABILITY



We will use our campuses as a learning tool, and put the principles around sustainability that we teach and research into practice. In this way, our spaces will be built and operated using resources efficiently to minimise our impact on the environment.



NGĀ MOKOPUNA SHOWCASES OUR INTERNATIONAL LEADERSHIP

As a prominent public institution we have a responsibility to lead by demonstration. We must be a part of creating new models that catalyse proactive system change and be solution focused. We must evolve our sense of what is possible and explore what is needed from us as stewards of the whenua for future generations.

Ngā Mokopuna is New Zealand’s most sustainable educational building, and Wellington’s most sustainable building. Ngā Mokopuna has been built using the principles of the Living Future Institute’s internationally recognised Living Building Challenge. This is considered the most rigorous performance standard to measure built environments. The Living Building Challenge pushed us beyond current conceptions of green buildings to transform how we think about our built environment.

In creating Ngā Mokopuna, we expanded our knowledge and pushed our standards to new limits, demonstrating what is possible for sustainable construction and refurbishment. We will collaborate with industry partners to apply these insights, integrating advanced sustainability practices into future building refurbishment projects.

Through real-time monitoring of resource consumption, water harvesting, and the use of sustainable materials, Ngā Mokopuna minimises its ecological footprint and promotes biodiversity, natural light, and water conservation, making it a central and pioneering component of Kelburn campus.

It is a resource for education and research that embodies a deep understanding of its environmental context, showcasing how architecture can foster meaningful change in the whakapapa (relationship) between people and ecosystems. Designed as a training ground for future students, it will generate 105% of its energy needs through solar panels, has a wastewater treatment system that recycles water for use in the nearby Murphy Building, and stands as one of New Zealand’s few timber-structured buildings.

REDUCING OUR ENERGY CONSUMPTION TO MEET OUR AMBITIOUS ZERO-CARBON PLAN

We have made significant reductions in our carbon emissions since we started measuring and reporting these in 2007. We were the first New Zealand university to release a comprehensive plan for a net carbon percent reduction in gross greenhouse emissions.

Our energy use accounts for just under half of our carbon footprint. Reducing our energy consumption is the most effective way to contribute to our zero-carbon plan. Along with our plan to move our heating off gas, we will achieve this by focusing on:

- increasing the amount of renewable energy generated on campus
- reviewing our energy strategy and incorporating Renewable Energy Certificates (RECs) and look to understand and incorporate Power Purchasing Agreements, especially around solar
- selecting an electricity supplier that can meet more of our needs from a hybrid of renewable sources
- improving the energy efficiency of our existing buildings through improved exterior fabric (façade and glazing)
- managing energy in new and existing buildings by installing lighting, equipment, and controls that use little energy
- designing all new developments to deliver a low-energy solution.

DESIGNING SUSTAINABILITY INTO NEW BUILDINGS AND REFURBISHMENTS

The most effective time to introduce low-carbon, sustainable features into our facilities is at the very start, when new buildings or refurbishments are designed. Sustainability will continue to be embedded into our property projects and planning through:

- integrating environmentally sustainable design initiatives at the planning phase
- calculating a project’s whole-of-life cost, and using sustainable procurement methods
- using resources efficiently, including ‘smart’ space management, and finding alternative solutions to building where possible
- learning from ongoing engagement with our neighbours
- incorporating sustainable transport features.

SUPPORTING SUSTAINABLE TRANSPORT OPTIONS

We want our community to have greater access to facilities that encourage sustainable transport choices, including bicycle stands, showers, and lockers. Although a shift to sustainable transport could reduce the demand for car parks, current data on parking usage and waitlists indicates that our community has yet to embrace this shift fully. To foster meaningful change, we will focus on initiatives that make sustainable commuting a more practical and attractive choice, while working closely with public transport providers to ensure our campuses are well-serviced and that supporting infrastructure is in place.

MINIMISING WASTE THAT GOES TO LANDFILL

Everyone can help with minimising waste that goes to landfill. Recycling prevents useful resources being wasted and reduces our consumption of raw materials, energy use, and greenhouse gas emissions. We will continue to encourage everyone to help by:

- working with service providers and retailers to minimise packaging and reduce waste
- keeping up with local improvements to resource recovery
- continuing to reuse our furniture and IT equipment, and donating extra furniture to local charities whenever possible
- minimising construction waste
- increasing the number and type of recycling bins
- adding additional recovery streams when available (such as soft-plastic recycling).

CONTINUING TO CONSERVE WATER

Reducing water consumption is both environmentally and financially responsible. Any water we use also has a flow-on effect for Wellington city, from treatment processes to run-off.

Our water consumption has reduced by 30 percent since 2007. We will continue to conserve water by installing:

- more efficient fittings
- rigorous leak detection processes for underground water systems
- rainwater harvesting for toilets
- gardens with low watering requirements.

7. FOCUS AREA

PLANNING FOR THE FUTURE



We draw on our whakapapa, knowledge and place to shape a better future together.



ADAPTING TO CHANGES IN THE CONTEXT WE OPERATE IN

Recent financial challenges have reshaped the strategic context for our Campus Master Plan. To ensure sustainability, the University must exercise prudence in spending, and it has a limited capacity to support campus development. As we look ahead, financial restraint, efficiency, and maximising the effectiveness of existing resources are essential to maintaining our educational quality and achieving our long-term goals in a competitive environment.

While our priorities remain focused on enhancing student outcomes, supporting research excellence, and maintaining resilient infrastructure, we now must achieve these through smarter resource use and innovative approaches, as some choices are beyond our current financial reach.

WELL-USED HIGH-QUALITY TEACHING SPACES, DEVELOPED IN ALIGNMENT WITH NEW TECHNOLOGIES, AUDIENCES, AND PEDAGOGIES

Teaching space is a critical and valuable resource that we have a collective responsibility to manage well, for our university’s financial sustainability. To understand how our space use can evolve, we will work with the Centre for Academic Development, the Digital Solutions team, Timetabling, Disability Services, and other experts from the learning and teaching community. We will work with technology providers to provide immediately actionable room utilisation data.

These inputs will shape the upgrade of our teaching spaces, and govern decisions on our future mix of teaching spaces, and how we prepare for future teaching practices and changes in technology. A key aspect of this will be how technology complements our on-campus learning.

UNDERSTANDING WHAT WE NEED TO CREATE QUALITY RESEARCH SPACES

To support our goal to increase the transformative impact of our research, we will understand what high quality research spaces look like and work with the Deputy Vice-Chancellor (Research) to govern research space. Our response may be a change in how research space is designated and used rather than a ‘bricks and mortar’ approach. For instance, research spaces may be multidisciplinary to encourage cross-collaboration, reduce duplication, and improve everyone’s access to specialist equipment.

USING HIGH-QUALITY DESIGNS AND MATERIALS

To optimise the value we get from investments into our built environments, we will adopt flexible building designs, which can evolve with changing demands and be more efficient in space allocation and utilisation, and can reduce the need for future refurbishments or new construction. In addition, the move to a smart campus will enable us to use insights gained from data to proactively address issues, enabling efficiency through thoughtful redesign, automated climate control, energy management, and predictive maintenance.

The use of durable, sustainable materials and construction methods that account for future climate scenarios is essential. The incorporation of sustainable practices such as green roofs, stormwater retention, and passive ventilation will be crucial in mitigating risk and building resilience. In addition, the adoption of innovative seismic design techniques will further enhance the ability of our buildings to withstand seismic events.

IMPROVING SUSTAINABILITY AND ACCESS TO FACILITIES FOR THE UNIVERSITY COMMUNITY

We will work to improve access to facilities for everyone in the University community, and improve our environmental and financial sustainability. We will work together in ways that transparently encourage resource sharing and collaboration across our university.

One of our highest costs is constructing, maintaining, and operating buildings. Data on how we use space will give us insights into using our buildings effectively and influence our planning, and we expect it will also give us opportunities to optimise our use of ancillary building services.

We must improve how space is used wherever possible. Using the University’s current space to its full potential enables us to avoid significant cost pressures. We will review our space standards and develop a space policy to support a fair and standardised approach. We will also consider if we can exit some leased buildings, as concentrating activity on one of our main campuses could cut occupancy costs such as maintenance, power, cleaning, and insurance.

DEVELOPING OUR SMART CAMPUSES

Universities globally are increasingly benefiting from using smart technologies to enhance campus operations, improve sustainability, and create more flexible learning environments. These technologies are being used to optimise energy consumption, improve building management, and support digital learning platforms that foster collaboration among students and staff.

Aligned with the University’s digital roadmap, we will explore the potential for a Smart Campus Strategy that could integrate smart technologies across our campuses. This strategy will investigate how data, automation, and digital platforms might be leveraged to achieve cost avoidance, improve capital allocation, and enhance the student experience while supporting our sustainability goals.

8. FOCUS AREA

DISTINCTIVE IDENTITY



We will have distinctive and memorable high-quality places that reinforce positive perceptions of our unique identity.



CAMPUSES THAT EXHIBIT OUR IDENTITY AND COMMUNITY

Each of our campuses has a distinctive identity. They serve as more than just academic spaces. They are vibrant and invite engagement from all, and they are inclusive environments located in neighbourhoods that match and support their purpose. Each campus embodies our commitment to fostering thriving communities, both within and beyond our boundaries, while driving progress towards a more sustainable, resilient, and better world.

Each campus will be a memorable, integral, and attractive place. High-quality architectural, interior, and landscape design will be used to attract people and retain them for extended periods. Facilities will be accessible and welcoming to all students and staff, and provide a sense of belonging for diverse cultural and social groups. Entrances will be designed to reaffirm a sense of place firmly rooted to our identity and essence.

SHOWING OUR MARAE IS AT OUR HEART

Te Tumu Herenga Waka, our fully carved whareniui, has been at our heart for over three decades. Our whareniui was the first one established in a New Zealand university and provides a place of teaching, learning, and connection. Te Tumu Herenga Waka makes us unique in providing a link to our ancestors, and tying us to all the iwi of Aotearoa.

Through the redevelopment of the villas in front of Te Tumu Herenga Waka, we have created Ngā Mokopuna—New Zealand’s most sustainable educational building and Wellington’s greenest structure. Ngā Mokopuna introduces a new dimension to the University’s distinctive identity, uniting mātauranga Māori with sustainable practices. It honours our heritage, reshapes how we approach the built environment, and exemplifies how we can strengthen the whakapapa between people and ecosystems.

CELEBRATING OUR ARCHITECTURAL HERITAGE AND DISTINCTIVE CHARACTER




Our distinctive character will be emphasised through our architectural heritage. We will continue celebrating and conserving buildings that are important to the history of the University, and refurbishing them if possible to deliver spaces that support our teaching, research, and engagement activities.

We will continue to restore and maintain our oldest building, the Hunter building (1906), as well as the adjacent Robert Stout building (1930s), and our heritage lecture theatre in the Easterfield building. We will also continue to value the aesthetic, distinctiveness, and location of the Government Buildings. Since 1996 we have leased the Government Buildings (1876) which is managed on behalf of the Crown by Heritage New Zealand.

We will also celebrate our heritage outdoor spaces. The steep Mount Street offers a shortcut to the Kelburn campus from the city centre, but is also home to one of Wellington’s oldest cemeteries. The Friends of Mount Street Cemetery created a conservation plan in 1995.

OUR ROADMAP: HOW WE WILL MEASURE OUR SUCCESS

We will measure our success based on how we achieve the following objectives.

FOCUS AREA	OBJECTIVE	MILESTONE	TIMELINE
 OUR CAPITAL CITY CAMPUSES	Develop a feasibility study for Te Hiwa to consider, for the development of our land on Knigges Avenue adjacent to the Te Aro campus	Completion of feasibility study	2027
	Remediation of Kaikōura Earthquake damage on our campuses	Completion of business case	2025–2028
	Lease surplus space to industry partners to foster new collaborations, generate revenue, and optimise the use of our facilities	% of portfolio	2 new opportunities/year
 SPACES AND PLACES	Develop centralised student service hubs	Completion of business case	Q3 2025
	Develop a new evidence base that informs decisions on our mix of teaching rooms, the upgrade of teaching spaces and room utilisation	Completion of room occupancy sensor business case	Business Case approved March 2025
	Continue to develop Postgraduate Hubs	Improvement in how we use space	Ongoing over life of plan
	Progressively implement the University's office space guidelines during refurbishments and new developments	Improvement in space efficiency	For all refurbishment projects over life of plan
 VIBRANT CAMPUS EXPERIENCE	Convert underused pockets of space into informal spaces for learning and community through the teaching space upgrade programme	Improvement in how we use space	2 new opportunities/year
	Develop options for Stage 2 of the National Music Centre	Completion of Business Case	Q4 2025
	Present a business case for refurbishment of the Te Aro Campus	Completion of Business Case	End of 2026

FOCUS AREA	OBJECTIVE	MILESTONE	TIMELINE
 STUDENT ACCOMMODATION	Increase the resilience of this portfolio	Business Cases approved	William Weir Wing seismic upgrade completed mid 2025, Te Whanua Block end of 2026/ early 2027
	Introduce Asset Management disciplines to this portfolio of buildings	Transfer of responsibility to Property Services	End 2025 Condition assessment programme implemented 2025–2026 Planned Asset Renewal Programme in place for 2026 Budget
	Return the Waiteata Apartments to Independent Living accommodation	Business Case approved	New beds available for Trimester 1 2026
 RESILIENCE	Our teaching and learning buildings will meet more than 67% of the New Building Standard (NBS)	% of portfolio at more than 67% NBS	Ongoing
	Explore alternative / back up water supplies to support operational needs	Business Case approved	Implement in 2026
	Develop a forward plan for how to minimise the University gas consumption	Plan presented to Te Hiwa	2025/2026
 SUSTAINABILITY	Apply for Ngā Mokopuna’s Living Building Challenge compliance accreditation	Application submitted	Q1 2026
	Include learnings from the Ngā Mokopuna project in the Property Services Design Standards	Design Standards updated	Ongoing
	Continue to reduce how much operational energy we use to contribute to the plan of reducing our gross carbon emissions by 20%	% reduction in operational energy	Ongoing reduction tracked
	Retender electricity contract, assessing feasibility of supplying a hybrid of generations	Contract awarded	Early 2025
 PLANNING FOR THE FUTURE	Resource consent for 320 The Terrace	Resource Consent application lodged	Planning completed in 2025
	Develop a smart campus strategy	Strategy developed	Develop a plan in 2026 and seek Te Hiwa approval to this
 DISTINCTIVE IDENTITY	We will celebrate our heritage as we continue to restore the Hunter building	Annual budget committed	LTCP funding from 2026 onwards

THE CAPITAL INVESTMENT PROGRAMME FOR 2025–2034	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
\$M	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	TOTAL
Upgrades/Refurbishments	14.2	5.5	11.8	11.6	16.6	21.6	21.6	51.7	41.7	41.7	238.0
Murphy Tower—earthquake reinstatement work - insurance proceeds	–	–	–	–	2.0	2.0	–	–	–	–	4.0
Easterfield façade damage and internal repairs from earthquake—insurance proceeds	5.0	5.0	–	–	–	–	–	–	–	–	10.0
CSB Seismic Upgrade (WSC)—insurance proceeds			–	–	4.0	6.0	–	–	–	–	10.0
Te Aro campus Earthquake reinstatement works—insurance proceeds	–	–	4.0	4.0	–	–	–	–	–	–	8.0
New Kirk earthquake reinstatement work—insurance proceeds	–	3.5	3.5	–	–	–	–	–	–	–	7.0
Seismic—Other non damage resulting from DSAs	–	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	18.0
Other Seismic projects											0.5
Seismic (excl Student Accommodation)	5.0	10.5	9.5	6.0	8.0	10.0	2.0	2.0	2.0	2.0	57.0
Campus Wide Passive Fire Protection	1.0	1.0	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	6.4
Hunter heritage work		1.0	1.0	1.0	1.1	1.1	1.1	1.1	1.1	1.2	9.8
SAMP—Summary	6.0	6.0	8.0	8.2	8.3	8.5	8.7	8.8	9.0	9.2	80.7
Renewal, Health & Safety (AM)	7.0	8.0	9.5	9.7	9.9	10.1	10.3	10.5	10.7	10.9	96.8
Other minor Property Capex Projects	2.0	2.0	2.0	2.1	2.1	2.2	2.2	2.3	2.3	2.3	20.1
Other minor Property Capex Projects	2.0	2.0	2.0	2.1	2.1	2.2	2.2	2.3	2.3	2.3	21.5
Total Property Projects excl Student Accommodation	46.8	41.1	37.8	34.4	36.6	43.9	36.1	66.5	56.7	57.0	456.9
Project managed on behalf of Student Accommodation											–
Reinstatement of Waiteata apartments for Accommodation	5.5	0.5									6.0
William Weir Strengthening	4.5										4.5
Te Whanau—Strengthening	5.0										5.0
Everton—Strengthening. Assumption—block by block over period of years (25–28)	6.0	4.0	4.0								14.0
Student Accommodation (Property Services managed)	21.0	4.5	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	29.5
Grand Total Property projects	67.8	45.6	41.8	34.4	36.6	43.9	36.1	66.5	56.7	57.0	486.4





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WELLINGTON
TE HERENGA WAKA

Pipitea Campus
Te Papa Akoranga O Pipitea

→ Wellington School of
Business and Government
Rutherford House

← Faculty of Law
Government Buildings

