



greater WELLINGTON
REGIONAL COUNCIL
Te Pane Matua Taiao

If calling, please ask for Democratic Services

Wellington Regional Strategy Committee

Tuesday 9 June 2020, 1.00pm
Via Zoom meeting

Members

Mayor Baker	Porirua City Council
Mayor Barry	Hutt City Council
Cr Calvert	Wellington City Council
Cr Condie	Wellington City Council
Mayor Foster	Wellington City Council
Deputy Mayor Free	Wellington City Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kāpiti Coast District Council
Cr Lee	Greater Wellington Regional Council
Mayor Patterson	Masterton District Council

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

Wellington Regional Strategy Committee

Tuesday 9 June 2020 at 1.00pm

Via Zoom meeting

Public Business

No.	Item	Report	Page
1.	Apologies		
2.	Conflict of interest declarations		
3.	Public participation		
4.	Public minutes of the Wellington Regional Strategy meeting on 18 February 2020	20.44	3
5.	Public excluded minutes of the Wellington Regional Strategy meeting on 18 February 2020	PE20.45	5
6.	Wellington Regional Economic Development Agency statement of intent 2020-2023	20.179	10
7.	Wellington Regional Economic Development Agency third quarter report (January to March 2020)	20.180	45



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Te Pane Matua Taiao

Please note these minutes remain unconfirmed until the Wellington Regional Strategy Committee meeting on 9 June 2020.

Report 20.44

Public minutes of the Wellington Regional Strategy Committee meeting on Tuesday 18 February 2020

Council Chamber, Greater Wellington Regional Council
Level 2, 15 Walter Street, Te Aro, Wellington at 1.11pm.

Members Present

Mayor Baker	Porirua City Council
Mayor Barry	Hutt City Council
Councillor Calvert	Wellington City Council
Councillor Condie	Wellington City Council
Mayor Foster	Wellington City Council
Deputy Mayor Free	Wellington City Council
Mayor Gurunathan	Kāpiti Coast District Council
Councillor Lee	Greater Wellington Regional Council
Mayor Patterson	Wairarapa Councils
Deputy Mayor Swales	Upper Hutt City Council

Francis Ryan, Kaiwhakahaere Matua/Manager Democratic Services, assumed the Chair at the start of the meeting to oversee the appointment of the new Chairperson and Deputy Chairperson for the Committee.

Public Business

1. Apologies

Moved: Deputy Mayor Swales / Mayor Gurunathan

That the Committee accepts the apology for absence from Mayor Guppy.

The motion was **carried**.

2. Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3. Public participation

There was no public participation.

4. Appointment of the Chairperson and Deputy Chairperson

Francis Ryan, Kaiwhakahaere Matua/Manager Democratic Services, introduced the report.

Moved: Mayor Baker / Deputy Mayor Free

That the Committee:

- 1 Notes the need to appoint a new Chairperson and Deputy Chairperson to the Committee, as all members' terms expired at the 2019 local government triennial election.
- 2 Adopts, pursuant to clause 25 of Schedule 7 to the Local Government Act 2002, appointment by statutory voting system A (paragraph 5)
- 3 Adopts, to meet the statutory requirement to resolve tied votes by 'lot', the method of placing the candidates' names (with the same number of votes) in a container and the name of the person drawn out by an independent person is deemed the winner (i.e. appointed or not excluded from the next round).
- 4 Adopts the agreed voting system and procedure outlined in recommendations 2 and 3 for the appointment of both the Chairperson and Deputy Chairperson.

The motion was **carried**.

4.1 Appointment of Chairperson

Mr Ryan then called for nominations for the position of Chairperson of the Wellington Regional Strategy Committee.

Moved: Mayor Baker / Deputy Mayor Swales

That the Committee appoints Mayor Foster as Chairperson.

There being no further nominations, Mayor Foster was declared the Chairperson of the Wellington Regional Strategy Committee.

Mr Ryan invited Mayor Foster to take the Chair. Mayor Foster assumed the Chair and thanked the Committee for his appointment.

4.2 Appointment of Deputy Chairperson

Mayor Foster called for nominations for the position of Deputy Chairperson of the Wellington Regional Strategy Committee.

Moved: Mayor Baker / Deputy Mayor Free

That the Committee appoints Mayor Barry as Deputy Chairperson.

There being no further nominations, Mayor Barry was declared the Deputy Chairperson of the Wellington Regional Strategy Committee.

5. Wellington Regional Economic Development Agency second quarter report (October to December 2019) – Report 20.35 [for information]

Tracey Bridges, Board Chair, introduced the report. Lance Walker, Chief Executive Officer, spoke to the report and updated the Committee on Wellington Regional Economic Development Agency's performance for the second quarter of 2019/20 against its agreed Statement of Intent for 2018-21.

The Chair advised the Committee that the Update on Māori economic strategy item had been inadvertently left off the agenda. The Committee resolved that it be dealt with.

6. Update on Māori economic strategy – oral update

Te Puritanga Jefferies, Senior Māori Economic Advisor, Strategic and Corporate Planning, spoke to the Committee on Ruruku – developing a strategy for the Māori economy in Te Upoko o Te Ika a Māui.

Ms Jefferies advised that Ara Tahi agreed to establish an ohu and to develop a work programme for a Māori Economic Development Strategy and Action Plan. The purpose of the strategy and action plan is to provide a point of coordination for the economic activity at the local, regional, iwi, and organisational levels. The strategy and action plan will focus on greater self-determination for Māori in realising outcomes, and will also highlight what is needed to ensure successful implementation.

Ara Tahi appointed three mana whenua representatives onto the Ohu. They join representatives from Māori business and rangatahi on a wider advisory board. A team from Victoria University of Wellington's Business School has also been contracted to support the development of the strategy and action plan.

Communication is ongoing with the territorial authorities in the Wellington Region, WREDA and certain central government agencies. There have been regular hui held with both Māori and economic development units from across the region's local government organisations. Planning is underway to organise hui to engage with local and central government staff.

Victoria University of Wellington hosted a Dean's lecture. There was a panel which included a range of perspectives on the Māori economy and how an economy strategy could be developed and shaped to best suit the Wellington Region.

Greater Wellington engaged with Māori communities with six workshops held across the region (Lower Hutt, Masterton, Featherston, Wellington, and Plimmerton). These hui sought input from Māori communities on a draft strategy for the Māori economy in the Wellington Region. Over 120 individuals participated and 600 pieces of feedback were received.

The strategy is due to be finalised in May 2020.

7. Resolution to exclude the public

Moved: Mayor Baker / Deputy Mayor Swales

That the Committee excludes the public from the following part of the proceedings of this meeting, namely:—

Appointment of director to the Wellington Regional Economic Development Agency

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

Appointment of director to the Wellington Regional Economic Development Agency	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
The information contained in this report includes personal and identifying information about the proposed candidate. Release of this information prior to the shareholding councils' decisions is necessary to protect the privacy of that natural person as releasing this information would like to prejudice the privacy of natural persons. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.	The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons).

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting.

The motion was **carried**.

The public part of the meeting closed at 2.09pm.

Mayor A Foster
Chair

Date:



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Please note these minutes remain unconfirmed until the Wellington Regional Strategy Committee meeting on 9 June 2020.

The matters referred to in these minutes were considered by the Committee on 18 February 2020 in public excluded business. These minutes do not require confidentiality and may be considered in the public part of the meeting.

Report PE20.45

Public excluded minutes of the Wellington Regional Strategy Committee meeting on Tuesday 18 February 2020

Council Chamber, Greater Wellington Regional Council
Level 2, 15 Walter Street, Te Aro, Wellington at 2.09pm.

Members Present

Mayor Baker	Porirua City Council
Mayor Barry	Hutt City Council
Councillor Calvert	Wellington City Council
Councillor Condie	Wellington City Council
Mayor Foster	Wellington City Council
Deputy Mayor Free	Wellington City Council
Mayor Gurnathan	Kāpiti Coast District Council
Councillor Lee	Greater Wellington Regional Council
Mayor Patterson	Wairarapa Councils
Deputy Mayor Swales	Upper Hutt City Council

Public Excluded Business

1. Appointment of director to the Wellington Regional Economic Development Agency – Report PE20.38

The Committee Chair spoke to the report.

Moved: Mayor Foster / Deputy Mayor Free

That the Committee recommends to the shareholding councils that Jo Healey be appointed as a director of the Wellington Regional Economic Development Agency for a three year period ending 31 December 2022.

The motion was **carried**.

The public excluded part of the meeting closed at 2.17pm

Mayor A. Foster
Chair

Date:

Wellington Regional Strategy Committee
9 June 2020
Report 20.179



For Decision

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY STATEMENT OF INTENT 2020-23

Te take mō te pūrongo

Purpose

1. To advise the Wellington Regional Strategy Committee (the Committee) on the draft final Statement of Intent (SOI) for 2020-23 from the Wellington Regional Economic Development Agency (WREDA).

He tūtohu

Recommendations

That the Committee:

1. **Notes** that the uncertainty over the economic impact of the COVID-19 pandemic on the Wellington Regional Economic Development Agency's draft Statement of Intent for 2020-23.
2. **Agrees** that the Committee will request that revisions to the Wellington Regional Economic Development Agency's Statement of Intent for 2020-23 are made during the year to confirm the performance measures and to adapt to the changing environment.
3. **Agrees** the Wellington Regional Economic Development Agency's Statement of Intent for 2020-23 ([Attachment 1](#)).

Te tāhū kōrero

Background

2. Clause 2 of Schedule 8 to the Local Government Act 2002 (LGA) requires the board of a council-controlled organisation to consider comments on a draft SOI before 1 May in the year preceding the financial year to which the draft SOI relates. Clause 3 provides that a final SOI must be delivered before the commencement of the financial year to which it relates.

3. Clause 2.2d of the Committee's Terms of Reference provides for the Committee to:

"On behalf of the shareholding councils of WREDA:

...

- d To receive, consider and agree WREDA's final SOI, and if necessary, require modifications to the statement of intent...."

Te tātaritanga

Analysis

4. WREDA's final draft SOI 2020-23 (**Attachment 1**) was received from WREDA on 29 May 2020. This SOI acknowledges the level of uncertainty and fluidity in the economic climate and by no means captures all the discussion or activity needed for the economic recovery.
5. One of the major unknown variables is the ability for open borders and international travel and the impact this will have on the Wellington Region, not only in terms of planned events but also tourism and destination expenditure.
6. While the SOI is being presented at a time when there is uncertainty, the Committee should consider whether it is appropriate that the Key Headline Performance Indicators (see **Attachment 1**) do not include measures.
7. The Committee will note that WREDA has worked on refining the performance indicators to make these more outcome-focussed and linked to areas within the organisation's control. However, the related measures are marked as 'TBC'. The Committee's Statement of Expectations to WREDA (**Attachment 2**), sent in December 2019, provided a clear expectation of measurable performance indicators. If the Committee agrees to the SOI without these measures included, this may create risk to the shareholders as there is a potential lack of accountability for both WREDA and the Committee. Officers recommend, in this instance, that the Committee should also put in place a clear expectation that there will be a review of the SOI through the year to confirm these measures.

Nga kōwhiringa

Options

8. The Committee can *either* accept WREDA's draft final SOI for 2020-23 *or* not accept the SOI for 2020-23 *and/or* request further clarification or amendments.
9. Clause 4 of Schedule 8 to the LGA provides for the shareholders, by written notice, to extend the deadline for completing a final SOI by up to one month in completing the SOI. The Committee needs to give consideration to the extent that any requested changes to the SOI will have on this timeline. Delaying for one month may allow for a set of performance measures to be in place; however, there will still be significant uncertainty over the impact of COVID-19.
10. Schedule 8 also allows for the passing of amendments to an SOI, by the shareholders so long as it is consistent with the intentions of the organisation and is discussed with the company board.

Ngā hua ahumoni
Financial implications

11. The approval of the SOI has no direct financial implications. Funding contained within the SOI is subject to shareholders' normal procedures of annual planning and long term plans.

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

12. The matters requiring decision in this report were considered by officers in accordance with the process set out in Council's *Climate Change Consideration Guide*.

Mitigation and adaption assessments

13. The matters addressed in this report are of an administrative nature, and there is no need to conduct climate change assessments.

Ngā tikanga whakatau
Decision-making process

14. The matters requiring decision in this report were considered by officers against the decision-making requirements of Part 6 of the Local Government Act 2002 and the Committee's Terms of Reference.

Te hiranga
Significance

15. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers recommend that these matters are of low significance due to their administrative nature.

Te whakatūtakitaki
Engagement

16. Engagement has been undertaken with officers at the Wellington City Council.

Ngā tūāoma e whai ake nei
Next steps

17. The Committee's decision on the SOI will be conveyed to WREDA.

**Ngā āpitihanga
Attachments**

Number	Title
1	Draft Wellington Regional Economic Development Agency Limited Statement of Intent 2020-2023
2	Statement of Expectations for WREDA – 12 December 2019

**Ngā kaiwaitohu
Signatories**

Writers	Seán Mahoney – Company Portfolio Manager, Greater Wellington Regional Council Warwick Hayes – Projects & CCO Manager, Wellington City Council
Approver	Luke Troy – General Manager, Strategy

He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with Council's roles or Committee's terms of reference</i></p> <p>The Committee's Terms of Reference provide for it to receive, consider, and agree WREDA's SOI (see paragraph 3).</p>
<p><i>Implications for Māori</i></p> <p>The SOI provides for a work stream on Māori economic development.</p>
<p><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></p> <p>The funding implications for WREDA are contained in the shareholders' statutory plans and rating notices.</p>
<p><i>Internal consultation</i></p> <p>Council officers have discussed the impact of COVID-19 on the SOI's content and the process for delivering a document that reflects this uncertainty.</p>
<p><i>Risks and impacts: legal / health and safety etc.</i></p> <p>There are no risks other than those highlighted in this report.</p>

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023



**WELLINGTON REGIONAL ECONOMIC
DEVELOPMENT AGENCY LIMITED**

**STATEMENT OF INTENT
2020-2023**

DRAFT: v3

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

Mihi

E tu noa ana ngā maunga whakahi i te rohe whānui o Te Upoko o te Ika a Maui. Mihi atu ana ki ngā iwi, ngā manawhenua o Te Whanganui a Tara, o Te Awakairangi, o Wairarapa, o Kāpiti, o Porirua hoki.

Ngā mihi hoki ki ngā iti, ki ngā rahi e noho ana i ngā takiwā nei. Koutou hoki ngā taurahere me te hunga o te Moana Nui a Kiwa.

Rātou te hunga mate, kua poto ki tua o te ārai, e moe, okioki e.

Te hunga ora e kawē ana ngā ahi kā, me te kaupapa toi, te auaha pai me te whai rawa o Te Upoko o te Ika, tēnā koutou katoa.

The many mountains of Te Upoko o te Ika a Maui (from Head of the Fish of Maui) stand proud. We acknowledge the mana whenua people of the region, of Wellington, Hutt Valley, Wairarapa, Kāpiti and Porirua. We acknowledge all peoples and the many communities of the Pacific Islands.

To those that have passed - we acknowledge you in your eternal rest.

To those who maintain the fires of residence, the pursuit of innovation and creativity here in the wider Wellington region, we acknowledge you too.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

Introduction

In accordance with the Local Government Act 2002, this Statement of Intent (SOI) states the planned activities, intentions and performance measures for the Wellington Regional Economic Development Agency (WREDA) for the next three years. It is written in response to the Wellington Regional Strategy (WRS) Committee's December 2019 Letter of Expectation and covers both WREDA Ltd (WellingtonNZ) and its subsidiary CreativeHQ Ltd.

Tēnā koutou e ngā rangatira

This place is wild. It's wildly creative, wildly entrepreneurial, wildly interesting. Wellington's weather is famously wild. Our towns and cities sit on the edge of wilderness that is perfect for mountain biking, walking, playing, staying or just being. And at the heart of the region is a capital city that isn't afraid to show its wild side.

We're a small region in global terms, but one filled with people with wild ambition. WellingtonNZ shares that ambition, represented in our organisation's purpose: to make the Wellington region wildly famous.

Right now we are facing a global crisis the likes of which Wellington, New Zealand and the world have not faced in a century. While our national efforts have quite rightly focused on the health crisis, as we project forward into the period covered by this Statement of Intent, the way that we respond to, and recover from, the associated economic crisis will be of critical importance. In this context, all the wildly creative and innovative thinking that Wellington has been famous for will be more important than ever before.

As the economic development agency for the region we have an important part to play in the region's response and recovery.

Over the next three years, WellingtonNZ will continue to deliver projects that will enhance the entire Wellington region as a wildly attractive destination, while contributing to and when appropriate leading the strategic work our region needs to remain competitive. We will support businesses to respond, recover, reimagine and reform. We will encourage film makers to create here; attract and host events that add colour and vibrancy to people's lives, when it is safe to do so, and operate Wellington city's civic venues as taonga that benefit the community.

We will bring our creativity, our ambition and our initiative to this work, getting the job done, but also generating new ideas to help our region thrive.

This will not be an easy time for anyone but we are grateful that we're never alone in this kaupapa. I acknowledge the large number of partners we work with: our shareholders, councils throughout the region, iwi, local tourism and education organisations, businesses, event producers and central government agencies. It is now even more important that we work together to make the Wellington region wildly famous, for the benefit of everyone who lives here.

Ko tātou te Upoko o te Ika a Māui – we are Wellington.



Tracey Bridges
Chair of the Board

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

1. About WellingtonNZ

1.1 Who we are

WREDA is the Wellington region's economic development and promotions agency. Since April 2019 we have operated under the WellingtonNZ brand.

WellingtonNZ is a Council Controlled Organisation (CCO) with our shareholders being Wellington City Council (WCC – 80%) and Greater Wellington Regional Council (GWRC – 20%). We are governed by an independent Board of Directors who are appointed by the shareholders. WellingtonNZ also reports through to the Wellington Regional Strategy Committee (WRS) which consists of mayors from Territorial Authorities across the region, and WCC and GWRC councillors. It is the WRS Committee that recommends the approval of this Statement of Intent to the shareholders.

Funding for WellingtonNZ activities comes from the two shareholding councils, central government agencies who contract WellingtonNZ to perform specific services, and a range of private sector partners.

WellingtonNZ is also the owner of a subsidiary company, Creative HQ Ltd. Creative HQ provides business incubation, acceleration and innovation services. Creative HQ has its own independent Board, including a WellingtonNZ Director and the WellingtonNZ CEO.

1.2 Our purpose

In April 2019 we adopted a new purpose: **to make the Wellington region wildly famous.**

Our purpose reflects our primary role as Wellington's storytelling engine. We want the Wellington region to be wildly famous as the best place in New Zealand to visit, host an event or conference, start and sustain a business, make a film, study as a student, migrate to or invest in. By making the Wellington region wildly famous as the best place in New Zealand to live, visit, work and play, we create a platform for the region to prosper – both economically but also in terms of vibrancy and liveability.

Over the next three years, as the region rebuilds from the effects of Covid-19, this purpose is more important than ever. WellingtonNZ will play a critical role in re-establishing confidence within our region and ensuring that the Wellington region is wildly famous for the way that it rebounds and reimagines itself.

Importantly, we are here to make the Wellington region wildly famous. We believe that the region is greater than the sum of its parts and that by working to develop and tell a compelling and unifying regional story, we amplify the potential of this place.

We also use the phrase wildly famous very deliberately. This is a region that has always been filled with wildly creative people doing wildly creative and innovative things across all sectors. We are surrounded by wild landscapes. We host wild events. We have a wild energy that ignites all that we do. We are wildly ambitious for the Wellington region.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

1.3 Our role in reactivating the Wellington region

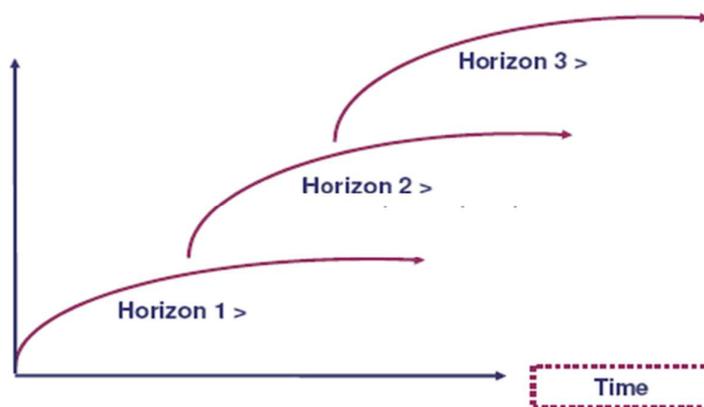
While this is a 3 year SOI – we are mindful that the first year of this period may be very different to the out-years due to the immediate focus on recovering from the impacts of Covid-19. Even within this next 12 months, we will need to maintain an agility and flexibility within our operations so that we are able to respond to changing circumstances and stages of recovery:

- **RESPONDING:** Addressing the immediate “emergency” triage needs of businesses and the local economy
- **RECOVERING:** Returning to a steady-state and some form of stable business as usual
- **REIMAGINING:** Thinking about how businesses and the regional economy changes and evolves as a result of Covid-19
- **REFORMING:** Operating in a “new-normal”

At the time of writing this SOI we see 3 planning Horizons:

- In the first of these our activities will be hyper- regional in line with restrictions at Level 2;
- The second will follow as we move to the back end of Level 2 and into Level 1, when domestic tourism opens up and restrictions are eased, but there is still likely to be no international level and limits on mass gatherings;
- The third will follow when international travel restrictions are released – perhaps first for Trans-Tasman/Pacific travel and later for other destinations.

The linking of these horizons to the restrictions in travel is not just about domestic and international tourism. It is also about the way that we can plan and approach events, student attraction, film business, and new business activity.



Our approach will be to focus activity and effort on areas where we can impact within the Horizon that we are operating in, while at the same time planning for activity in subsequent horizons such that we are ready to respond when we are able to.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

With this context in mind, we have identified four key areas of focus that will dictate our activities in the next 12 months. This is predicated by a belief that one of the best things we can do in the immediate term is to help stimulate the local economy and support local businesses to “**get the tills ringing**”. At the same time, we acknowledge a need during this period for a fifth area of focus - to be reimagining the future and considering the long-term impacts and changes that Covid-19 will have on the Wellington regional economy.



1.4 Creative HQ

Creative HQ Ltd is a wholly owned subsidiary of WREDA Ltd. It has its own Board of Directors, including 3 independent Directors (of whom one is the Chair), a Director from the WellingtonNZ Board and the Chief Executive of WellingtonNZ.



CreativeHQ is New Zealand’s leading provider of incubation, acceleration and innovation programmes. Since its formation in 2003, CreativeHQ has worked with over 300 start ups and high growth ventures to develop their business concepts and commercialise opportunities.

In addition to CreativeHQ’s strong track record in start-up innovation, incubation and acceleration, the company has also established a leadership position in structured innovation programmes (eg corporate accelerators and design sprints). Creative HQ has also led the charge on GovTech – defined as breakthrough innovation in Government and the public service - with CreativeHQ pioneering the first acceleration programme for Government in 2014 and establishing Wellington as a global GovTech hub.

Given CreativeHQ’s expertise in helping organisations to innovate we see the organisation playing a critical role in helping businesses within the Wellington region to reimagine their offerings as part of the Covid-19 recovery.

The focus for CreativeHQ growth during this next SOI period will continue to be in 4 core areas;

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

- Incubation services and associated eco-system services for start-up ventures;
- Acceleration programmes under the Lightning Lab Brand;
- Structured innovation training and associated enterprise capability services (targeting customers from start-ups to corporates);
- Public sector innovation through leveraging GovTech expertise.

The core funding provided by WellingtonNZ to CreativeHQ is used to support these services in the Wellington region. In addition, CreativeHQ is building its market reach by providing services nationally and internationally. Activities outside of the Wellington region are funded by 3rd party and commercial partners/contracts.

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Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

2. Programme of Activity

While Covid-19 means that we will see changes in the way that we execute certain programmes and work areas, much of the core work that WellingtonNZ has undertaken in recent years will continue (albeit in a modified form) because it directly contributes to “getting the tills ringing” and the key focus areas noted in section 1.3.

A good example is **Destination Marketing**. There still remains a critical role for WellingtonNZ in promoting the Wellington region as the perfect place to visit, study in, start a business, stage an event or conference, make a film. But the emphasis of this work may change in recognition of the audiences that we can market to under different Horizons.

We will also be particularly focused on those programmes of activity that have cross sector benefits. A good example are **Events** – which, while the way they are executed and reintroduced will be different in each of our Horizons and Alert Levels, do directly benefit retail, hospitality, accommodation and the event production sectors, and also have flow on benefits for positioning Wellington as being a vibrant place to live in and visit, giving heart to our city and region.

We are also of the view that our traditional Business Growth activities, centred around the **Regional Business Partnership** (RBP) programme (by which we provide business support, innovation, capability funding, and facilitation of R&D funding under contract from NZTE and Callaghan Innovation) will assume even greater importance than before as we work closely with businesses to help them recover, reactivate, reimagine and transform their operations. The activities of **CreativeHQ** are also particularly important in this regard – including their start up incubation and acceleration services and wider enterprise innovation and training activities.

Because we are continuing to develop this SOI in an evolving situation it is not possible in all cases to define exact work programmes; these will be defined in specific Business Plans. However, we can provide an indication of our programme of activity which is consistent with our Letter of Expectation but re-oriented in response to Covid-19.

2.1 Key Programmes of Work

Programme	Overview
Wellington City and Regional Proposition and Narrative	WellingtonNZ has always played a strong role in marketing Wellington and telling the story of the Wellington region. In the recovery world we see this as a critical continuing role. As the storytelling engine for the region we will be increasing our activity in this space ensuring that we are leading the region in telling a coordinated recovery story to all key audiences.
Supporting Wellington businesses to reactivate – Wellington Unlocked	Leveraging the Love Local campaign that we have developed during the initial response phase to “get the tills ringing” for local businesses and their suppliers. We will lead a staged programme of promotions, interventions and activations to help businesses get back on their feet and rebuild consumer confidence in a welcoming, safe and creatively Wellington way.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

<p>Wellington Tourism, Travel Trade and Destination Marketing</p>	<p>Wellington is well placed to recover strongly from the current disruption to traditional tourism business. We have always had a strong skew towards domestic tourism (accounting for 70% of total tourism spend) and trans-Tasman (due to direct connections). We can therefore expect to see good returns from investment in destination marketing through the recovery period due to the focus on these two markets.</p> <p>In the immediate term we will be focused on local/regional destination/tourism promotion and related trade activities, but extending to a more national/domestic focus as restriction levels are reduced. This activity will focus on building awareness and consideration of what the Wellington region has to offer as a domestic holiday destination and convert that interest into action via tactical promotions.</p> <p>In executing this will continue to work closely with key tourism sector partners across the region and nationally (including other Regional Tourism Organisations, TIA and TourismNZ), and play an active role in the work that TourismNZ is developing around reimagining/transforming the Tourism industry.</p>
<p>Wellington Regional Destination Plan</p>	<p>Prior to the Covid-19 crisis, WellingtonNZ was in the process of developing a new Destination Plan for Wellington City and working with the other TA's in the region to bring this together with their own Destination Plans into a coordinated regional view. The intent was that this plan would give direction to our work and the projects we support to create an even better experience for visitors to Wellington - encompassing product development, workforce development and visitor experience management. It will also identify the appropriate target audiences for our marketing activities.</p> <p>This work was put on hold as the Covid-19 situation changed the environment, but we intend to reactivate this work once we have more clarity on the future tourism horizons as it now assumes even greater importance in a new tourism landscape.</p>
<p>Wellingtonnz.com</p>	<p>Operating WellingtonNZ.com as our core destination website – and associated sub-sites including, but not limited to, Find Your Wild, Kapiti and Hutt destination sites, Venues Wellington.</p> <p>Initial focus for Wellingtonnz.com will be local/regional audiences but this will morph in an agile way to match the horizons and relaxation of travel restrictions.</p>
<p>Wellington City i-Site</p>	<p>Operating the Wellington City i-Site (visitor information centre) and associated Wellington City Ambassador volunteer programme.</p>
<p>Wellington Convention Bureau</p>	<p>Management of the Wellington convention bureau which attracts conferences, conventions and business events to Wellington (under the Business Events Wellington brand).</p> <p>Business Events will continue to play an important role in the Wellington economy, with a near term focus on attracting conferences and business events locally, nationally and trans-Tasman, while also creating a strong international pipe-line for when international travel starts again.</p>

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

Wellington Exhibition and Convention Centre	While the WCEC will not be completed until the end of 2022/early 2023, WellingtonNZ will continue to play a significant role as development and design partner alongside WCC, as well as having responsibility for sales and marketing activity – including the branding of the Centre, development of marketing and sales collateral, and conference and exhibition attraction.
Screen Wellington	<p>Operation of the Wellington regional film office which has a dual role of supporting the development of screen activity in the region and running regional film permitting services (under the Screen Wellington brand).</p> <p>Focus for Screen Wellington’s activities during Horizons 1 and 2 will be supporting the reactivation of the domestic film industry, while still supporting the NZ Film Commission in their role of attracting future international opportunities as restrictions are relaxed.</p> <p>We will also continue to work closely on screen infrastructure projects, including the development of new facility at Lane Street in Upper Hutt.</p>
UNESCO City of Film	<p>In 2019 Wellington was named a UNESCO City of Film. WellingtonNZ will be the lead agency in coordinating the maximisation of this accolade through storytelling and working with the screen industry and local and central government.</p> <p>The programme in the first year will include elements such as working with education establishments so that the community can be engaged in creativity, supporting Maori to work in creative and storytelling film media and extending the celebration of film and creativity.</p>
Venues Management	<p>Managing the operation of the Wellington city venues under the Venues Wellington brand – including sales, facilities management, event operations and customer experience.</p> <p>A review of the future of Wellington City’s current Venues was completed in early 2020. This includes recommendations on how these Venues may be best utilised and developed, in the context of a 3-5 year future that sees not only the new Convention Centre opening, but also the refurbished Town Hall and St James Theatre coming back on-line. This review also includes consideration of the options for alternative Indoor Arena solutions (including development of the TSB Arena), future use of The Opera House, Shed6 and the Michael Fowler Centre, and a revised operating model which would see WellingtonNZ taking different approaches in attracting and presenting content. This last point becomes even more important in the near term as we will look to reactivate the Venues once restrictions are released using largely domestic content.</p> <p>WellingtonNZ will continue to work with WCC to advocate for the recommendations contained in this review along with an agreed investment programme for maintenance, renewals and venue enhancement to ensure that existing venues continue to be fit for purpose, meet the requirements of the Accessible Wellington Action Plan (2019), and that we are able to meet the needs of our venue hirers during a time of constrained venue capacity.</p>
Wellington City Major Events	WellingtonNZ will continue to support and invest in a programme of Major Events for Wellington City in line with the Major Events Strategic Framework that was developed in 2019/2020. This recognises that Major Events provide significant value to residents and business, providing both extrinsic and intrinsic value.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

	<p>To ensure a diverse and competitive Major Events programme, WellingtonNZ will take a portfolio-wide approach ensuring that there is:</p> <ul style="list-style-type: none"> • A balanced mix of events to suit different audiences. • An events portfolio that delivers both economic and social returns. • Events that strategically fit with Wellington’s existing events landscape. • An evaluation framework that looks at the benefits of the entire portfolio. <p>With the limitations on mass gatherings, it is unlikely that we will see significant Major Events until the start of 2021, although some may be possible towards the back end of 2020 if we move to Alert Level 1 in the last quarter of the calendar year. In preparing for this we will work closely with the headline events that Wellington is famous for to grow their impact, and look to develop and scale events with potential. We will also continue to work with other partners to attract new event products which both add to the vibrancy of the region and boost the economy through out of town visitation.</p> <p>We will also work with WCC to ensure that, coming out of the current situation, Wellington reclaims its position as an event-friendly city.</p>
Aho Tini - Creative City	<p>Wellington City Council has adopted a new Creative City vision under the Aho Tini banner. Aho Tini is designed to build on the city’s existing creative strengths and investment, to enhance the value, sustainability and continued growth of Wellington’s arts and creativity outcomes. WCC’s vision is that Aho-Tini will permeate the way in which the city plans, collaborates and delivers services, places and events. It will place art and creativity at the heart of how Wellington thrives. WellingtonNZ has been working alongside WCC on the development of Aho Tini and will continue to ensure that the principles of Aho Tini impact all that we do – especially in our interactions with the creative and arts sectors. As specific projects evolve from Aho Tini we recognise that we may have a role in implementation of these.</p>
Wellington Regional Trails Framework	<p>Continuing to be the facilitation and project management lead on execution of the Regional Trails Framework and the promotion of Trails in the region under the Find Your Wild brand</p>
Regional Business Partnership Programme - Enhancement	<p>Our RBP and Business Growth team has morphed into a Covid Business Recovery Team during the immediate response phase. As we progress through Alert Levels and our planning horizons, we would expect a return to more BAU activities – but we will be reviewing what these look like and what kind of added recovery support we can provide to regional businesses (including the criteria for the kinds of businesses we engage with).</p> <p>As part of this we will be looking at how to introduce support for sustainable business practices and specific support for Maori Businesses via our Kaiwhakatupu Pakihi Māori (Māori Business Growth Advisor).</p> <p>Note that the RPB current contract runs to June 2021. We will be working proactively with NZTE and Callaghan to develop options to further enhance delivery in the future to ensure that the programme remains relevant to the needs of business in the Wellington region.</p>

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

<p>Maori Economic Development and Business Support</p>	<p>In 2019 WellingtonNZ appointed a Kaiwhakatupu Pakihi Māori (Māori Business Growth Advisor). This role is designed to work specifically with Maori businesses across the region to assist them to grow. Over the course of the next year we will work on defining the most effective way for this role to have the desired impact, including the way that it integrates into the wider Regional Business Partnership programme (and ensuring this programme is appropriate to Maori businesses).</p> <p>We will continue to engage with GWRC and Ara Tahi on the Maori Economic Development Strategy, and have an expectation that specific projects may arise as a result of this work.</p>
<p>Regional Workforce and Skills Development</p>	<p>A Regional Workforce Plan was developed by WellingtonNZ in the 2019/20 year. This provided guidance on specific skills/workforce development projects and/or programmes of work that are appropriate for WellingtonNZ.</p> <p>The three key areas we agreed to focus on are:</p> <ul style="list-style-type: none"> • Facilitating pathways to employment through programme based activity • Further developing the programmes in Creative HQ that support workforce development such as delivering micro-credentials for people in the workplace, and leveraging our connections into businesses via the RBP Programme • Promoting Wellington as a place where talent wants to live. <p>Another recommendation within the Workforce Plan was regional workforce development collaboration and leadership. Since then, the Government, as part of the Review of Vocational Leadership, has proposed the creation of Workforce Development Councils and Regional Skills Leadership Groups. These will provide advice about the skills needs of regions to the Tertiary Education Commission (TEC), workforce development councils, and local vocational education providers. We will work alongside MBIE on the Regional Skills Leadership Group for the Wellington region.</p>
<p>Intern Programmes and Pathways to Employment</p>	<p>In line with the above, we will continue to support programmes that are targeted at providing intern opportunities for students and create pathways to full employment. Currently we support the Summer of Tech/Summer of Biz and Young Enterprise programmes and will be considering ways that we can continue to grow the scale and impact of these.</p>
<p>Creative HQ – Incubation Services and Innovation Ecosystem Support</p>	<p>CreativeHQ will continue to deliver its core incubation programme in Wellington, and will work with WellingtonNZ to determine ways to leverage their incubation services across the region (e.g. through partnership with other shared-working spaces).</p> <p>It will also provide refreshed support for the innovation ecosystem through the Start Up Garage and Mindset of Design programmes, and implementation of training and skills development programmes in areas like innovation methodologies.</p>

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

Creative HQ – Covid Reimagination Services	CreativeHQ has already put in place new services designed to help businesses of all sizes to reimagine their products, services and operating models in a post Covid world. CreativeHQ will continue to develop these services as part of their core enterprise innovation offering. Specific sectors may be targeted as part of this programme of work.
Lightning Lab Accelerator Programmes	Subject to securing appropriate 3 rd party funding, CreativeHQ will investigate delivery of a full scale EnviroTech accelerator programme centred around the topic of sustainability and development of low-carbon business solutions. CreativeHQ is also scoping the creation a series of Recovery Accelerators for the Wellington region.
Gov Tech	A key focus for CreativeHQ is continued expansion of its GovTech services and the positioning of Wellington as the international hub for GovTech. This includes delivery of the Lightning Lab GovTech accelerator programme in Wellington and the provision of services nationally and internationally (principally via NZTE G2G). In light of the Covid 19 situation, there is enhanced interest in how public sector organisations can both adapt their operating/delivery models and introduce new products and services. CreativeHQ is well placed to assist with this through its GovTech expertise and methodologies.
Wellington Regional Growth Framework	We note that work is underway on a Regional Growth Framework - a joint local government, central government and iwi project to develop a region wide spatial plan for the next 30 years which will include a programme of projects to resolve growth issues and other challenges. We will work alongside the other stakeholders in supporting the development of this framework and any projects resulting.
Regional Infrastructure and Economic Development Projects	There are a number of infrastructure projects happening within the Wellington region over the period of this SOI – with more to come on the back of the call for “shovel-ready” projects by Crown Infrastructure Partners Ltd and the Infrastructure Industry Reference Group. WellingtonNZ may be involved with some of these – either directly or indirectly. In addition to any specific requirements, we see ourselves as having a supporting role in promoting the narrative around these projects, and explaining how they fit into the making the Wellington region wildly famous. We will also continue to work with and support local TA Economic Development teams on the execution of their Economic Developments strategies within the context of our wider regional mandate. This includes our continued support for those parts of the region that have the ability to apply for Provincial Growth Funding – currently limited to Kapiti and the Wairarapa.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

DRAFT

Attachment 1 to Report 20.179**Draft Wellington Regional Economic Development Statement of Intent 2020-2023****2.2 Supporting Sustainability and Low-Carbon Economy**

In addition to the programmes of work noted above, we also acknowledge that Councils within the Wellington region have announced a climate change emergency and have (or are) developing low-carbon based strategies, plans and policies. One example is Wellington City, which has adopted *Te Atakura - First to Zero*, a plan that aims to ensure Wellington is a net zero emission city by 2050 with a commitment to making the most significant cuts in the first 10 years.

As the Economic Development Agency for the region, we recognise that we have a role to play in supporting these policies, and that they will be an important focus in the post Covid recovery period.

In this context, over the next SOI period we will be taking the following actions:

1. Regional Business Partnership (RBP) Programme

- Our team engage with Wellington businesses every day via the RBP programme. This provides the opportunity to emphasise the importance of sustainability in business planning, identifying sustainability as an important component of a business's development and provide guidance on how to transition to a low-carbon business model. Over the course of this SOI period we will examine ways that we can make this a more overt part of our programme delivery.

2. EnviroTech Accelerator

- CreativeHQ will be investigating the creation of a Wellington based EnviroTech Accelerator programme using their successful Lightning Lab model. This will target early stage and growth businesses/entrepreneurs with a tech idea/solution that enhances the move to a low-carbon economy or addresses an environmental/sustainability issue

3. Tourism Sustainability

- While Tourism will be impacted and reimagined by the Covid 19 situation, it will continue and issues of the environmental impacts will remain. WellingtonNZ will continue to participate in initiatives that address this at a national level. This includes supporting the Tourism Industry Aotearoa Sustainability Commitment and being a participant in MBIE's Sustainable Tourism Framework development.
- The development of work from our Destination Plan will include focus on developing sustainable/low-carbon tourism business that reduce the environmental impact of visitors.

In addition to the above, we will continue to focus on our own internal activities:

- In 2019 we developed our Sustainability Policy. Amongst other things we committed to:
 - Reducing waste in all forms across our business wherever possible.
 - Monitoring and reducing our carbon footprint to lessen our impact on the world around us.
 - Seeking out partners with sound sustainable and environmental practices wherever possible
 - Sourcing local when possible and having a focus on sustainable procurement.
- In 2020/21 we will focus on:
 - Continuing to reduce waste across all our operations and ensuring good recycling practices, with a particular focus on working with WCC to improve the performance of the Venues we manage on their behalf. In doing this we will note the guidance from the Wellington Region Waste Management and Minimisation Plan.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

- Work with our Venues delivery partners (e.g. catering partners) to minimise waste and ensure good recycling practices across their operations within the Venues.
 - Continuing to work with WCC across our Venues operations to improve the performance in relation to energy consumption.
 - Reducing our Carbon Footprint and off-setting where reduction is not possible so as to be Carbon Zero.
- WellingtonNZ will also participate in the Wellington Region Climate Change Working Group (WRCCWG).

DRAFT

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

3. Performance Metrics

In 2019/20, WellingtonNZ reviewed its performance framework with the aim of:

- Reducing the number of metrics;
- Ensuring metrics are linked to factors which WellingtonNZ can control and which measure WellingtonNZ's direct impact;
- Measuring outcomes not just outputs;
- Providing greater clarity on the region's return on investment.

This remains challenging given the range of activities undertaken by WellingtonNZ and the varying levels of influence that WellingtonNZ has over ultimate outcomes. It has now been further complicated by the Covid-19 situation which has made both existing benchmarks less relevant and forecasting targets in an uncertain future very difficult.

For this reason, we are proposing a further reduction in performance metrics for the coming year to provide a small number of headline measures. These will be refined as we get more clarity about the operating environment in 2020/21.

Note that in addition to these headline measures we will continue to measure a range of operational metrics including those that relate directly to our WCC, Major Events and Venues Wellington funding (aligned to the expectations of the Funding Agreements), and a range of historical metrics.

Key Headline Performance Indicators

KPI	Explanation	2019/20 Forecast	2020/21 Target
KPI 1: Direct economic impact of WellingtonNZ's activities and interventions	This is a measure we introduced in 2019/20. It is designed to provide a dollar value indication of the impact of WellingtonNZ activities by collating the value of those activities that we directly influence and impact (where we have data to support that).	\$ 115 million	No Target. It is a measure based on current activity which can vary due to circumstance
KPI 2: Number of businesses engaged by a WellingtonNZ intervention or programme	This is a measure we introduced in 2019/20. It is designed to provide an indication of the number of businesses that we have directly impacted on by either being part of a WellingtonNZ programme or a direct WellingtonNZ activity or intervention	2000 (note that this is larger than expected due to the impact of Covid 19 Response activities)	TBC – will be dependent on determination of final programmes of work
KPI 3: Equivalent Advertising Value (EAV) from media activity	This is a measure we introduced in 2019/20. A key activity for WellingtonNZ is creating external stories and media content. Equivalent Advertising Value (EAV) is an accepted industry estimate of the value	\$25 million	TBC – at this point it is difficult to set a target given uncertainty about activity

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

	of media coverage that results from public relations and media activity. EAV is based on the equivalent cost to purchase the same reach and coverage results. This is a combination of TNZ (International media EAV) and Domestic Media		
KPI 4: Value of expenditure generated from events (including business, performance and major events)	Currently we measure out of region spend events at both Wellington city venues (covering both performance and business events) and Major Events. It is calculated using agreed methodology that is consistent across New Zealand. Moving forward we intend to also measure and report local spend to get the full impact.	\$56 million (note that this is out of region only)	TBC (uncertain due to uncertainty over when events will be reactivated)
KPI 5: Stakeholder engagement	This is a measure of the engagement we have with our wide and varied stakeholders, and the quality of those relationships.	80%	Increase

In addition to the above we have 3 key internal facing KPIs:

KPI	Explanation	2019/20 Forecast	2020/21 Target
KPI 1: Financial Management	Budget on track – income, expenditure and surplus.	On Track	To Budget
KPI 2: Funding Diversification	% of revenue from commercial/non council funding and commercial activity (combined WELLINGTONNZ and CHQ)	25%	30%
KPI 3: Employee Engagement	As measured by our CultureAmp employee surveys	65%	Increase

Indirect Measures of Impact

We will continue to measure, monitor and report on a range of metrics which indicate how the region is performing in key areas of WellingtonNZ interest, but for which WellingtonNZ only has a partial or no direct impact. These include measures that are specifically requested as part of the WCC funding agreements. No targets have been set at this time – either because those targets are unable to be set in the current environment or because the data source is under review:

- International visitor numbers
- Visitor Spend (Domestic, Australia, International,)

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

- International Visitor Arrivals through Wellington Airport (Australia, International)
- Accommodation data programme outputs (new survey)
- Value of future Business Events secured by Business Events Wellington
- Share of multi-day conferences reported in the Wellington region
- Population Growth due to migration to Wellington Region
- Share of International Students reported in the Wellington region

We will also continue to collect and share data on the performance of the Wellington region including, but not limited to:

- Wellington Region GDP
- Employment
- Consumer spend in Wellington Region through electronic card data

DRAFT

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

4. WellingtonNZ Operations

4.1 Living Wage

In September 2019 WellingtonNZ implemented the living wage for all employees. WellingtonNZ remains committed to paying the living wage and will ensure employees are continued to be paid at least the current living wage as calculated independently by the New Zealand Family Centre Social Policy Unit, ensuring the all staff are able to fully participate as active citizens within the community.

4.2 Diversified Revenue Sources

WellingtonNZ receives its primary funding from its shareholding councils. It also receives funding from commercial and government partners. Examples of this include:

- NZTE and Callaghan for the RBP programme;
- Educational institutions for the WISGP programme;
- Partnerships with tourist operators and hotels to support destination marketing and business events attraction;
- Commercial engagements via CreativeHQ.

As well as supplementing core funding, commercial funding partnerships connect us more directly with relevant sectors and ensures the work we do is relevant and accountable to those sectors.

In this next SOI period we will continue to look for opportunities to grow funding partnerships outside of our core funding, and to commercialise our own activities as appropriate.

4.3 Te Reo Māori

In line with the WCC Te Taihū policy – and Wellington’s aim to be a Te Reo Māori City – WellingtonNZ will be seeking opportunities to support and raise the presence of Te Reo Māori through our storytelling activities and our own day to day operations. This includes:

- a commitment to facilitating the upskilling of our team in both Te Reo and Tikanga Māori ;
- introducing Te Reo into communications and marketing material where appropriate;
- incorporating a Māori perspective into our business growth work as appropriate.

4.4 Health, Safety and Wellbeing

WellingtonNZ has a commitment to the Health, Safety and Wellbeing of our employees and, given that we operate public venues, the Health and Safety of our venue hirers and patrons. We are committed to continuing to develop a working environment where positive Health and Safety is part of our culture. what we do, rather than a compliance task.

This is reflected in the following policy statement which has been signed by the WellingtonNZ Board:

WREDA will take every reasonably practicable step to ensure the health and safety of all our employees, contractors, visitors and venue hirers and patrons.

Attachment 1 to Report 20.179**Draft Wellington Regional Economic Development Statement of Intent 2020-2023**

WREDA recognises that effective health and safety leadership involves an integrated framework of values, operating procedures and behaviours across the whole organisation. The role of the WREDA Board is to ensure that a positive and robust governance culture is in place to provide a strategic and structured health and safety management system that aligns to the organisational goals of WREDA.

Through monitoring the performance of WREDA health and safety practices, the WREDA Board will guide the CEO and Senior Leadership Team to ensure WREDA operates both ethically and morally in meeting its compliance obligations with respect to New Zealand laws and regulations. The Board will undertake an annual review of how they are meeting their accountabilities and legal responsibilities based on established best practise guidelines.

To ensure a safe and healthy work environment management has developed and maintains Health and Safety Management systems to:

- Set health and safety objectives and performance criteria for all work areas;
- Review health and safety objectives and performance annually;
- Actively encourage the accurate and timely reporting and recording of all accidents, incidents and hazards;
- Investigate all reported accidents, incidents and hazards to ensure all contributing factors are identified and, where appropriate, plans are formulated to take corrective action;
- Actively encourage the early reporting of any pain or discomfort;
- Participate in rehabilitation of employees to ensure an early and safe return to work;
- Identify all existing and new hazards and take all practicable steps to eliminate, isolate or minimise the exposure to any hazards;
- Ensure that all employees are made aware of the hazards in their work area and are adequately trained to enable them to perform their duties in a safe manner;
- Encourage employee consultation and participation in all matters relating to health and safety;
- Promote a system of continuous improvement in Health and Safety practises;
- Meet our obligations under the Health and Safety at Work Act 2015 and its associated regulations, codes of practise and any relevant standards or guidelines

A Health and Safety Report is prepared regularly for each Board meeting or Board Risk and Audit Committee. The Risk and Audit Committee also undertakes an annual deep dive review of management practices.

During 2019 WellingtonNZ also reviewed and enhanced its policies in relation to Workplace Health and Wellbeing and Flexible Working Arrangements and during 2020 will continue to implement the programmes designed around these policies to ensure it continues to enhance a culture of wellbeing within the workplace.

4.5 Harassment

WellingtonNZ is committed to maintaining a safe and discrimination-free environment that encourages respect for the dignity of each individual. We endeavour to maintain an environment free from harassment based on gender, race, colour, religion, national origin, ancestry, age, marital status, sexual orientation, pregnancy, physical or mental disability, or citizenship.

We are particularly aware of the risk of harassment of patrons at events that are managed in our venues. To that end we have evolved our Standard Operating Procedures to address this issue, including

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

communications to patrons, specific training for staff on how to handle incidents, and incident response procedures.

4.6 People and Culture

We recognise that our people are at the centre of our business.

We are committed to creating a positive environment that allows our people to thrive personally and professionally, and which enables them to bring their full selves to the workplace.

Key initiatives which have started in 2019/20 and will continue into 2020/21 include:

- Leadership development programmes;
- A continued focus on improving engagement;
- A focus on diversity;
- Succession planning and readiness;
- Enhancing recruitment methodologies to ensure we attract the best candidates;
- Enhancing our wellness offering, with a focus on all pillars of wellbeing;
- Embedding our flexible working policies, normalising the approach and acceptance of flexible practises;
- Embedding our values and behaviours:
 - Doing it together
 - Showing the passion
 - Finding the fun
 - Focusing on the customer
 - Daring to be different.

4.7 Operational Efficiencies

WellingtonNZ seeks continuous improvement in its operational management.

With all IT platforms now consolidated on the core WellingtonNZ system, our focus will move to enhancing these core systems to ensure we operate with the appropriate hardware and software for staff to operate in the most effective manner. We will also look to continue to find ways to share services with CreativeHQ as appropriate.

We continue to assess each purchasing decision and contract negotiation we make to ensure it is appropriate with a level of probity expected in the public sector. We will continue to enhance our environmental and climate considerations for all purchasing and operational practises.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

5. Financial Summary

STATEMENT OF FINANCIAL PERFORMANCE			
	2020/21	2021/22	2022/23
REVENUE			
Revenue from Shareholders	19,824,796	20,170,883	20,415,783
Other Revenue	6,583,255	8,776,581	10,529,906
TOTAL REVENUE	26,408,051	28,947,463	30,945,689
EXPENDITURE			
Cost of Goods Sold in iSITE	125,000	137,500	151,250
Personnel Costs	13,565,755	14,169,899	14,961,146
Investment in Projects and Events	10,234,043	12,027,811	13,008,040
Other Expenditure	2,333,253	2,462,253	2,675,253
TOTAL EXPENDITURE	26,258,051	28,797,463	30,795,689
SURPLUS	150,000	150,000	150,000
STATEMENT OF FINANCIAL POSITION			
	2020/21	2021/22	2022/23
SHAREHOLDER FUNDS	2,687,635	2,837,635	2,987,635
ASSETS			
Current Assets	3,818,324	3,981,191	4,107,889
Investments	1,910,752	1,910,752	1,910,752
Other Non Current Assets	1,053,262	1,152,055	1,143,650
TOTAL ASSETS	6,782,338	7,043,998	7,162,291
CURRENT LIABILITIES	4,094,703	4,206,363	4,174,656
NET ASSETS	2,687,635	2,837,635	2,987,635
STATEMENT OF CASHFLOWS			
	2020/21	2021/22	2022/23
OPENING CASH	2,443,459	3,003,459	3,353,459
Operating Cash Receipts	26,408,051	28,947,463	30,945,689
Operating Cash Payments	26,258,051	28,797,463	30,795,689
Other Receipts/Payments	410,000	200,000	- 100,000
NET CASHFLOW	560,000	350,000	50,000
CLOSING CASH	3,003,459	3,353,459	3,403,459

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

Notes:

- Financial Summary is a consolidated view (Parent and Subsidiary - CreativeHQ)
- Revenue forecasts from our Shareholders are reflective of funding agreements in place.
- Other Revenue reflects revenue from third parties and commercial activity, and the revenue achieved by CreativeHQ resulting from its commercial activities.
- Investments represents the value of the investments from CreativeHQ in the companies that it incubates and retains a shareholding.

DRAFT

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

6. Risks to KPI achievement

There are several risks which could impact on the success of WellingtonNZ. Many of these are outside of our direct control, such as the impact of geo-political factors, changes to government policy settings, or macro-economic factors which impact on the economy as a whole (including pandemics and natural disasters).

In terms of being successful in our 3 key areas of focus and achieving our Key Performance Indicators, we note the following specific risks and how these will be mitigated:

Area of Risk	Risk Description	Mitigation
Reviews of Economic Development Activities	GWRC has indicated that it will be reviewing its role in Economic Development activities which may impact on its funding of WellingtonNZ.	<ul style="list-style-type: none"> Continue to be actively involved in conversations with GWRC and WRS Committee on value from WellingtonNZ activities
Availability of shareholder and partner funding	Partner funding is provided for a number of WellingtonNZ and CHQ programmes of activities – from shareholders, and from other public and private sources. This funding is subject to agreements of various lengths and criteria which may or may not be renewed depending on a range of factors that may or may not be within WellingtonNZ's direct control.	<ul style="list-style-type: none"> Ensure delivery is in line with partner expectations Maintain a regular schedule of communications with and reporting to partners Engage major partners in planning sessions to ensure programmes meet their expectations Review partner funding arrangements on a regular basis Seek new commercial revenue sources
Scope of WellingtonNZ operations	WellingtonNZ has limited human and financial resources to allocate to the wide scope of activities that it is involved in or asked to be involved in.	<ul style="list-style-type: none"> Ensure that resources are appropriately allocated to activities that contribute to the 3 key SOI focus areas and specifically to those activities which deliver projects and programmes of work that have tangible outcomes and impacts on the region Ensuring that interventions that are made are targeted and timebound and are in situations where there is a specific ability to create an impact or to kickstart an opportunity.
Health, Safety and Wellbeing	Given that a large part of WellingtonNZ's activity is operational – especially within the Venues Wellington operation - there are inherent health and safety risks which could impact on the wellbeing of our people.	<ul style="list-style-type: none"> WellingtonNZ has an appropriate fit for purpose Health and Safety programme in place, which is governed by the WellingtonNZ Board.
Venue Availability and Suitability	During much of this SOI period the St James Theatre will remain closed, and existing venues will be under pressure (including the MFC which will be impacted by the ongoing construction work on the Town Hall). We will therefore be working with constrained and aging venue inventory.	<ul style="list-style-type: none"> WellingtonNZ will work with WCC to ensure appropriate capex is allocated to renewals within existing venues so that they remain fit for purpose during this period WellingtonNZ will work proactively with core hirers to find solutions that meet their needs, both within existing venues and other venues in the city. WellingtonNZ will communicate proactively with the market on the status of Venues.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

<p>Maintaining strong working relationships across the Wellington region</p>	<p>As an organisation that is invested in and works for the whole Wellington region it is critical that WellingtonNZ maintains appropriate stakeholder engagement processes</p>	<ul style="list-style-type: none"> WellingtonNZ will work with both its shareholders and the other Councils within the region in a structured and proactive manner such that both elected officials and officers of these organisations are well informed of WellingtonNZ’s programme of activities at all times WellingtonNZ will participate in appropriate work groups across the Wellington region to support economic development activity.
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In addition to the above, WellingtonNZ has a strategic and operational risk framework which is governed by the Risk and Audit Committee of the WellingtonNZ Board.

DRAFT

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

Appendices:

Appendix 1 - Governance and Accounting

WREDA is a Council Controlled Organisation as defined by the Local Government Act 2002. WREDA is owned 80% by the Wellington City Council and 20% by the Greater Wellington Regional Council.

Governance Board

The Board is responsible for the strategic direction of WREDA's activities. The Board guides and monitors the business and affairs of WREDA, in accordance with the Companies Act 1993 and the Local Government Act 2002, the Company's constitutions and this Statement of Intent.

All current Board directors are independent and appointed by our shareholders. The Board meets 5 to 6 times a year. The Board has 2 sub-committees, Risk and Audit; and People & Culture.

Wellington Regional Strategy Committee (WRSC)

The WRSC is made up of ten local body elected members.

The role of the WRSC is to:

- Review the performance of WREDA and the Board, and report to the Shareholders on that performance on a periodic basis,
- Make recommendations to Shareholders as to the appointment, removal and replacement of directors;
- Make recommendations to Shareholders as to any changes to policies, or the SOI, requiring their approval.

The Board aims to ensure that the WRSC and the Shareholders are informed of all major developments affecting WREDA's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public. WREDA will adhere to a 'no surprises' approach in its dealings with its Shareholders and WRSC.

Reporting

By 1 March in each year WREDA will deliver to the Shareholders its draft **Statement of Intent** for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64 (1) of the Local Government Act 2002.

Having considered any comments from the WRS Committee received by 30 April, the Board will deliver the completed SOI to the Shareholders on or before 30 June each year.

By 31 October and 30 April each year, WREDA will provide to the Shareholders a **quarterly report**. The quarterly report will include WREDA's commentary on operations for the relevant quarter and a comparison of WREDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.

By the end of February each year, WREDA will provide to the Shareholders a **Half Yearly Report** complying with Section 66 of the Local Government Act 2002.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

By the end of September each year, WREDA will provide to the Shareholders an **Annual Report** on the organisations operations during the year. This will include audited financial statements prepared in accordance with New Zealand Generally Accepted Accounting Practice and that also comply with Public Benefit Entity Standards. The Annual report shall also contain an Auditor’s report on both those financial statements and the performance targets and other measures by which performance was judged in relation to that organisation’s objectives.

Accounting Policies

WREDA has adopted accounting policies that are in accordance with New Zealand Generally Accepted Accounting Practices and Public Benefit Entity Standards. The detailed policies are as disclosed in WREDA's 2018/19 Annual Report.



Attachment 2 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

12 December 2019

Tracey Bridges
Chair
Wellington Regional Economic Development Agency Ltd
Level 1, 175 Victoria Street
Te Aro
WELLINGTON

By email only: tracey@portchester.co.nz

Dear Tracey

This letter sets out the shareholder's statement of expectations for Wellington Regional Economic Development Agency Ltd and its subsidiary, Creative HQ (WREDA) regarding their Statement of Intent (SOI) for 2020-23. Usually, this letter is considered by the Wellington Regional Strategy Committee. However, with the Committee not meeting until February 2020 this letter has been prepared by the shareholders and circulated to the members of the committee.

The new triennium brings a number of transformational projects for the region, including Let's Get Wellington Moving. The resources and financing for this significant project need to be considered at a time when there are a number of other demands on Council budgets including the impact of the Kaikoura earthquake. This will require careful consideration of our future priorities, particularly any increased funding.

To a large degree, the expectations are enduring and WREDA is expected to ensure on-going alignment to the Wellington Regional Strategy and the shareholders annual and long term plans. This letter serves to reiterate or emphasise some of these while also alerting WREDA to new initiatives or programmes.

There are a range of relatively new and significant strategies and policies which have been adopted over the past year that are drawn to your attention. These include:-

- Wellington Regional Investment Plan;
- Te Reo Maori;
- Low-carbon economy;
- Accessible Wellington, The Accessible Journey Action Plan 2019
- The vision for Wellington as a creative city; and
- The Wellington Region Waste Management and Minimisation Plan 2017-2023.

Attachment 1 to Report 20.179

Draft Wellington Regional Economic Development Statement of Intent 2020-2023

WREDA is expected to be familiar with these (and include them where appropriate) along with the WRS and the other significant policies and strategies which provide a clear direction for setting its future goals.

The Committee acknowledges that WREDA has made significant progress across a range of key initiatives but have identified the following areas as requiring a particular focus in the SOI;

1. To achieve the result of a low carbon economy WREDA will need to focus on the impacts of major climate change policy decisions on industries and the region. Most Councils in the region have announced a climate change emergency and/or have or are developing low carbon-based strategies and plans. WREDA will need to work with the Councils to understand and develop a framework to support businesses to transition.
2. A key component of enabling the development of a high enterprise economy is to ensure the right skilled workforce is available. WREDA has taken the first step in the development of a plan for the region, now we expect to see the delivery of actions in this plan over the next three year period along with a joined up approach with central government.
3. There is currently significant work ongoing in the development of a Wellington Region Growth Framework (spatial plan) and a Māori Economic Development strategy and the expectation is that WREDA will be involved in the development of both of these and should plan for future delivery outcomes.
4. It is expected that the venues strategic review will consider the future demands on our venues, their fit and any gaps or investment requirements. We expect that this should transverse the areas of community accessibility and affordability.

The core funding provided by the Councils is seed funding and WREDA is expected to utilise this funding to partner in delivering activities, the SOI should demonstrate an emphasis on partnerships and partner funding to deliver programmes.

With respect to all of these points and the SOI in general we expect clear actions, expected outcomes with clear and measurable KPIs. Wherever possible there should be a clear line of sight between WREDA's actions and the outcomes being measured.

Yours sincerely

Andy Foster
Mayor, Wellington City Council
Ph: (021) 227 8537
Email: andy.foster@wcc.govt.nz

Daran Ponter
Chair, Greater Wellington Regional Council
Ph; (027) 454 0689
Email: daran.ponter@gw.govt.nz

cc: Lance Walker, Chief Executive
lance.walker@wellingtonnz.com

Wellington Regional Strategy Committee
9 June 2020
Report 20.180



For Information

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY THIRD QUARTER REPORT (JANUARY TO MARCH 2020)

Te take mō te pūrongo

Purpose

1. To provide the Wellington Regional Strategy Committee (the Committee) with an update for the third quarter of 2019/20 (January to March 2020) on the Wellington Regional Economic Development Agency's (WREDA) performance against WREDA's Statement of Intent for 2018-21.

Te horopaki

Context

2. This report should be read in the context of New Zealand's move to Alert Level 4 on Wednesday 25 March 2020.
3. WREDA provides quarterly reports to the Committee in accordance with the requirements of section 66 of the Local Government Act 2002. These reports provide an outline of activities, finances and performance against the targets in WREDA's Statement of Intent for 2018-21.
4. A commentary on activities for the 2019/20 financial year is provided in WREDA's third quarter report (January to March 2020), included as **Attachment 1**. This report has been reviewed by officers to assess any risks or issues. Representatives from WREDA will present the report and answer the Committee's questions.

Te tātaritanga

Analysis

Activities

5. Below is the summary of performance against the key activities as set out in WREDA's Statement of Intent for 2018-21.

Regional Business Partner programme

6. In early March 2020, WREDA, operating as WellingtonNZ, was advised that funding from the Ministry of Business Innovation and Employment (MBIE) was to be delivered through the Regional Business Partner programme to support COVID-19-affected businesses. There has been 513 regional businesses supported in the financial year to 31 March 2020. The number needing support has increased significantly in response

to COVID-19 and has been one of the key activities of WellingtonNZ in its response work under COVID-19. WellingtonNZ is also working closely with Te Puni Kokiri and other agencies to provide joined-up Māori business support.

Workforce development

7. MBIE endorsed a proposal to establish the Wellington Regional Skills Leadership Group and WellingtonNZ is now focusing on the operational establishment of the group.
8. Young Enterprise started the year with a positive increase in school participation in previously underrepresented areas. Unfortunately, COVID-19 has halted some progress in 2020 Internships for Summer of Tech and Summer of Biz; however, WellingtonNZ will continue to support the programme delivery.

Screen Wellington

9. In the screen sector, Wellington enjoyed steady activity through the third quarter with 37 projects worth \$4.5 million. Korean pop band ONEUS shot their latest music video in the Wellington Region (average nine million views on YouTube). Also, several feature films commenced principal photography throughout the region but have halted production due to COVID-19. Screen Wellington has co-founded a sector response group to assist the sector to re-start.

Economic Development Projects

10. WellingtonNZ is leading the key marketing activities for the Wellington Convention and Exhibition Centre (WCEC) including the development of brand and identity, developing early sales collateral and providing an operational model proposal for the running of WCEC.

Digital

11. The Regional Trails website has had a major enhancement. FindYourWoldNZ Facebook and Instagram channels continue to achieve strong engagement. There is improved trail marketing at the Wellington i-SITE (which is currently closed for renovation).
12. Following the launch of the WellingtonNZ platform on 27 November 2019 there was a predicted drop in traffic during January 2020 as WellingtonNZ rebuilt its search engine ranking. March 2020 included the global response to COVID-19 which has dropped traffic for general information to even lower levels. The business section of the website has increased in traffic by 41 percent during this period.

Wildly Famous

13. Over the quarter, the destination and lifestyle communications team hosted 10 journalists, influencers and film crews in Wellington and generated 135 media clips for a media reach of 642 million and value of \$8.9 million.

Major Events and Venues Strategy

14. WellingtonNZ has completed a refreshed strategic framework for major events investment to provide a more coordinated and integrated approach to investments in major events over the next decade. Planning is now underway for how Wellington can best use major events as part of the city's recovery over the next 12 to 18 months.

Venues Wellington – performances and business events

15. In the Venues Wellington portfolio of venues (The Opera House, Michael Fowler Centre, Renouf Foyer, TSB Arena and Shed Six) there were 91 performance events (and 97 performances) to 69,739 guests, plus 19 business events (including Visa Wellington on a Plate Marketplace, MYOB Conference, Samsung Product Launch, and Arise Church services) with 28,807 attendees.

CreativeHQ

16. At CreativeHQ, 27 new ventures have undergone the incubation programme in the year to 31 March 2020, with nine investor-ready exits so far. CreativeHQ has also begun a new partnership with Porirua City Council to deliver incubation services via Porirua's co-working space, The Settlement.
17. Unfortunately, a number of programmes had to be put on hold as a result of COVID-19, including the Lightning Lab Tourism Accelerator which was due to run in April 2020. However, a specific programme of COVID-19 response activities designed around Lightning Lab's design sprint methodology was launched.
18. CreativeHQ has continued to provide enterprise level innovation services to a range of organisations including the Ministry of Education, Transpower, Callaghan Innovation, GNS and Plant & Food Research, as well as a successful engagement with local government in Queensland, Australia.

Key Performance Indicators and financials

19. Full financial and Key Performance Indicators (KPIs) information for the nine months to 31 March 2020 is included in **Attachment 1**.
20. A majority of the KPIs are on track, however the impact of COVID-19 is yet to be realised.

SUMMARY FINANCIALS						
* Variance (Actual minus Budget). ✓ Favourable variance to budget ✗ Unfavourable variance to budget						
FINANCIAL PERFORMANCE	31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 20	31 Mar 20	30 Jun 20
(\$000)	Actual	Actual	Actual	Budget	Variance	Budget
Total Revenue	24,221	24,415	23,267	23,515	248 ✗	30,676
Total Expenses	23,251	22,335	20,095	23,665	3,570 ✗	30,526
Net Surplus (Deficit)	970	2,080	3,172	(150)	3,323 ✓	150
Comp. Surplus (Deficit)^	767	1,851	2,884	(467)	3,351 ✓	n/a
FINANCIAL POSITION						
Total Assets	6,128	7,918	10,046	n/a	n/a	6,558
Total Liabilities	3,747	3,799	3,813	n/a	n/a	4,095
Equity	2,381	4,119	6,233	n/a	n/a	2,619
CASH FLOWS						
Total Net Cash Flows	n/a	n/a	n/a	n/a	n/a	500
Opening Cash	n/a	n/a	n/a	n/a	n/a	2,100

Closing Cash	n/a	n/a	n/a	n/a	n/a	2,600
^ Comprehensive Surplus (Deficit) after tax, depreciation and movements in the value of investments.						

21. WREDA's financial position reflects the timing of grant funding received before the Government's Alert Level system was introduced. WREDA was well positioned ahead of the COVID-19 lock-down with cash on hand of \$6.1 million.
22. Status does acknowledge the performance to 31 March 2020.

KPI DASHBOARD <i>(The table contains a selection of KPIs and is not a complete list)</i>					
Target met or on track		At risk of not achieving target		Will not reach target	
MEASURE		YTD	YTD	YTD	STATUS
		31 Mar 18	31 Mar 19	31 Mar 20	
Delivering direct value / ROI to shareholders					
Combined direct economic impact from WellingtonNZ's interventions	Actual	n/a	n/a	\$122.8m	New target
	Target^	n/a	n/a	New	
Shaping & amplifying the regional destination / brand story					
Storytelling content generated (across all sectors)	Actual	n/a	n/a	875	On track
	Target^	n/a	n/a	1,250	
Subscribed audience across social media and eDMS (reach)	Actual	n/a	n/a	508,874	Achieved
	Target	n/a	n/a	475,000	
Unique WellingtonNz.com sessions <i>Includes Wellingtonnz.com and subsites</i>	Actual		1,963,722	1,449,741	Won't reach
	Target^		2,700,000	2,900,000	
Number of events in Venues Wellington	Actual		385	322	Won't reach
	Target^		440	450	
Equivalent Advertising Value (EAV) from media activity <i>(excl. TNZ figures)</i>	Actual			\$24.6m	On track
	Target^			\$25.0m	
ROI from major events invested in	Actual		n/a	n/a	No data
	Target^		20:1	20:1	

KPI DASHBOARD <i>(The table contains a selection of KPIs and is not a complete list)</i>					
Value of out of region venue and event expenditure	Actual		\$52.3m	\$56.3m	Won't reach
	Target^		\$58m	\$125.0m	
Value of Business Events secured	Actual		\$15.0m	\$12.4m	At risk
	Target^		\$25.0m	\$19.0m	
Supporting businesses to upskill and grow					
Number of businesses impacted by a WellingtonNZ intervention or programme	Actual	n/a	n/a	868	New target
	Target^	n/a	n/a	New	
Number of Wellington Region businesses incubated or accelerated through CreativeHQ	Actual	52	89	41	On track
	Target^	25	70	55	
Includes: 7 Fintech, 7 Govtech and 27 Incubations.					
Growth rates of businesses who have been through a WellingtonNZ / CreativeHQ programme	Actual	n/a	n/a	n/a	No data
	Target^	n/a	n/a	New	
The growth rate is an annual measure of job growth with WellingtonNZ and CreativeHQ-supported businesses compared to job growth nationally.					
Investable companies created by CreativeHQ	Actual	3	10	9	Achieved
	Target^	5	10	9	
Financial health					
Percentage revenue from commercial / non-Council funding & commercial activity	Actual	n/a	n/a	25.4%	On track
	Target^	n/a	n/a	30.0%	

23. WellingtonNZ has refined its range of performance measures so in some cases historic data is not available. Prior period figures are not necessarily comparable due to ongoing refinement of performance measurement.

Issues and Outlook

24. The immediate outlook in relation to the COVID-19 pandemic will be covered in WREDA's Statement of Intent for 2020-23.

Ngā hua ahumoni Financial implications

25. There are no financial implications.

Te huritao ki te huringa o te āhuarangi

Consideration of climate change

26. The matters requiring decision in this report were considered by officers in accordance with the process set out in Greater Wellington Regional Council's *Climate Change Consideration Guide*.

Mitigation and adaptation assessments

27. The matters addressed in this report are of an administrative nature, and there is no need to conduct climate change assessments.

Ngā āpitihanga

Attachment

Number	Title
1	Wellington Regional Economic Development Agency's Third Quarter Report for 2019/20 (January to March 2020)

Ngā kaiwaitohu

Signatories

Writers	Warwick Hayes – Wellington City Council Sean Mahoney – Company Portfolio Manager
Approver	Luke Troy – General Manager, Strategy

<p>He whakarāpopoto i ngā huritaonga Summary of considerations</p>
<p><i>Fit with Council’s roles or Committee’s terms of reference</i></p> <p>Clause 2.2 of the Committee’s Terms of Reference provide for it, on behalf of the shareholding councils of WREDA, “to receive and consider the half-yearly... reports of WREDA”.</p>
<p><i>Implications for Māori</i></p> <p>There are no known implications for Māori.</p>
<p><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></p> <p>The funding discussed in this report was included in plans.</p>
<p><i>Internal consultation</i></p> <p>There was no internal consultation.</p>
<p><i>Risks and impacts: legal / health and safety etc.</i></p> <p>There are no known risks.</p>



WellingtonNZ

MAKING THE WELLINGTON REGION **Wildly Famous**

Quarterly Report
Q3: Jan – Mar 2020

Our Purpose:

To make the Wellington region wildly famous

SOI Areas of Focus:

**Supporting
businesses to upskill
and grow**

**Shaping and
amplifying the
regional destination
story**

**Being an advocate and
catalyst for economic
development projects**

A man with short grey hair, wearing a white shirt, is focused on working with several thick yellow cables. He is in a data center or server room, with rows of server racks visible in the background, illuminated with a cool blue light. The scene is captured in a close-up, slightly low-angle shot, emphasizing the man's concentration and the technical nature of his work.

Supporting Businesses to Upskill and Grow

WellingtonNZ.com

Supporting business in the region

Regional Business Partner Programme

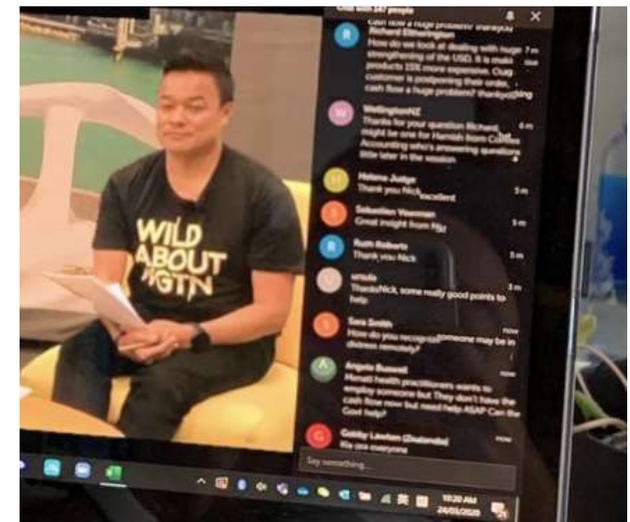
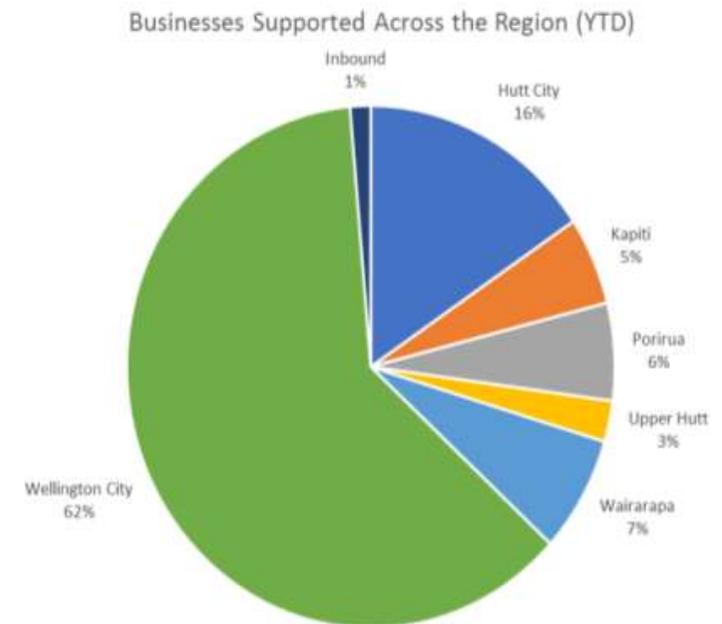
WellingtonNZ has supported **513 regional businesses year-to-date** through the RBP programme, including 325 receiving hands-on support in the form of growth capability development, innovation support and mentorship. 62% of these businesses are located in Wellington City, while 38% are based in one of the region's other territorial authorities. We have delivered **\$294,558 of Capability Voucher** funding and **\$1,812,949 of R&D funding** to businesses in the region. This funding helps businesses access growth advice and invest in new technology development.

Māori business eco-system

We are building a strong rapport with the **Māori Growth Advisors** at Te Puni Kōkiri, as well as direct connections with several organisations who work across the Māori business eco-system, and a cluster of North Island EDA Māori business support functions.

Covid-19

- On 3rd March WellingtonNZ were informed that funding from MBIE was to be delivered through the RBP to support Covid-19 affected businesses. WellingtonNZ designed and delivered a **survey which received over 400 responses from businesses**. On the 4th March a report was delivered to RBP/MBIE detailing how these businesses were affected.
- A **Business Response Team Helpdesk** was formed to process enquiries from Covid19 affected businesses and the delivery of a series of webinars on **Building Business Resilience** began in March and included content designed for hospitality and retail. Viewers tuned in from throughout the Wellington region. This work is ongoing.
- We are working closely with Te Puni Kōkiri and other agencies to **provide joined-up Māori business support**. This collaboration ensures Māori businesses are aware of and have access to all the support available to them.



Supporting Workforce Development

Regional Workforce Leadership

- WellingtonNZ submitted a proposal to MBIE to establish the **Wellington Regional Skills Leadership Group (RSLG)**. The proposal has been endorsed and we are now turning our focus to the operational establishment of the group. The proposal aligns the Wellington Region Workforce Development Plan developed by WellingtonNZ and the Review of Vocational Education.

Pathways to Employment

- Young Enterprise started the year with a **positive increase in school participation in previously underrepresented areas** (Porirua - 4 schools up from 1, Kāpiti – 1 school up from none, and Wairarapa - 2 up from 1).
- We have held discussions with **Summer of Tech and Summer of Biz**, and planning was underway to support an ambitious step change in the number of internships for 2020. Unfortunately, the current circumstances will prevent the step change occurring this year. We will continue to provide support to the programme delivery.
- MSD contracts for the two Wellington based **Education-to-Employment brokerage** positions have been awarded to the **Hutt Chamber** and to **Elite Management School**. We are working closely with both organisations to ensure a coordinated approach and a good outcome for the whole region.



Young Enterprise tīmata (launch) event



Education to Employment event

Screen Wellington – supporting the Film and Screen Sector

Attraction and facilitation

- Permitting and projects have been steady through the third quarter with **37 projects welcomed and facilitated**, worth a combined **\$4.5M**.
- **K Pop band ONEUS** filmed their latest music video in the Wellington region including in the Wairarapa, Kāpiti and Wellington City. Their past videos have averaged 9M views on YouTube. <https://www.youtube.com/watch?v=Fbj4Dh-QkpA>
- Several **feature films** commenced principal photography throughout the region but have halted production due to Covid-19.

Screen sector development

- The **Upper Hutt Lane Street Studios development** continues, and a Managing Director immersed in the screen sector, was appointed in February.
- **The draft Screen Sector 2030 transformation strategy** is now out for wider consultation. This will be presented to Cabinet in May 2020. The Regional Film Office Network of NZ (RFONZ) of which Screen Wellington is a founding member)) will be key in delivering many of the key sector strategy outcomes. To view the draft visit: <https://screensectorstrategy.nz/>
- **Covid-19** has seen Screen Wellington co-found a screen sector Covid-19 response group in order to ensure the sector is off to a running start once Level 3 kicks in. A **Back to Production Toolkit** is underway in collaboration with Worksafe and the Ministry of Health.

UNESCO City of Film

We have appointed **Tanya Black** as the Activation Manager for UNESCO City of Film. <https://www.wellingtoncityoffilm.com/>



Korean pop band ONEUS shooting their latest video in the region.



Feature film *Poppy* filming at Raumati Beach, Kāpiti

Supporting innovation - Creative HQ

- **Incubation:**
 - 27 new ventures in incubation year to date; with 9 investable exits so far this year.
 - New partnership with Porirua City Council and WellingtonNZ launched to deliver incubation services via Porirua's co-working space, The Settlement.
 - Revised Start Up Garage programme now in planning (launch delayed due to Covid19)
- **Accelerators:**
 - A number of programmes have been put on hold and/or being rescoped as a result of Covid-19. This includes the **Lightning Lab Tourism Accelerator** which was due to be run in April.
 - This years **GovTech Accelerator** will still run, but with a Covid19 recovery focus.
 - Pilot Arts Accelerator programme is moving to the next stage of execution.
- **Enterprise Innovation/GovTech:**
 - CreativeHQ continued to provide enterprise level innovation services to a range of NZ organisations (including Ministry of Education, Transpower, Callaghan Innovation, GNS and Plant and Food Research) and continued to export those services to the world, including a highly successful engagement with local government in Queensland, Australia.
 - CHQ have launched a specific programme of Covid Response activities based around their design sprint methodology.
- Note that CHQ has a **new Acting CEO** in Catherine Jones. Stefan Korn remains involved in the business but in a new strategic role.



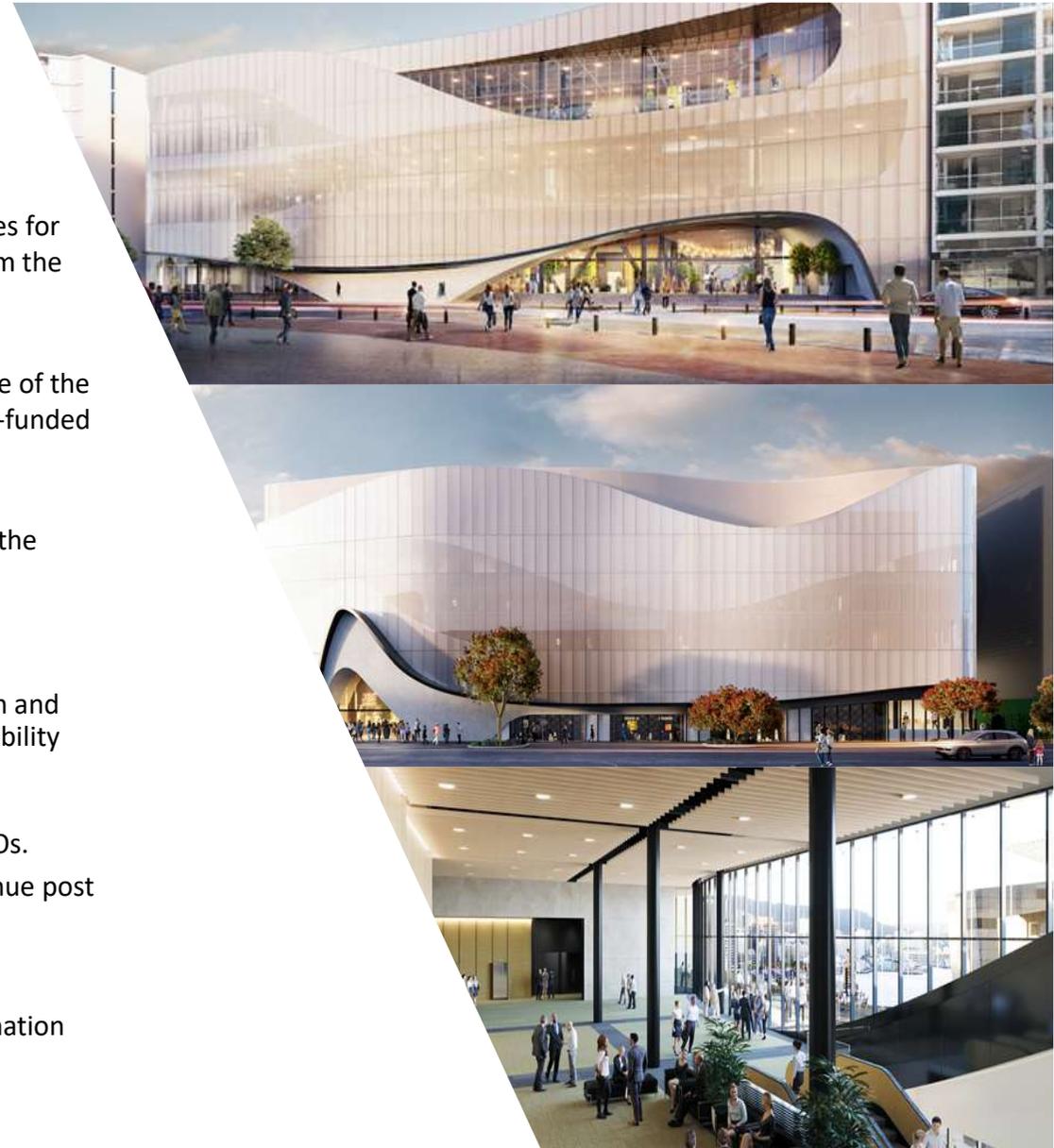


Being an advocate and catalyst for economic development projects

WellingtonNZ
MAKING THE WELLINGTON REGION **Wildly Famous**

Wellington Convention & Exhibition Centre

- WellingtonNZ is leading the key sales, marketing and operational activities for the centre that will assist in ensuring that the WCEC is highly utilised from the day it opens. These include:
 - Development of the **brand and identity** story (underway)
 - The **Online tool** that will provide customers with a virtual experience of the centre has been completed and is being used by the sales team (co-funded by Tourism New Zealand)
- We have developed an **operational model** proposal for the operation of the WCEC
- **Sales activity** for WCEC is expanding:
 - The BEW team attended AIME Melbourne to meet with Australasian and International clients. The feedback received from clients on the flexibility and design of the venue has been very positive.
 - A pricelist to support venue sales has been developed and is being reviewed and refined through consultation with some key PCOs.
 - A target list of potential conferences that could be hosted at the venue post 2023 is underway.
 - To assist organisers in getting to know the venue, an online room configurator has been launched with very positive feedback thus far. The website has also been updated to include more information related to capacities and floor plans.





Regional Trails Framework

- The **Trails website** is about to have a major enhancement with Elevation Profiles added to all trails, which will give users detailed information about the terrain of the trail.
- The **FindYourWildNZ Facebook and Instagram** social channels continue to achieve strong engagement.
- We are close to completing the **Regional Trails site visit Audits** with independent regional team members evaluating each other's trails. This has been a fantastic learning opportunity between our regional partners.
- This quarter the **Remutaka Cycle Trail** had a number of celebrations including the approval for the Wainuiomata Heartland Ride by NZCT which will officially close the trail loop so that it can start and end in Petone, and the completion of the new Siberia Swing Bridge that DOC constructed. We have almost finalised the Experience Plan for the trail which is a step towards obtaining additional funding.
- Improved trail marketing at the **Wellington i-SITE**, installed a video and trained staff.
- Researched a **Region-wide e-Bike policy** for our regional partners to consider/adopt.

Major Events Framework and Venues Strategy

- We have completed a refreshed strategic framework for **Major Events investment**, that will allow us to better position Wellington for success over the coming decade and provide a more coordinated and integrated approach to our investments in Major Events. The communications and implementation plan are currently being considered given the current COVID-19 situation, and how we can best utilise Major Events as part of the recovery over the next 12-18 months.
- We continued the **strategic review of our Venues**, looking at both the infrastructure requirements and our business model with the goal of driving improvements to our venues, and our venues business, to make the facilities more flexible and to drive a better content mix, delivered in venues that meet the evolving requirements of clients and customers.

The next stage of this project is the development a Venue proposition for each individual venue and the portfolio as a whole, which will include the potential redevelopment and re-purposing of venues to best meet gaps in content and venue provision. This is currently being considered given the current COVID-19 situation, and how this impacts our venues business.



Shaping and amplifying the regional destination story

WellingtonNZ
MAKING THE WELLINGTON REGION **Wildly Famous**

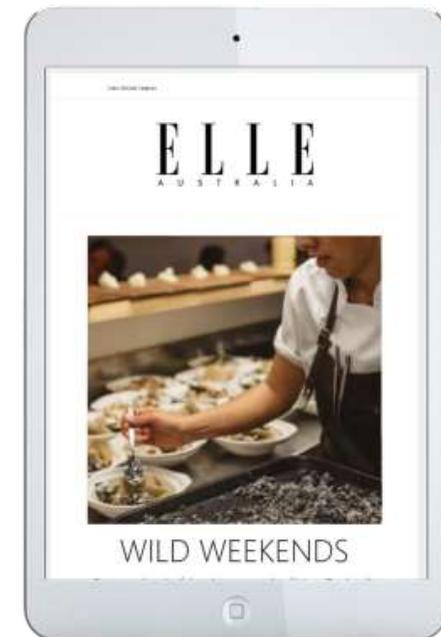
Marketing summary

Q3

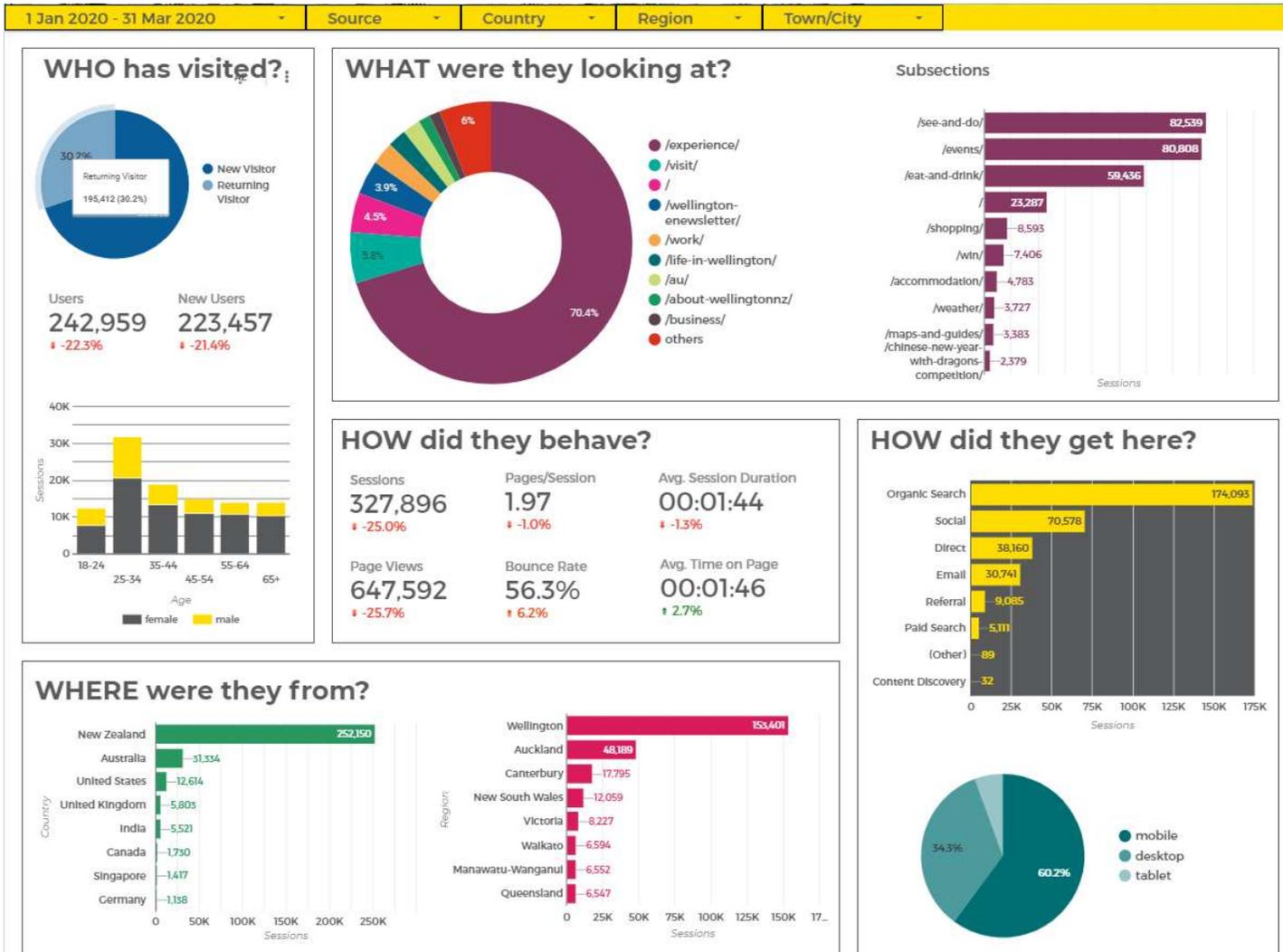
- Digital Marketing – more traffic to the business section in March due to COVID-19.
- Outdoor Reading Room
- Domestic Winter Campaign Planning
- Refresh of Wellington visitor guide
- Australia Autumn campaign planning

Coming up in Q4

- Love local support Campaign
- Switching destination marketing into Love Local
- Initiatives to support of Wellington region businesses
- Repurposing WellingtonNZ.com to focus on local businesses
- Love Local Facebook community
- Lego competition to get people connected to their most loved Wellington Attractions
- Promotion of Virtual Events



Digital marketing - WellingtonNZ.com performance



Following the launch of the WellingtonNZ platform on 27/11/19, we saw a predicted drop in traffic during January as we rebuilt our SEO ranking. March included the global response to COVID-19 which has dropped our traffic for general information to even lower levels, but we have had a 41% increase in traffic to the business section during this period.

We received **351,503 sessions** between January and March, from **247,064 unique users**.

There were 671,199 pages viewed, with the top five pages being:

- Top 10 thing to do in Wellington
- Events
- See & do
- 20 Awesome things under \$20
- Eat & drink

Visitation came from:

- New Zealand | 67.46%
- United States | 13.05%
- Australia | 9.66%
- UK | 1.79%
- India | 1.64%

Outdoor Reading Room

For five weeks in February and March, we ran the Outdoor Reading Room in partnership with Wellington City Libraries and Wellington City Council.

Every Wednesday – Saturday we filled Te Ngākau Civic Square with beanbags, chairs, rugs, umbrellas and copious amounts of books and magazines. The books and magazines, donated and managed by Wellington City Libraries, were all decommissioned from regular circulation so visitors were able to take them away.

Numbers:

- Approx. 3,000 visitors over 20 days (5 closed due to rain)
- Approx. 1,600 books taken home by visitors

Events

- Pre-school story time every Wednesday with Wellington City Libraries
- Grown-up Storytime every Friday with New Zealand Festival
- Capital E! Bloom installation for the last weekend

Media

- TV1 Breakfast live cross at 8am with Anna Calver & Andy Foster
- Dominion Post feature with Andy Foster
- Capital Magazine feature in March issue
- Partnership with MediaWorks included:
 - Features on The Edge, Breeze and More FM



Domestic winter campaign planning

At the start of 2020, we began planning for a multi-tiered domestic campaign that would build off the success of last year's high-performing **Wellington Effect** campaign to drive domestic visitation during the quieter winter months. This consisted of four phases:

- 1) Our largest ever domestic media buy using the Wellington Effect video as our hero in cinema, TV, on-demand, native and social. Combined with sponsored content, digital display ads and OOH creative in Auckland and Christchurch, this was set to go live from end-March to end-May.
- 2) Bringing the Wellington Effect alive with a competition encouraging people to nominate a deserving friend or family member to win a trip to Wellington. As of mid-March, we had chosen our two winners, however their trips were unable to go ahead. The footage captured on their visits were set to turn into a 45 sec video series and run as a digital campaign.
- 3) A retargeting layer promoting major and Wellington-exclusive events, targeted towards those who engaged in the initial content, and customised by audience interest. This was across multiple platforms to maximise reach.
- 4) A conversion later with Air New Zealand, with a Wellington-themed quiz and sale in early June.

At the end of March, the decision was made to put the campaign on indefinite hiatus due to growing concerns about Covid-19's restrictions on domestic travel. We hope to resume the campaign when it is safe to do so.



Marketing Collateral

Wellington Autumn/Winter Magazine 2020

Our popular bi-annual mini mag was created by the team in January, showcasing Wellington highlights during the upcoming autumn/winter period. The content included major event profiles, top accommodation, award-winning eateries, key events across the summer period, a guide to the best accommodation spots and more.

A total of 135,000 copies were printed. It was distributed to key tourism partners and hotels as well as placed in March's edition of North & South. It was set to be inserted into Kia Ora, Metro and NZ Listener magazines in April, however the Covid-19 restrictions and the subsequent closure of Bauer Media New Zealand prevented this.



Wellington City Visitor Guide 2020

At the beginning of the quarter, the latest edition of the annual visitor-guide was printed and published. This year, the guide was completely redesigned, featuring more editorial content, and help new-to-Wellington visitors plan their ultimate Wellington experience.

110,000 copies were printed and distributed at i-SITE Visitor Centres around New Zealand, as well as at accommodation providers and key transportation hubs, and initial feedback from advertisers and tourists has been very positive. You can download a copy [here](#).



Wellington City Pass

The Wellington City Pass is a collaboration between WellingtonNZ and some of Wellington's key tourism operators. Packaging together some of Wellington's leading attractions, the pass is a convenient way for visitors to experience the city and is a popular product for independent travellers. It can be purchased at the i-SITE or most of the participating sites.

This year, the pass was refreshed and redeveloped, including a new DLE flyer and [WellingtonNZ.com page](#), and went on sale from the end of January.



Wildly famous in the media

Over the quarter, our destination and lifestyle communications team hosted 10 journalists, influencers and film crews in Wellington and generated 135 media clips.

International media highlight was hosting journalists from UK, US, Brazil and Germany including a New York Times freelancer. Results included subsequent coverage from Stephen Colbert and a 20 things to do in New Zealand article (featuring Weta Workshop) syndicated across Indonesian media which resulted in a reach of 508 million.

Australian media highlights include hosting Yahoo, News Corp and Wayfarer magazine. Coverage included Wellington travel guides on Grazia.com.au and in Gold Coast Bulletin, two features in Escape (Sydney Morning Herald and Sun Herald Melbourne) one focused on food/drink and one on hotels.

Domestic media highlights included hosting Woman's Day, Stuff and OHbaby Magazine. Coverage included travel features in NZ Herald and Woman's Day.

Q3 2019/20	
Number of media hosted	10
Number of media clips	135
Reach of media activity	642 million
Value of media activity	\$8.9 million
<i>Note these figures are across all markets</i>	

Coverage examples (click to view)

Sorry, Melbourne laneways, we're going here instead

ESCAPE

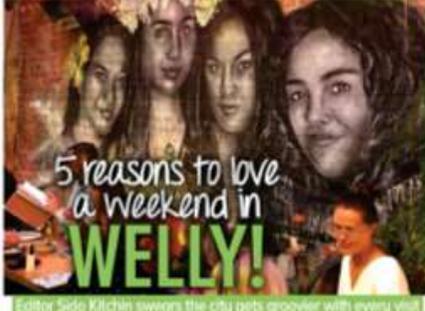
Wellington has turned itself into a buzzing food hot spot



Wellington has turned itself into a buzzing food hot spot. The city's food scene is thriving, with a focus on local produce and innovative dishes. The article highlights the city's reputation as a food destination, mentioning the 'World of Wearable Art' festival and the '3 Cool Festivals'.

5 reasons to love a weekend in WELLY!

Editor Sido Kitchin swears the city gets groovier with every visit



A collage of photos showing people enjoying food and drinks in Wellington. The article lists five reasons to love a weekend in Wellington, including the city's vibrant food scene, cultural events, and scenic views.

wanderlustDAILY.com

Cosa vedere a Wellington, Nuova Zelanda



A scenic view of a waterfront building in Wellington. The article provides a guide to the top things to see and do in Wellington, New Zealand, including the city's architecture, parks, and cultural heritage.

3 COOL FESTIVALS

NEW ZEALAND

The city of Wellington will be transformed into a festival culture zone over the next three weeks, February 27-March 15. With three, high-profile events including Night of the Crossroads (see below), artists are invited to create a signature series of events through the Greater Longroom, which gives you a unique experience through growing creative performance.



BOOK IT WELLINGTON, NZ

Mutukiri

The Mutukiri New Year Festival is a time for whānau (family) and friends to look back at the year that has been, and the year to become. Held in the heart of the city, the festival is a celebration of the city's culture and heritage.




Wellington on a Plate & Beer Run

The city has itself to be happy to report, with a month of eating, drinking and celebrating the city's food and drink scene. Pick up the best spots, match beer and burgers, meet craft and local. August 7-21, 10am-6pm, August 7-21, 10am-6pm.



World of Wearable Art

Now to try the city's culture, fashion designers from around the world bring you an experience with the most unique style of culture. 14 October 11am-6pm, 14 October 11am-6pm.

BE SURE TO PUT THIS FASHION-MEETS-PERFORMANCE ART SPECTACLE ON YOUR 2020 TRAVEL ITINERARY

Introducing World of Wearable Art: the jewel in Wellington's cultural crown



A person in a colorful, flowing costume. The article highlights the 'World of Wearable Art' festival, which is a unique blend of fashion and performance art.

3 of the best hotels in Wellington

Kate Bettes January 19, 2020



A hotel lobby with a bar. The article lists three of the best hotels in Wellington, highlighting their amenities, service, and location.

VARIETY PACK

IT'S A FEAST ON EVERY FRONT. BY APPOINT WITH A HEALTHY MIXTURE OF NEW WINE TO SAVOR THE BEST OF WELLINGTON. BY A BIRDSONG



A couple sitting at a table outdoors. The article features a 'Variety Pack' of Wellington experiences, including food, wine, and outdoor activities.

Wellington: The rainbow of World of Wearable Art




Food for thought (and change) in Wellington

At celebrated Wellington restaurant Hiaki, the flavours and history of Aotearoa are best discovered one course at a time.



GASTRONOMY AND GALLERIES. HOW TO MAKE WELLINGTON YOUR NEXT LONG WEEKENDER

Good food and good fun, Wellington might be the easiest QS trip you take

Prior to a recent visit, the extent of my Wellington-related knowledge was that it was windy, and this information came in the form of a text message from my friend telling me to "have fun in windy Wellington" as I boarded the short three-hour flight from Sydney. The New Zealand capital was uncharted territory for me – an odd paradox considering I fly 14+ hours to the US and UK multiple times a year, but never the two it takes to cross the pond for Taranaki Sea, if we're being specific. Flight paths aside, the trip is short, so short, you could make a long weekend out of it (as I did). An in order to fit a lot into a little time, you'll need a detailed itinerary. See mine below.



Wildly famous in social media

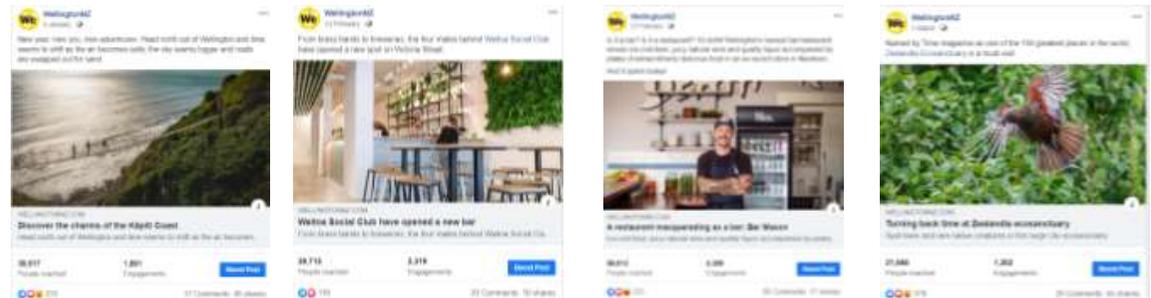
In the last quarter, we produced a total of 28 editorial features for the WellingtonNZ channels.

Our total subscribed audience across social media and eDMs now reach 509,000, an increase in 9,000 subscribers in the past quarter.

We averaged reaching 250-300k people a week across Facebook with announcements of new openings using WellingtonNZ content doing particularly well.

In January and February we started on the second wave of content on WellingtonNZ.com which launched in November. This included features on events and tourism attractions and listicles on best burgers and outdoor adventures.

We created a campaign page for New Zealand Festival of the Arts and launched our second in the neighbourhoods series 'A local's guide to Courtenay Place', and produced [a video](#) to promote summer events NZ Festival, CubaDupa, Newtown Festival and Pride Festival.



Australia Autumn Campaign

This financial year's major Australian campaign went live on 29 January, aiming to increase visitation during the Autumn shoulder season.

We partnered with Bauer Media Australia to leverage their influence and maximise our reach in the market. This helped us effectively target working professionals, primarily in Sydney, with content in a variety of titles (Gourmet Traveller, Elle, Harper's Bazaar, Country Life etc).

The goals were to:

1. Build awareness of Wellington through a food lens
2. Drive consideration of Wellington as a weekend destination.

There are multiple creative components:

1. 'Wild Weekends' native video series – four 60sec clips featuring award-winning Kiwi-born, Aussie-based chef Ben Shewry (see one [video here.](#))
2. Sponsored editorial content in print and digital magazines including travel stories, themed editorials and a take-over of a Country Life edition.
3. Promoted social media posts and e-newsletter inclusions – Wellington featured in 148,600 EDMs sent to The Australian Women's Weekly, Gourmet Traveller, ELLE and House & Garden databases.

Results will be available next quarter - but are expected to be influenced by Covid-19, as some activity was planned for March and April.



Telling our story to the Tourism Trade – locally and internationally

- WellingtonNZ attended Tourism New Zealand Australia's annual Insights workshop, always a valuable opportunity to check in with key companies in our largest international market and align trade and marketing activity. Competition for Australian visitors was anticipated to be fierce as the Australian Government poured AUD\$80m into a post-bushfire domestic 'Holiday Here This Year' campaign.
- Other tourism trade activity including training Genting Cruise agents in Auckland in January to support their New Zealand knowledge for future seasons and worked with Singapore Airlines on their Changi lightbox digital campaign. We also trained Japanese agencies with Weta Studio Tours and KiwiRail. Both companies have been developing the Japan market and requested WellingtonNZ support to provide a regional overview. The Tourism team also undertook famils to Kāpiti and Wairarapa to check out key trade-ready and new product ahead of Q4's international meetings, with Hikoi Pukaha a particular highlight.
- Although normally a quiet famil period, seven famil itineraries were hosted in Q3. The Flight Centre Canada famil was a particular highlight with 34 attendees and a supporting learning programme. *"We do truly appreciate the love and time that you poured into the NZ experience for our team. Even with the challenges, the thought of exploring such a wonderful place in relative freedom is a joy we can only hold on to until we get out there, once again. I can't wait until I find myself back in NZ one day soon."*
- The annual activity plan has been significantly impacted by COVID-19 with famils suspended, Tourism New Zealand's KiwiLink UK/Europe and annual inbound event postponed and TRENZ 2020 cancelled. Since lockdown, the focus has been establishing an accommodation overview, assisting local and international companies and contributing to the Business Response team to support tourism operators.**

Q3 In-market training, Famils & Sales Calls	Total agents trained
Genting Cruises Training	17
TNZ Australia Insights appointments	24
Total agents trained	39
Decision maker appointments	38
Total Trade Famil participants	62
Total Trade Famil Itineraries	7



Telling our story to visitors: Wellington i-SITE Visitor Information Centre

- Q3 was Wellington's busiest cruise season to date with Wellington welcoming 71 ships including inaugural visits from several new smaller boutique ships.
- 42,991 people visited the i-SITE during Q3. The busiest day was March 5 when Ovation of the Seas visited, with 1244 people visiting and spending \$21,601 on tours and souvenirs.
- The abrupt end of the cruise season due to Covid-19 resulted in Le Laparouse becoming Wellington's 112th and final ship on 16 March. This was a dozen visits short of the total anticipated number for the season. A particular note of gratitude to the 120 Wellington City Ambassadors who were welcoming and cheerful despite a rapidly changing environment with ship schedules changing daily.
- At COVID-19 Alert Level 2 physical distancing was implemented and there was an abrupt drop in foot traffic and sales. The i-SITE team had a significant role to play in advising visitors on self-isolation measures, changing travel bookings and providing Embassy contacts. In a confusing period, our staff provided professional and compassionate advice to hundreds of travelers who, in many cases, were oblivious to the fast-changing environment.
- The Wellington i-SITE Visitor Centre closed its doors on Sunday 22 March due to Covid-19 Level 4 restrictions. Phones and emails are being monitored by staff working from home. Door signage details New Zealand's Covid advice and where to get further help.



Making Wellington wildly famous to China visitors

- Despite overall Chinese visitor numbers proving disappointing during summer 2019/20, Wellington visitor spend had been tracking ahead of previous years, increasing confidence that the Team Wellington focus on independent Chinese travellers had been paying dividends.
- Four product staff from China Travel Service NZ were hosted in Wellington in February. CTS is the largest Chinese inbound operator and has tours for Chinese based in NZ and Australia as well as mainland China. Their Wellington domestic package had been selling well and they were visiting to upskill staff and introduce new product to their itinerary for the next peak period in Sept/Oct 2020.
- TNZ launched a major PR promotion after the NZ-filmed movie "Only Cloud Knows" was released which included a 'follow the movie' itinerary which included Wellington.
- China's largest Online Travel Seller CTrip had a key Product Manager on famil in Wellington for several days in February. As coronavirus took hold in China, activity switched from famils and sales calls to online training and social media.
- Despite coronavirus, Tourism New Zealand China is staying engaged with its very large community of travel agents via online training. Wellington & Wairarapa was the focus of one of these workshops mid-March and 685 agents were trained with high quality questions and engagement via Weibo. This also provided the opportunity to transition Chinese agent engagement from Angela Wang who commenced six months maternity leave in March to Sophie Wang who will cover the role until September.



新西兰旅游专家
新修炼
100% PURE NEW ZEALAND

新西兰北岛
绝代双城
领略惠灵顿与怀拉帕的魅力

4月2日 周四 10:00~11:00

掌门人 / 周佳平 Emma
新西兰旅游局大中华区活动和培训经理

特邀大师
王雅淇 Angela Wang
惠灵顿旅游局中国旅游发展经理

业内昵称“王女士”
“带球”直播第一人
最酷小首都联络人, 表情包制造机

新西兰旅游专家招募令

庚子年初, 旅业萧条, 新西兰旅游局连下十三道令牌
于因特网开设密不外传之武林秘笈, 召集天下各路好手
携手同行, 共度旅业寒冰期

扫码接招

Wellington – wildly famous for Business Events

- The BEW team attended the Asia Pacific Incentives and Meetings Event (AIME) in Melbourne in February. AIME is the largest trade event for the meetings and event industry in the Asia Pacific region. The team exhibited with other New Zealand providers on the 100% New Zealand stand, the highlight being the New Zealand hosted buyer breakfast where BEW hosted a table of clients to breakfast with NZ celebrity chef Justin North. The team made some great connections across the 32 one-on-one appointments held at the event.
- As part of the wider Wellington NZ website redesign, BEW partners have taken the opportunity to review and update their listings with some great new content and images.
- In Q3 the team had some significant bid wins including:
 - Silver Fern Farms 2022 conference – 400 delegates - \$620,000
 - The Accountants and Tax Agents Institute of New Zealand 2021 conference – 250 delegates - \$387,500
 - Independent Liquor Group – Incentive trip – 40 delegates



Wellington – wildly famous as a great place for international students to study

Pathways to Education and Employment

- In February we **held two in-depth Work Ready clinics** to support students in CV writing and Confidence building.
- In March/April, we successfully shifted the **Work Ready in Wellington course to an online webinar format**, which was well received by 25 students over 4 sessions.
- Pathways project work continues and will be rolled out in a digital format.

The Wellington Story

- We delivered **participatory workshops** for Education Wellington International members on how to market themselves as a collective in-market. Outcomes will become part of a marketing toolkit developed in Q4.
- **Social Media Ambassadors** have also been conceptualised and developed through workshops. Roll out has been paused under current circumstances.
- We presented at the ENZ Indian Schools Counsellors online webinar as part of our **Famils programme**. More agencies have come forward asking for similar experiences.

Student Experience

- **Planning for the International Student Welcome** was very positive and included several new activities and exhibitors. **Registrations increased by 100 from last year** and included 13 students from 2 primary schools, and 47 tertiary students (both an increase from nearly none). Unfortunately the event was cancelled following restrictions on mass-gatherings, although we now have a solid plan for future roll-out.



Education Wellington International members workshop



Work Ready clinic

Making Wellington Wildly Famous for Major Events

- At the official launch of the **ICC Women's Cricket World Cup 2021** it was announced that Wellington's Basin Reserve is the stage for the highly anticipated Trans-Tasman showdown between New Zealand and Australia, as well as five other matches including South Africa and other yet to qualify teams.
- **BLACKCAPS** and **WHITE FERNS** completed their International Cricket seasons in Wellington.
- **Queen + Adam Lambert concert** rocked Sky Stadium with 34,199 (23% out of region) in attendance, the second highest attended concert at Sky Stadium (to Eminem – 46,474)
- The **New Zealand Festival of Arts** was a great success with close to 50,000 people enjoying ticketed, and 100,000 free events around the Wellington region of a signature three-week New Zealand Festival of the Arts, 200 events crafted by three guest curators. 95% of the programme was delivered (before Covid-19 restrictions were put in place). Highlights include Concert for Dogs, Black Ties, Slapstick and a the two-day sold out conference Talanoa Mau.
- The **Wellington Phoenix** had a strong season of winning streaks and attendance of 46,700 people across five home games in Jan-Mar (two games were suspended due to Covid-19 response). It brings a total of 11 games at Sky Stadium games this season (an additional two suspended) with a combined total attendance of 81,200.
- **Jim Beam Homegrown** sold out 20,000 tickets but festival plans were halted by the restriction of public events due to NZ Alert response to Covid-19. After careful consideration and guidance from authorities, Homegrown is postponed until March 20th 2021.
- **CubaDupa** was ready to fill the streets of Te Aro with 1500 artists, 447 events, and celebrate cultural identity with tens of thousands of friends and neighbours. But in the name of public health and safety, a cancellation was the only option in response to Covid-19. Instead, CubaDupa hosted 'Go Home Stay Home' a virtual Facebook performance of bands/artists attracting interest of around 4,000 people.
- Additional work has been completed on the New Zealand / Australia joint bid for the **FIFA Women's World Cup 2023** in partnership with New Zealand Major Events and New Zealand Football. Final decision to be made June 2020.

The restrictions on mass gatherings brought about by COVID-19 had an immediate impact on Major Events in the city, with several events being postponed or cancelled. A full overview of impacted events can be found [here](#).



Image: NZ Festival of Arts – Concert for dogs



Image: NZ Festival of Arts – Slapstick



Image: Brady Dyer – Queen + Adam Lambert Concert

Venues – Performances and Business Events

Delivered **91 Performance Events** with **97 performances** with **69,739 guests** in our venues



- The Venues Wellington portfolio of venues (The Opera House, Michael Fowler Centre, Renouf Foyer, TSB Arena and Shed 6) hosted 77 NZ Festival of the Arts (NZFOTA) related events with over 41,000 visitors to our venues during the festival. Highlights included *Chosen and Beloved*, *Kate Tempest*, *Here Comes The Ocean*, *Aldous Harding* and seasons *Black Ties*, *Slapstick* and *The Brief and Frightening Reign of Phil*.
- Other Q3 event highlights included two event venue upgrades due to ticket demand; both *RuPaul's Drag Race: Wera the World Tour* (originally Michael Fowler Centre) and *The Guilty Feminist* (originally Shed 6) moved into the TSB Arena for increased capacity.
- Q3 also started strong with sellout performances of *My Dad Wrote a Porno Live Podcast*, *NZSO Shed Series: Symmetries* and *Hannah Gadsby*, which was also our first hosted event to utilise the Yondr pouch system to make this a 'phone-free' event.
- **Due to the COVID-19 situation, NZFOTA proactively cancelled 2 events (*Slapstick*, *Dimanche*) in our venues on Sunday 15 March 2020. 3 other events (*Russell Brand*, *Soweto Gospel Choir*, *Central Pulse vs Southern Steel*) due to take place in late March also cancelled. We are able to retain and reschedule 4 other events (*Victorian State Ballet: Beauty & the Beast*, *Violent Femmes*, *Tina - Simply the Best*, *Todrick Hall*).**

Delivered **19 Business Events** with **28,807 attendees**

- Visa Wellington on a Plate Marketplace.
- MYOB Conference
- Samsung Product Launch
- Arise Church services
- COVID-19 impact resulting in cancellation for events in March include Conferenz Downstream, Future Government Conference, Fica, Callaghan Innovation, Z Energy Conference, Passionate Conference.



Event marketing

The Live in WLG brand continued to promote events across the Wellington region, with a particular focus on 2020's New Zealand Festival of the Arts and the upcoming Wellington-exclusive season of Six: The Musical, as well as an exciting calendar of summer events.

The major part of the promotion was set to be the autumn phase of the Live in WLG campaign, created and developed in February and March and booked to go live on 16 March. The campaign included videos, Adshels and native advertising with Fairfax. **However due to event cancellations and travel restrictions brought by Covid-19, this campaign was pulled from market before going live.**

Our Live in WLG audience is strong, with an audience of 9043 followers on Facebook and 31,114 in our edm database.

During Quarter 3, work begun on integrating Ticketmaster's event purchaser database with our internal Ubiquity database. Once this work is complete, it will allow us to become more tactical in our targeted messaging across social media and e-newsletters.

As a response to Covid-19, at the very end of March work began on editorial content to inform audiences of event postponements/cancellations, profile virtual events and livestreams, and highlight ways to support local artists.



Business Operations

WellingtonNZ.com

Business Operations

HR

- WellingtonNZ has invested in **leadership development** over the last quarter with the majority of people leaders participating in formal leadership workshops as part of their development. This has continued virtually since mid-March.
- To assess where WellingtonNZ can further improve in the areas of diversity and inclusion we partnered with **Diversity Works** to undergo a diversity and inclusion stock take. Broadly speaking WellingtonNZ has a good collection of diversity and inclusion policies and interventions. But as with most organisations we can do more and will be focusing on recommendations made by Diversity Works in Q4.
- To follow on with last quarters **flexible working initiative** WellingtonNZ has now developed and released updated working from home guidelines and support information for its people leaders
- Toward the end of the quarter as the full extent of the effect of Covid-19 on staff became more apparent we placed an emphasis on regular contact with all employees to ascertain any wellbeing issues. This was initially triaged by individual employees as to the required regularity required and continues to be monitored regularly.

Sustainability

- Our WellingtonNZ **Sustainability** Working Group has been working with the **Sustainability Trust** to audit our corporate waste streams and to assist us with the implementation of their suggested improvements and education of staff.

Business Services (continued)

Health and Safety

Within WellingtonNZ most of our reported incidents occur within the operation of our Venues and of those the majority relate to personal health incidents of patrons. With the Venues closed these reporting numbers will fall.

During the quarter we have been working on enhancing some of our safe work practises to ensure they remain at industry standard. We also updated our working from home policies to ensure we were ready for Covid-19 working from home requirements.

IT

During the latter part of the quarter we ensured that all staff who needed to had the relevant tools to be able to work from home. All WellingtonNZ systems had already been migrated to the cloud so transitioning to working from home was simple. A new IT issue monitoring and reporting tool, Spiceworks, was implemented in the quarter.

Finance and KPI's

WellingtonNZ.com

WellingtonNZ Statement of Financial Performance for the 9 months Ended 31 March 2020, Including Creative HQ but excluding the Venues Project

STATEMENT OF COMPREHENSIVE INCOME	YTD Actual 31-Mar-20	YTD Budget 31-Mar-20	Variance YTD	FY Forecast 30/06/2020	FY Budget 30/06/2020	Variance 30/06/2020
Revenue						
Event revenue	0	0	0	0	0	0
Shareholder grants	17,737,373	16,861,598	875,775	22,823,956	22,775,006	48,950
Government grants	1,642,909	1,766,093	(123,184)	2,453,711	2,354,792	98,919
Partner revenue	1,362,343	1,047,730	314,613	1,542,591	1,179,000	363,591
Visitor Centre	191,227	357,300	(166,073)	211,786	450,000	(238,214)
Sub lease and carpark revenue	17,545	10,800	6,745	14,400	14,400	0
Interest income	39,032	49,800	(10,768)	48,364	62,400	(14,036)
Other income	2,276,604	3,421,650	(1,145,046)	4,528,373	4,668,700	(140,327)
Total Revenue	23,267,033	23,514,971	(247,938)	31,623,181	31,504,298	118,883
Direct Costs						
Cost of sales	14,063	35,185	21,122	18,582	45,000	26,418
Wages (events etc)	0	0	0	0	0	0
Other direct costs	0	0	0	0	0	0
Total Direct Costs	14,063	35,185	21,122	18,582	45,000	26,418
Operating Expenses (overheads)						
Salaries and wages	9,118,160	10,044,305	926,145	13,402,643	13,766,783	364,140
Other employment costs	525,028	503,630	(21,398)	769,510	721,756	(47,754)
Occupancy costs	466,896	509,670	42,774	680,133	679,560	(573)
Marketing & activity expenses	8,941,435	11,311,675	2,370,240	14,133,773	14,148,324	14,551
Utilities	17,761	30,000	12,239	27,551	37,500	9,949
IT and communications	329,222	488,350	159,128	648,624	640,000	(8,624)
Insurance	19,810	19,000	(810)	19,810	19,000	(810)
Administration costs	367,848	323,740	(44,108)	416,515	399,357	(17,158)
Vehicle expenses	33,681	34,133	452	43,124	43,274	150
Travel costs	43,616	53,725	10,109	70,606	71,700	1,094
Professional fees	14,795	101,665	86,870	190,577	214,140	23,563
Director fees	202,354	210,000	7,646	309,853	280,000	(29,853)
Other operating expenses	0	0	0	0	0	0
Total Operating Expenditure	20,080,606	23,629,893	3,549,287	30,712,719	31,021,394	308,675
Total Expenditure	20,094,669	23,665,078	3,570,409	30,731,301	31,066,394	335,093
Net Surplus/(Deficit) before Depreciation and Tax	3,172,364	(150,107)	3,322,471	891,880	437,904	453,976
Interest expense	13,543	27,000	13,457	36,000	36,000	0
Depreciation	274,598	289,813	15,215	374,120	374,404	284
Movement in investment valuation	0	0	0	0	0	0
Taxation expense	0	0	0	0	0	0
Net Surplus/(Deficit)	2,884,223	(466,920)	3,351,143	481,760	27,500	454,260

Prior to Covid-19, WellingtonNZ finances were in an excellent financial position with good control of expenditure and forecasts on track to be within budget.

We have sufficient cash reserves to react swiftly to enact appropriate recovery programmes and therefore to maintain our expenditure within budget.

Some programmes of work that we were forecasted to complete will no longer be appropriate and have been cancelled or delayed due to Covid19.

Some budgeted funds for these programmes have been reallocated to programmes of work that will assist with the economic recovery of our region. Some income may be taken to income in advance due to triggers for expending the income now moving into the future financial periods.

WellingtonNZ

STATEMENT OF FINANCIAL POSITION – AS AT 31 March 2020

Including Creative HQ and Excluding Venues Project

STATEMENT OF FINANCIAL POSITION	As at 31-Mar-20	As at 31-Dec-19	As at 31-Mar-19
Shareholders Equity			
Paid up capital			
Retained earnings	6,233,054	5,549,821	4,118,968
Total Shareholder/Trust Funds	6,233,054	5,549,821	4,118,968
Current Assets			
Cash and cash equivalents	6,099,562	3,823,066	4,090,698
Other current assets	1,119,683	2,800,515	1,440,248
Total Current Assets	7,219,245	6,623,581	5,530,946
Investments			
Non-current Assets			
Fixed assets	916,389	983,051	570,708
Other non-current assets	1,910,752	1,910,752	1,816,245
Total Non-current Assets	2,827,141	2,893,803	2,386,953
Total Assets	10,046,386	9,517,384	7,917,899
Current Liabilities			
Accounts payable	328,826	471,111	391,068
Other current liabilities	3,484,506	3,183,461	3,367,995
Total Current Liabilities	3,813,332	3,654,572	3,759,063
Non-current Liabilities	0	312,991	39,868
Total Liabilities	3,813,332	3,967,563	3,798,931
Net Assets	6,233,054	5,549,821	4,118,968

Additional cash and assets held higher than previous years due to programmes of forecasted work being later in the financial year than in the past.

Increase in fixed assets over prior year due to refurbishment of the i-SITE.

No issues with cash held at the moment and all debts are being paid as due.

WellingtonNZ Service Performance – YTD March 2020

Highlights



\$11.56 mil

The budget value of all film permit applications YTD Mar



\$24.5 mil

Equivalent Advertising Value achieved from our marketing activities YTD Mar



\$12.4 mil

The value of business events secured YTD Mar



\$2.11 mil

Capability and R&D funding YTD Mar



\$56.1 mil

The value of Out of Region expenditure in Wellington brought in by Major Events and Venues

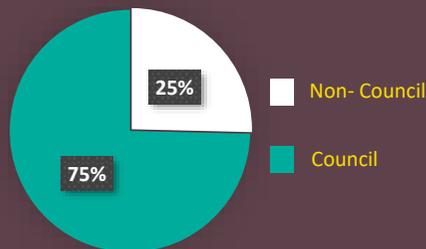


868 Businesses

Impacted by WellingtonNZ intervention YTD Mar

Financials

Council vs Non-Council/ Commercial – Actual YTD



Includes WellingtonNZ, Venues and CHQ

WellingtonNZ's (Parent company) cumulative surplus (\$'000)



Note: Our actual surplus is higher YTD as revenue was received in Dec 19 earlier than anticipated expenditure. This is timing only.

Key performance indicators

Key measures



Indirect measures



Agreed SOI projects Status



Project on track (Green), Project behind schedule (Orange)

WellingtonNZ is delivering direct value/ROI on our shareholders investment

	YTD	Target 2019/20
Combined Direct Economic impact from WellingtonNZ's interventions (1)	\$112.8mil	New Measure

WellingtonNZ is shaping and amplifying the regional destination/brand story

Storytelling Content generated (across all sectors) (2)	875	1,250
Total Subscribed audience across social media and eDMS (reach) (3)	508,874	475,000
Unique WellingtonNZ.com sessions (4)	1,449,741	2.9million
Total Number of Events in Venues Wellington (5)	322	450
Equivalent Advertising Value (EAV) from media activity (6)	\$24,522,636	\$25 million
ROI from Major Events invested in (7)	Annual	20 : 1
Value of out of region venue and event expenditure (8)	\$56,133,926	\$125 million
Value of Business Events Secured (9)	\$12,391,060	\$19 million

WellingtonNZ is being an advocate and catalyst for the big projects and developments

Agreed key projects are on track/ agreed deliverables met (10)	8/9	9/9
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WellingtonNZ is supporting businesses to upskill and grow

Number of businesses impacted by a WellingtonNZ intervention or programme (11)	868	New Measure
Number of Wellington Region based businesses incubated or accelerated through CHQ (12)	41	55
Growth Rates of businesses who have had been through a WellingtonNZ/CHQ programme (13)	Annual	New Measure
Investable Companies created by CHQ (14)	9	9

Internal – Financial Health

Budget on target (15)	On target	On target
% of Revenue from commercial/non council funding & commercial activity (16)	25.4%	30%

Internal – Employee Health

Staff Engagement (17)	61%	60%
Lost Time Injury (18)	3	0
Near Misses (19)	2	New Measure

Internal – Stakeholder Relation Health

Stakeholder Satisfaction (20)	Annual	85%
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Comments on measures

- (1) Revised figure from Q2 – visitors spend and OOR only to Jan 2020 due to data availability.
- (2)
- (3)
- (4) Includes WellingtonNZ.com and subsites
- (5) Will not be meet due to impacts of COVID-19
- (6) YTD Dec but does not include TNZ figures – need to be revised in Mar
- (7)
- (8) YTD Q2 figures, however does not include a Cricket event – KPI will not be meet due to impacts of COVID-19
- (9)
- (10)
- (11) Includes a few duplicates to be revised in Q3
- (12) The Growth rate is an annual measure of job growth with WellingtonNZ and CHQ supported businesses compared to job growth nationally.
- (13) Includes: 7 Fintech, 7 Govtech + 27 Incubations
- (14)
- (15)
- (16)
- (17)
- (18) LTIs – slipping + chemical incident with cleaners.
- (19) 2 Near misses – Equipment fell from high up
- (20) Stakeholder Satisfaction to be completed end of FY

KPI measure on track
KPI at risk of not meeting target
KPI measure will not meet target
KPI data not available

Wellington Regional Indicators

Economic Indicators



2.5%

GDP, YE Dec 2019
(Provisional Growth)

2.7%
YE March
2018 (Actual)



4.3%

Unemployment Rate in
Wellington Region
2019

4.5%
YE June 2018

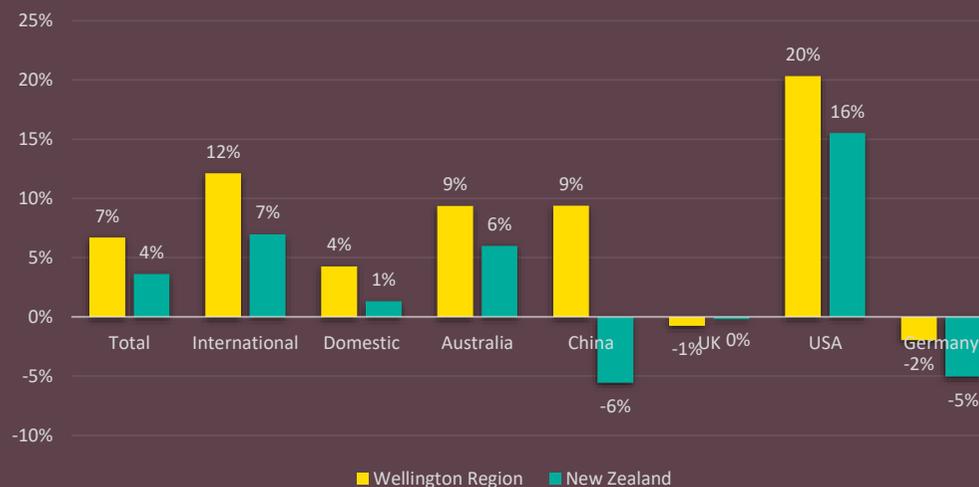


57,777

Business units in Wellington
Region, as of Feb 2019

↑ 1.3%
from Feb 18

% Change in Visitor spend compared to previous year by market New Zealand vs Wellington Region comparison (YE Jan 2020)



Indirect Measures of Impact

	YTD	Target 2019/20
Visitor Numbers International (21)	668,129	824,382
Visitor Numbers Australia (22)	247,077	277,440
Total Visitor Spend (23)	\$1,636mil	\$2,755 million
Australian Visitor Arrivals through Wellington Airport (24)	107,402	153K
Commercial Guest Nights (25)	737,148	3.19 million
Share of Multiday Conferences (26)		19%
Net Permanent and long-term arrivals (27)	3,200	2,605
International Student Market Share (28)	Annual	7%

Comments on measures

- (21) YE Dec 19 – YTD not available
- (22) YE Dec 19 – YTD not available
- (23) YTD Jan 2020 – March available in May
- (24) YTD Feb 2020 – Q2 figures available in Mar
- (25) YTD September – the dataset has been dismissed. Cannot get data beyond Sep19.
- (26) BEAS has been dismissed. New survey results not going to be released until Aug 2020.
- (27) 2019 Figure, includes domestic migration.
- (28) International Students is available annually by calendar year.