

WREDA

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**WELLINGTON REGIONAL ECONOMIC
DEVELOPMENT AGENCY**

STATEMENT OF INTENT 2017

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Foreword

This Statement of Intent (SOI) sets out the Wellington Regional Economic Development Agency's strategic framework, activities and performance measures for the next three years.

Through the Letter of Expectation, the Wellington Regional Strategy Committee has articulated an expectation that WREDA will use its resources to support, facilitate and contribute to a step-change in Wellington's economic growth performance. WREDA's specific activities towards this aim are articulated through this SOI.

WREDA's commitment is to advance the prosperity, vibrancy and liveability of the Wellington region through enhanced economic growth and resilience. Our vision is for Wellington to be the most prosperous, liveable and vibrant region in Australasia by 2025.

Over the next three years WREDA will build on its 2016 achievements. These include attracting technology service centre Concentrix to Wellington, the ground breaking LookSee talent attraction programme and the continued attraction of major events to Wellington, and performance events to the venues we manage. WREDA will implement and deliver programmes, new and existing, which will aim to shift the dial on Wellington's key economic indicators.

We are pleased to present this Statement of Intent as our road map for driving towards Wellington's positive future.

Peter Biggs
Chair

1. Purpose of the SOI

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of the Wellington Regional Economic Development Agency (WREDA) for the next three years, and the objectives to which those activities will contribute. It is written in response to the Wellington Regional Strategy (WRS) Committee's December 2016 Letter of Expectation (refer to Appendix).

2. About WREDA

2.1 Who we are

WREDA is Wellington's Economic Development Agency. It is owned by Wellington City Council (WCC) and Greater Wellington Regional Council (GWRC), on behalf of the region. Funding for WREDA comes from these two councils, central government and the private sector.

WREDA combines the activities and functions of the following legacy organisations, previously located within, and supported by, the two shareholders

- Grow Wellington and its subsidiary, Creative HQ;
- Positively Wellington Tourism;
- Positively Wellington Venues; and
- WCC Major Events Office.

These organisations came together in a merger commencing in late 2014.

2.2 WREDA's purpose, aim and values

WREDA's purpose is to fuel the growth of Wellington's prosperity. We are the go-to organisation for Wellington tourism, trade growth and promotion and investment attraction.

Our aim is to be New Zealand's best destination marketer, venues manager, curator of the Wellington events programme, and economic development agency, providing an excellent economic return on the investment made by ratepayers of the region.

In doing so, we work closely with our key partners, including councils, government agencies, individual businesses and business organisations, institutions and venue service providers.

We are focussed, dynamic, innovative, action-oriented, engaging and bold. We empower our people to make good decisions.

2.3 What we do

WREDA's work is focused on interventions or actions that can realistically make a significant difference to the greater Wellington regional economy and are appropriate for a Council Controlled Organisation.

This work revolves around promoting and marketing Wellington as a destination (for tourists, migrants, students, businesses, and investors), helping businesses grow and

innovate, particularly in identified priority sectors, using influence to create an environment conducive to economic growth, attracting and promoting major events and running a number of venues that host major events and conferences and provide a stage for the Wellington creative and arts economy.

Essentially, we actively engage in the visitor economy, trade promotion and investment attraction. As part of that work, we conduct major events attraction activities and operate several civic venues on behalf of the Wellington City Council to enhance the liveability, vibrancy and prosperity of the Wellington region.

WREDA is a catalytic advocacy organisation. We tell the stories of our region and market Wellington as Australasia's ultimate urban destination for visitors, students, business, investment and migration.

WREDA makes things happen by connecting people and bringing together ideas, talent, business, national and international opportunities for the region's economic benefit.

WREDA's Board is cognisant of the fact that as a publicly funded organisation WREDA needs to take care with its public interventions both in terms of utilising ratepayer investment but also by not inappropriately competing with or duplicating private sector or central government activity. For these reasons WREDA has adopted a rigorous set of principles against which proposed projects and programmes are tested, including ensuring that there is clear market failure, before proceeding.

3. WREDA's Contribution to the Wellington Regional Strategy

WREDA works towards achieving the goals of the Wellington Regional Strategy (WRS). This Strategy was developed by the nine local authorities in the region, working in tandem with central government and business, education, research and voluntary sector interests. The Strategy, which was created prior to the formation of WREDA, was most recently refreshed in 2012. We will work with relevant stakeholders during this SOI period to further refine the strategy to deliver the greatest value to shareholders and ratepayers.

The WRS aims to build a resilient, diverse economy - which retains and creates jobs (especially high-value jobs), supports the growth of high-value companies and improves the region's position in relation to New Zealand's Gross Domestic Product (GDP) and employment. Taking the stories of Wellington and telling them to a global audience through marketing, storytelling and media activity is an important part of this.

There are a number of other policies, plans and strategies of local government in the Wellington region with which our work is aligned to further keep the Wellington economy growing. Important amongst these are the Wellington City Council Economic Development Strategy, the Events Policy, the Arts and Culture Strategy and Wellington Towards 2040: Smart Capital.

Vibrancy and liveability are crucial to long-term prosperity. WREDA manages several Wellington City Council civic venues and runs the major events attraction programme, both of which play an important role in making Wellington a better place to live and visit. Our work in attracting tourists and the development of the visitor economy also contributes to this.

3.1 The Wellington Regional Strategy Implementation Pathway



Figure 1: Building a Diverse, Resilient Economy
Source: Wellington Regional Strategy 2012 – Growing a Sustainable Economy

4. Vision for Wellington

Consistent with the Wellington Regional Strategy, WREDA's vision for Wellington is:

**To be the most prosperous, liveable
and vibrant region in Australasia by 2025**

The vision is deliberately bold. It demands that Wellington exceed expectations, compete in a global context, and become internationally recognised as a leading city region.

We see Wellington as 'the place of the possible', a destination of choice to visit, study, work, live, invest and succeed.

In working to achieve this vision we are mindful of what are known as the four regional 'vitals': Talent, Connectedness, Distinctiveness and Innovation. Everything we do is viewed through these lenses. While all important – and getting them right provides the foundation for long-term prosperity - Talent is 'first amongst equals' and we continually seek to attract, retain and grow the region's talent pool.

We will know Wellington has achieved this vision when it:

- Is growing sustainably;
- Has an outstanding events programme befitting New Zealand's most vibrant city region;
- Is exceptionally connected, both internally and globally;
- Is an acclaimed hub of creativity culture and technology; and
- Its compelling regional narrative is articulated by residents and visitors alike.

In conjunction with the activities of other local and central government agencies, and the private sector, delivering upon our framework will make progress towards the vision of being the most prosperous, vibrant and liveable city in Australasia. To achieve this vision not only does Wellington have to demonstrate these characteristics but its reputation needs to be heard far and wide. WREDA plays a critical role in leading the telling of the Wellington story to the world.

5. Key Goals

WREDA has identified a number of goals which work towards achieving this vision and to which its programmes and interventions contribute:

- Increased contribution to Wellington's economy from visitor spending;
- Increased number of international students in the Wellington region;
- Available skills in the Wellington workforce meeting demand;
- Establishment of new businesses in the Wellington region together with revenue and employment growth in existing businesses;
- Maximum return on investment of an unrivalled Wellington major events programme;
- Increased economic contribution of events hosted in WREDA-managed venues;
- Major new infrastructural investment scheduled for the Wellington region;
- Wellington's global reputation as a destination to visit, live, work, study and invest enhanced;
- Retention of key businesses and cultural institutions in Wellington; and
- Wellington's reputation as an unrivalled centre for the arts maintained and enhanced.

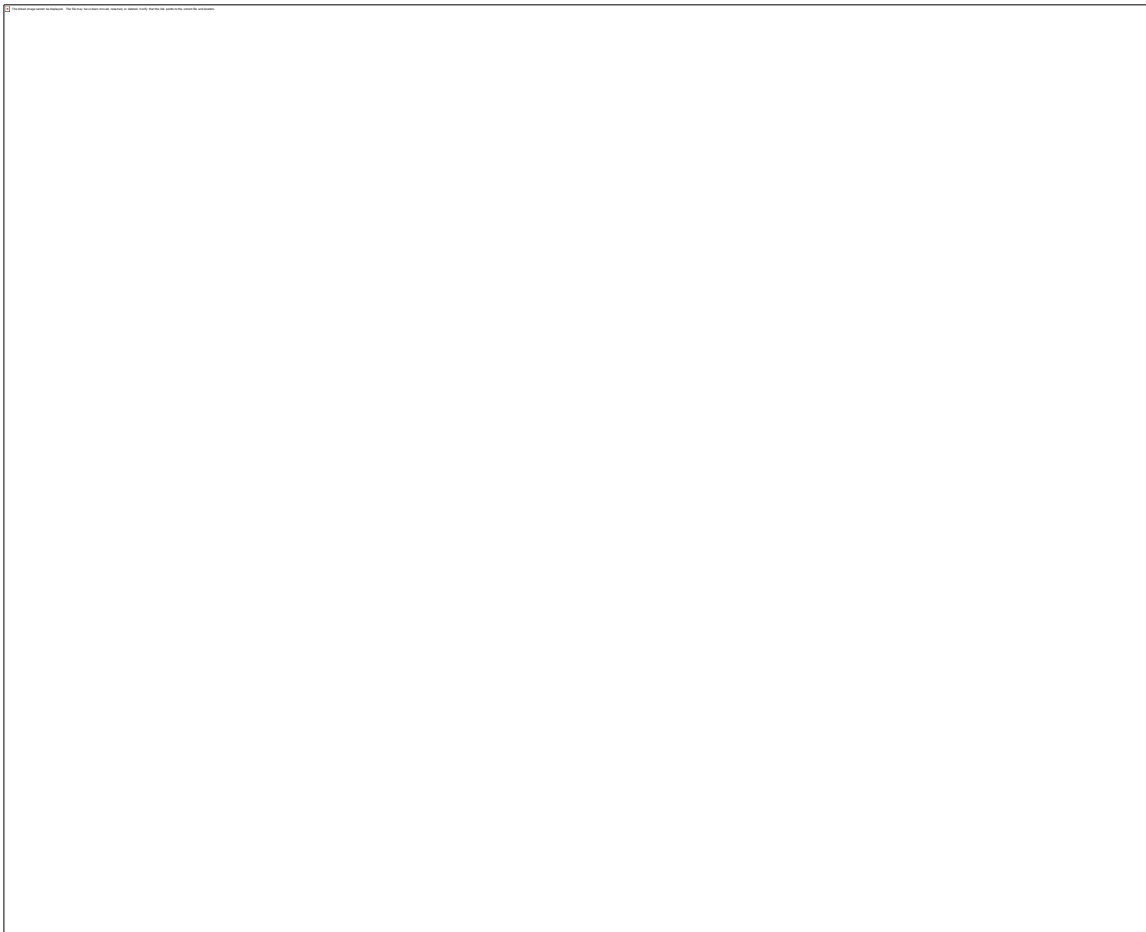
These goals inform the development of programmes of activity for WREDA which will attach specific success measures (KPIs) to ensure effective delivery. The KPIs were selected to be consistent with improved prosperity, liveability and vibrancy and achievement of them will demonstrate progress towards the vision. Wider regional economic indicators, which are impacted by a range of factors outside of WREDA's direct control, will also be monitored.

The full performance measurement framework is articulated in the remainder of the SOI.

6. Key Activities and Programmes

WREDA has designed several programmes and interventions to fuel the region's prosperity and to achieve our strategy. These are the things we are going to do to help make Wellington what we want it to be. They fall under the following broad categories:

- Promote Wellington's brand and unique identity;
- Attract business and investment;
- Nurture an environment conducive to economic growth;
- Grow the visitor economy;
- Expand innovative businesses; and
- Develop education, talent and skills.



This graphic shows how our vision of being the most prosperous, liveable and vibrant region in Australasia links through to our activities which are viewed through the lenses of the regional vitals: talent, innovation, distinctiveness and connectedness.

Figure 2: WREDA Strategic Framework

7. Programme Description Table

The following section lists and describes these programmes. The WREDA Business Plan which describes the planned activity programmes of the various parts of WREDA provides additional detail upon the activities within these programmes.

7.1 Promote Wellington's brand and unique identity

Programme	Description
<i>Enhance Wellington's global reputation as a destination to visit, live, work, study and invest</i>	
Promote Wellington Narrative	Engage with central government agencies and business leaders to ensure the Wellington story they are telling internationally is 'our' Wellington story. Continue to thread the stories of Wellington people and businesses into our marketing campaigns both domestically and internationally and across all sectors.
Drive Media Programme	Pro-actively generate media coverage highlighting Wellington's economic success stories and data releases to enhance the reputation of Wellington as a place to do business and to enjoy life. Deliver a multi-sector media programme that utilises third party writers/journalists/bloggers to showcase and promote Wellington in target geographical locations and business sectors. Continue to work in partnership with central government agencies (Tourism NZ, Immigration NZ, NZTE, ENZ etc.) to drive content to media in wider international markets.
Leverage Digital Platform	Maintain and enhance WellingtonNZ.com and the Venues Wellington website experience to grow Wellington's digital audience and continually provide new content that will provoke digital visitors to visit, study, meet, invest and move to Wellington.
Conduct Major Events Programme	Effectively manage the investment in Wellington's major events programme, including leveraging the investment in events to market and promote Wellington and attract visitors to the region. In partnership with event owners ensure the successful delivery of major events and provide expertise and support with the city operations for major events.
Enable Regional Promotion Through Events	Promote events happening in the city, region and in Venues Wellington to highlight the wealth of different experiences to be had by visitors to and residents in the region. Secure event product that reflects Wellington's creative and arts interest and that leverages the visitation of international artists and talent through supporting media and promotional programmes. Provide promotional support to conferences happening in Wellington to increase delegate numbers particularly in targeted sectors for growth in Wellington such as the tech sector.

Leverage Major Events	<p>Leverage investment in major events to develop trade, tourism, education, investment and visitor opportunities using major events both in Wellington and overseas.</p> <p>This will include activity to leverage investment in the British & Irish Lions series, World of Wearable Art and the NZ Festival, along with activity leveraging both Te Papa's and the World of Wearable Art touring exhibitions.</p>
Enable Arts Capitalisation	<p>Through our investments in the events fund, management of the major Venues, and engagement with the Arts and creative sectors we will collaborate to enhance business/producer capability and refocus Wellington's creative brand reputation.</p>
Manage Venues	<p>Manage portfolio of Wellington City major venues, maximising utilisation rate, sellable days, client satisfaction, audience numbers and spend-per-attendee. Develop event programme that contributes to talent, business and visitor attraction priorities. Support Wellington arts and cultural organisations through prioritising opportunities for major hirers such as NZSO and NZ Festival; with Wellington City Council consider different pricing / support packages for local smaller arts organisations.</p>

Table 2: Promote Wellington's Brand and Unique Identity

7.2 Attract Business and Investment

Programme	Description
<i>Targeted approach to attracting businesses and direct investment to the region</i>	
Drive Business Attraction and Investment	<p>Deliberately encourage businesses to locate, expand and / or invest in the Wellington region using a combination of marketing and relationship building done through trialling in-market activity in two overseas locations on the West Coast of the USA and/or Canada and Singapore as a hub for Asia, as well as Australia. Further, partner with New Zealand Government departments to leverage their in-market overseas activity to encourage increased trade, investment in and talent attraction for Wellington businesses.</p> <p>We will facilitate and support a series of events that align with our target sectors and make Wellington a leading place for particular sectors, not least Tech. We will do this through supporting key events, like the NZ Tech Week, STEMM Festival in Hutt City and SPADA's annual conference.</p> <p>We will host investors and connect them to local businesses with a view to facilitating investment pitches. This will be done in partnership with our subsidiary, Creative HQ.</p>
Screen Wellington	<p>Deliver local and international screen production companies with location and facility sourcing, filming permits and community liaison. WREDA will secure screen production attraction with famils and hosting, leveraging co-production treaties and in-market promotion.</p> <p>Increase commercial capability of Wellington screen producers, directors and writers via industry-supported Masterclasses. Work to increase the Wellington region's film production infrastructure at key locations of Miramar and Avalon.</p>

Table 3: Attract Business and Investment

7.3 Grow Businesses and Innovation

Programme	Description
<i>Facilitate opportunities for revenue and employment growth in Wellington region businesses</i>	
Regional Business Partner Programme	<p>Support regional business through delivery of the Regional Business Partner Programme in conjunction with the Wellington Chamber of Commerce. Work with a portfolio of 445 growth-oriented regional businesses, facilitating access to business mentorship and capability development.</p> <p>From the relationships built with these businesses graduate our work with them to further support their development in scale-up and innovation linking them into our key sector growth initiatives.</p> <p>WREDA will review on and report on how businesses supported by the RBPP are better enabled to support growth in the regional economy through participating in our programmes of work.</p>
Business Support Development	<p>Create and conduct an intensive pilot programme with ten Wellington region businesses or more ready to scale and increase their operation significantly through a Wellington scale-up programme.</p> <p>Explore how WREDA can facilitate further business support provision across the region beyond the delivery of existing funded activity that links to the creation of start-ups and growing existing businesses. Supporting and facilitating a programme of business focused events delivered across the region will be central to this.</p>
Innovation Development	<p>Work with the tertiary, Crown Research Institute's and business sector to stimulate innovation activity and investment, with specific exploration of the medical and healthcare sectors, working alongside Callaghan Innovation. We will also examine the possibility of capital investment in this sector to create increased impact.</p> <p>Specifically, drive innovative R&D intensive businesses through the delivery of the Regional Business Partner Programme. Work with a portfolio of 70 STEM-oriented businesses, facilitating access to technical expertise and innovation programmes, and facilitating investment in R&D.</p>
Sector Growth Initiatives	<p>Deliver facilitation projects across priority sectors. Includes convening industry cluster networks, and feasibility research for development proposals as well as delivery of action plans for target sectors. These include but should not be limited to tech, digital, creative, screen, science, food & beverage and manufacturing. This includes working with partners across the region on specific initiatives such as Tech Valley to advance these sectors as well as new facilities like Te Auaha for the creative and arts sector.</p> <p>We will continue to focus on key regional business sectors through supporting events like the Supplier Showcase and Wellington on a Plate in August 2017 for the food and beverage sector.</p> <p>We will assist with facilitating new trade secured by regional businesses in our target sectors.</p>
Creative HQ Programmes	Creative HQ will deliver support for the start-up business community across four key areas.

	<ul style="list-style-type: none"> Acceleration through Lightning Labs and other key programmes of acceleration and scaling for businesses. Incubation at Creative HQ's premises, lead for a national incubation network for Callaghan Innovation and leveraging the Creative HQ alumni. Customer Engagement through developing and nurturing communities that make up the Wellington regional innovation ecosystem, growing Startup garage and ExoSphere, establishing Wellington City Hack and run a Venture Up youth entrepreneur programme for the Wellington region. Enterprise Innovation for commercial clients through enterprise innovation workshops, innovation forums, design sprints, problem / customer discovery labs and corporate accelerators.
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Table 4: Grow Businesses and Innovation

7.4 Grow the Visitor Economy

Programme	Description
<i>Increase the number of visitors to Wellington and the value of visitor spending. This includes maximising the impact of Wellington's major events portfolio and the economic contribution of events hosted in WREDA-managed venues</i>	
Visitor Marketing Campaigns	Deliver targeted seasonal domestic marketing campaigns in partnership with Wellington commercial partners to increase visitation at quieter times of year, for instance by promoting event programmes. Execute Australia market visitor campaign in air-linked Australian cities with city, air sector and regional partners including Tourism New Zealand Singapore Airlines and Visit Canberra in addition to our usual marketing programme. Provide marketing support to Major events such as World of Wearable Arts, Visa Wellington On a Plate and New Zealand Festival. Represent Wellington in international visitor markets through participation in Tourism New Zealand-led international trade and media programmes.
Business Events Wellington	Deliver marketing and convention bureau support for the region and commercial partners to increase business event bookings in Wellington, sustaining market share for Wellington through high utilisation of public and private sector venues. Use business events to address seasonality in the visitor economy, and to support growth of Wellington's key sectors. Partner with Tourism New Zealand to attract international events to Wellington.
Visitor Infrastructure	Work with the tourism industry and others to identify and secure the investment needed to maximise opportunity to develop visitor attractions and experiences such as proposals for Film Museum and Convention Centre, Shelley Bay, Porirua Adventure Park and Te Papa's three-year exhibition refreshment process. Support sustainable growth of hotel inventory through working with investors and promoting consistent hotel development policy across the Wellington region.
i-SITE Visitor	Enhance the visitor experience in Wellington through operation of the

Information Centre	Wellington i-SITE Visitor Information Centre. Promote and sell Wellington tourism product and support cruise passenger management.
Major Events Portfolio Development	Work with the industry to identify and secure new events, and lead the ongoing development of the Major Events portfolio to attract visitors to Wellington and making it a more attractive place to live.

Table 5: Grow the Visitor Economy

7.5 Nurture an environment conducive to economic growth

Programme	Description
<i>Work with central and local government to improve the local economic environment by promoting good public policy, investment in infrastructure, improved connectivity and a competitive economy</i>	
Policy Advocacy	By forming coalitions of interest and employing compelling arguments, we will influence central government policy formation and operations for the betterment of Wellington in areas including but not limited to the housing market, monetary policy, immigration settings, tourism policy, urban development agencies, free trade agreements, state services and public sector office accommodation, industry assistance and regional development policy.
Infrastructure Investment	Work with partners to identify and implement opportunities to be unlocked by the region's infrastructure projects including the Northern Roding Corridor, the airport runway extension, Centreport and Shelly Bay. Champion and advocate new infrastructure development where appropriate, including supporting the development of a business case for the Wairarapa Water Project.
International Connectivity	Leverage EDA connections and civic relationships to enhance Wellington's international connectivity from an economic development perspective.
Retention of Businesses and Institutions	Facilitate networks and business enhancement activity that increases the economic resilience of the Wellington region and contributes to the retention of key businesses and cultural institutions.
Central Government Engagement	Deliver a comprehensive relationship management and engagement programme with key central government agencies.
Local Government Engagement	Work with our local council partners in a range of areas ensuring Wellington is seen as 'open for business' with a business-friendly environment.
Iwi Economy	Deliver an engagement framework in partnership with territorial authorities, regional iwi leaders, trustees and Māori-owned SMEs. Objectives include building relationships, identifying resource and capability needs and developing action plans to support the growth of the Iwi economy of the region.
Economic Resilience to Natural Disasters	Establish a plan that will enable WREDA to refocus its activities and resources to assist Wellington respond to natural disasters that can be deployed at short notice. We will specifically explore the potential that the Kaikoura Earthquake is an inhibitor to investor confidence and prepare a business retention strategy which will involve working alongside the business community to know their needs and wants for the future.

Table 6: Nurture an Environment Conducive to Economic Growth

7.6 Attract, Retain and Grow Talent

Programme	Description
<i>Develop the available skills in the Wellington workforce; attracting the right talent and increasing the number of international students</i>	
Talent Attraction	<p>Deliver marketing and PR campaigns in key domestic and international markets to attract target-sector, skilled migrant talent to the Wellington region, particularly in the tech sector with LookSee running from January to May 2017. That we will evaluate and then repeat if successful.</p> <p>WREDA will become a partner with the Edmund Hillary Fellowship which will attract 100 Global Investment Visa applicants to New Zealand per year, also working with Immigration New Zealand.</p>
International Student Attraction	<p>Support the education sector to significantly increase in the number of international students in Wellington, deploying comprehensive destination marketing activity that will lead to an increase the number of international students in Wellington.</p> <p>We will specifically look to secure an investment decision from one internationally connected new Tertiary Education Institution to provide quality education in the Wellington region, reflecting our target industry sectors.</p> <p>We will explore securing a new quality Tertiary Education Institution for the Wellington region, reflecting our target industry sectors.</p>
Student Experience	<p>Work in partnership with the education sector to increase local capacity and improve the student experience, leading to positive recommendations from students, domestic and international, to study in Wellington.</p>
Student Employment Pathways	<p>Create employment pathways from education into internships/employment for domestic and international students. Specifically, we will continue to work with Summer of Tech as a partner and be instrumental in the starting of the Summer of Biz this year.</p>
Talent and skills	<p>Partner with industry and central government to produce and deliver a talent and skills action plan to address regional skills shortages and opportunities.</p> <p>We will develop a specific programmes focussed on inspiring and developing young people to meet skills gaps identified.</p>

Table 7: Attract, Retain and Grow Talent

8. Internal Management

8.1 Insights and Analysis

WREDA will maintain an in-depth knowledge and understanding of the Wellington economy, including the visitor economy, how it is evolving and what is driving it which will help it determine which areas of its business to allocate resources. It will provide reports to stakeholders, keeping them informed of trends and how WREDA is responding to them.

It will aim to be seen as the expert on the Wellington economy and the go-to agency for economic information on the Wellington region by media and stakeholders.

8.2 Revenue Sources

WREDA receives funding from shareholding councils in the form of operating contributions as well as additional payments for contractual services delivered. It also receives funding from commercial and government partners for a range of activities where the benefits lie jointly across them and the economy as a whole.

As well as reducing the demands on scarce council funds, the latter sources provide valuable sector involvement, partnership and scrutiny. This ensures the work we do is relevant to and supported by identified key sectors.

WREDA's approach to business is founded upon carrying out activities in partnership with others.

Our partners include other parts of local and central government institutions and organisations, individual businesses, business collectives, event owners and event promoters. By working in partnership with others we test the appropriateness of our ideas and leverage the investment being made to grow the economy of the Wellington region.

WREDA secures significant investment each year from various partners. This investment is often monetary but can also be in-kind, or aligned investment. WREDA has now examined all its current streams of work to identify gaps in the co-investment portfolio such that new investing partner opportunities can be identified, sought and secured.

In this way WREDA will be enabled to grow its external revenue towards a target that for every dollar contributed by councils, a dollar comes from new and existing commercial and government partners. This will enable us to deliver better outcomes without significantly increasing the rate-funding requirement.

To maintain existing partnership investments and to build new ones, it is critical for WREDA to manage its broad portfolio of partners effectively. WREDA will use planned engagement schedules to ensure that investing partners are kept informed of our activities and that their views and aspirations are able to influence our decision-making processes.

8.3 Finding Efficiencies

In keeping with best management practice, WREDA aims to operate efficiently and effectively always.

As the recent merger continues to bed in, WREDA will continue to regularly review its internal processes. Improving practices, removing duplication, and finding efficiencies will be an ongoing focus area for WREDA. We will work from improved CRM systems and have a common and consistent approach to project management and delivery.

Monetary savings that will be targeted from these efficiencies and redeployed within WREDA and allocated to existing or new programmes of activity consistent with our goals of growing Wellington's economy.

Continual review of processes will ensure optimum efficiency and effectiveness; WREDA will consider the use of Councils' shared services programmes and any other opportunities that will enable WREDA to increase its activities.

8.4 Review Venues Operation

WREDA works closely with Wellington City Council to identify the best ways to utilise the Venues it operates so that utilisation is maximised, commercial hire revenues are grown, costs are closely managed and community and arts community usage is facilitated in ways which are both accessible and affordable. We also seek to leverage the venues to enhance the overall economic contribution into the region.

In 2017 WREDA will work with Wellington City Council to evaluate the way it charges for Venues and the way these charges are coordinated with other Council funding programmes such that Wellington can champion a flourishing arts community alongside a commercial venue for conferences and business events. The combination of support mechanisms available to Arts groups and independent arts practitioners can have a powerful influence on the success of such entities/organisations and it is important that WREDA and WCC work hand in hand to provide the very best outcomes for this sector.

In reviewing current venues operation, WREDA will consider a variety of proposals including the development of new venues in Wellington.

8.5 Health and Safety

WREDA is very aware of the importance of Health and Safety for its employees, partners, those we host, and venue patrons. As such WREDA will ensure it meets its obligations with respect to New Zealand laws and regulations and will undertake an annual review based on established best practice guidelines. WREDA aims to provide a workplace that not only meets requirements. We aim to enable employees to thrive through excellence in all areas, including health and safety.

Through the venues management agreement WREDA will, with WCC ensure that Health and Safety requirements are fully considered as part of asset management.

8.6 Human Resources

WREDA's success is fundamentally driven by the efforts of our people through the programmes and projects they design, lead and deliver, and through their connections and networks in the region and globally. People costs account for a significant portion of our operating expenditure and people are clearly our primary resource for creating value.

WREDA's people are focused on delivering its purpose and strategy in an organisation that inspires us to be:

- Passionate about fuelling Wellington's prosperity;
- Active in our vibrant, liveable region;
- Growing their careers in Wellington; and
- Focused on delivery in a culture of collaboration.

Our people are:

- Focused;
- Dynamic;
- Innovative;
- Action oriented;
- Engaging; and
- Bold.

9. Performance Measures

WREDA's performance measure framework identifies quantifiable measures of our programmes and activities as well as a number of key indicators tightly aligned to our objectives. These form the basis of our accountability and will be reported on quarterly.

At a business planning level, qualitative as well as quantitative measures will be used to assess the delivery and effectiveness of the full range of WREDA activity.

Programme of Activity		Measure	2016/17 (forecast)	2017/18	2018/19	2019/20
Grow Business and Innovation	Business Support Development	No. of companies on the scale-up programme ¹	N/a	10	12	14
	Sector Events	No. of events supported in key sectors.	N/a	3	4	5
	Regional Business Partner Programme	Number of actively supported businesses ²	445	445	445	445
	Creative HQ	No. of Wellington start-up ventures and early stage businesses on the CHQ Platform ³	N/a	25	40	20
		No of acceleration programmes (Lightning Lab and Venture Up)	N/a	2	2	2
		No. of members in "Start-up Garage"	N/a	3000	4000	5000
		No. of companies becoming investable	N/a	5	5	5
Attract Business and Investment	Screen Wellington	Conversion rate of logged enquiries to confirmed production or business	25%	25%	25%	25%
		Value of facilitated screen production	\$100m	\$100m	\$110m	\$120m

¹ Beyond pilot running during 2017/18 an evaluation of the impact of the pilot will be undertaken which will inform future years delivery

² Targets are subject to NZTE/Callaghan Innovation target levels for the RBP Programme contract delivered by WREDA

³ The reduction in 2019/20 is in anticipation that financial support for founder-focused incubators may end

		Customer satisfaction survey	80%	80%	85%	90%
	Grow businesses and innovation ⁴	Number of jobs created from WREDA intervention	285	335	310	305
Attract, Retain and Grow Talent	International Student Attraction ⁵	International student visas ⁶	6,400	6,930	7,680	8,360
		International student enrolments ^{7,8}	8,500	9,200 (+8.2%)	10,200 (+10.9%)	11,100 (+8.8%)
		NZ Market share of International students ⁷	7%	7%	8%	8.5%
	Student Employment Pathways	Interns placed in priority sectors	200	225	250	300
	Talent Attraction	Net permanent and long-term arrivals ^{9,10}	3,500	3,600	3,700	3,800
		Wellington share of total net permanent and long-term arrivals ¹⁰	5%	6%	7%	8%
Nurture Environment Conducive to Economic Growth	Policy Advocacy	No. of significant government policy changes successfully influenced for Wellington's benefit	N/a	2	2	2
	Partner / Stakeholder Engagement	Partner/Stakeholder satisfaction score with engagement	Set baseline	80%	85%	90%
	Iwi Economy	Mana Whenua satisfaction score with engagement	New measure	Set baseline	85%	90%
Visitor Marketing Campaigns		Total commercial guest nights ¹⁰	3.1m	3.2m	3.4m	3.5m
		Visitor spend ^{11,12} : Total	\$2.4b	\$2.6b	\$2.8b	\$3.05b
		- International	\$0.78b	\$0.86b	\$0.95b	\$1.05b
		(of which from Australia)	\$0.23b	\$0.24b	\$0.25b	\$0.26b
		(of which from China)	\$0.061b	\$0.079b	\$0.103b	\$0.134b

⁴ Drop off is due to a conservative view as to replacement of existing programmes

⁵ It is assumed that existing programmes continue to be funded.

⁶ Source: Immigration New Zealand

⁷ Source: Education New Zealand

⁸ These figures assume the current WISGP funding programme due to expire in 2018 continues

⁹ Net migration is currently at an historical high

¹⁰ Source: Statistics New Zealand

¹¹ Source: MBIE

¹² Based on industry benchmarks we estimate the additional visitors would generate around 3,300 jobs by the end of the three-year period.

Grow the Visitor Economy		- Domestic	\$1.6b	\$1.7b	\$1.75b	\$1.85b
		Australian arrivals via Wellington Airport	157.0K	160.9k	164.9k	169.1k
	Business Events Wellington	NZ market share multi-day conferences ¹¹	16%	18%	18%	14% ¹³
		Number of international business event bids submitted and/or supported in FY	New measure	20	20	20
		Value of business events (international and domestic) secured in FY	New measure	\$15m	\$17m	\$19m
	Venue Management¹⁴	Value of expenditure by out of town venue attendees	\$46.5m	\$45.4m	\$43.6m	\$51.8m
		Advance the Cultural well-being of Wellington – Number of Wellingtonians attending performance events at Venues Wellington	308,904	290,720	263,465	308,890
		Number of Events: Total	630	624	605	661
		- Performance	340	320	290	340
		- Conference	290	304	315	321
Promote Wellington's Brand and Unique Identity	Major Events Programme	ROI via out of Wellington spend	20:1	20:1	20:1	20:1
		Economic value of major events invested in.	New measure	\$80m	\$80m	\$90m
		Total event attendance	600,000	700,000	700,000	700,000
	Media Programme	Visitor attraction stories in NZ, Australian media	500	500	500	500
		Live, work, do business, invest stories in local NZ and Australian media ¹⁵	85	85	85	85

¹³ The drop in market share for 2019/20 reflects the opening of the New Zealand International Convention Centre, which will impact market share.

¹⁴ The Venue Management performance measures reflect the changing inventory that will be available through the next three years as the St James Theatre will be closed for earthquake strengthening

¹⁵ Targets focus on maintaining coverage whilst ensuring coverage is focussed upon high quality and notable publications appropriate to the target segment.

Table 8: Performance Issues

9.1 Benchmark indicators

In addition to the program success measures above, WREDA has identified a further set of metrics. Whilst impacted by a range of factors not in WREDA's control, the metrics are nevertheless important to overall regional success. WREDA will take a leadership role in monitoring, reporting and influencing these indicators through our activity. We aim to ensure these baseline indicators are exceeded.

	2015/16	2016/17	2017/18	2018/19	2019/20
Wellington real GDP growth	\$29,925m	3.0%	3.0%	3.0%	3.0%
Wellington GDP per capita	\$59.3k	1.5%	1.5%	1.5%	1.5%
Wellington exports growth	\$5,813m	\$6,166m	6.0%	6.0%	6.0%
Wellington jobs growth	274,000	285,000	2.5%	2.5%	2.5%
Population	504,800	1.5%	1.5%	1.5%	1.5%
Wellington Region GPI	91.3	91.5	91.7	91.9	92.1

Table 9: Benchmark Indicators

10. Risk and Mitigation

We have identified a number of risks to WREDA achieving these KPIs. These are listed below together with how we intend to mitigate each of them.

Area of Risk	Risk Description	Mitigation
Partner funding	Partner funding is provided to a number of WREDA's programmes of activities. This funding is dependent upon several factors such as affordability, a return made on the investment made, and alignment of activity with partner goals.	<ul style="list-style-type: none"> • Maintain a regular schedule of meeting with and reporting to commercial partners • Engage partners in planning sessions to ensure programmes meet their expectations • Understand what is happening in the business market of individual partnership groups so that their concerns can be anticipated.
Wellington's reputation	As the key external marketing and messaging agent for the Wellington region around the globe the impact of natural and man-made circumstances can be significant. WREDA needs appropriate plans to mitigate these impacts in all circumstances.	<ul style="list-style-type: none"> • Focus on telling the Wellington story with facts to support and emphasising its strengths and diversity. • Have a tone of voice in communications that highlights the positives of living in a dynamic environment • Use personal stories of Wellingtonians to bring authenticity to storytelling / messaging
Rise of competing cities	City-Regions around the world compete with Wellington for visitors, students, migrants, investors. Representing a small and for most part distant city WREDA needs to make sure its interventions are targeted	<ul style="list-style-type: none"> • All activity must fit within parameters of Statement of Intent and Business Plan intention. • Each business unit is responsible for regularly working through its activity programme with sector support to determine priority.
Changing international geo-political climate	Wellington is not isolated from global factors that will affect the prosperity of Wellingtonians. WREDA must be ready to adapt its work to changing circumstances.	<ul style="list-style-type: none"> • WREDA will always use messaging on the constant positives of Wellington relative to other places such as safety, environment and economic/political stability. • If economic factors change, such as exchange rate movements WREDA will consider the impact of such changes on the outcomes of its activities and changes programmes when required. • Where political changes happen elsewhere WREDA will look to maximise the opportunity for Wellington by changing programme activity to increase the awareness of Wellington as a good place to live and invest.

Key project delivery	WREDA is involved in the development of various infrastructure projects across the region. WREDA needs to ensure that its work outcomes are sufficiently broad based not to depend on individual project outcomes	<ul style="list-style-type: none"> • WREDA employees will keep abreast of major initiatives in the region so that different opportunities are understood and leveraging programmes are considered • WREDA corporate communications will focus on a spread of initiatives boosting the region rather than being focused on individual projects.
Venue Availability	To allow seismic strengthening at the St James Theatre, the theatre will need to close for 14-15 months from March 2018.	<ul style="list-style-type: none"> • WREDA will work with organisations that utilise the St James theatre to facilitate their relocation of activity to the Opera House and Michael Fowler Centre. • WREDA will work with wellington City Council to ensure facilities at the Opera House and Michael Fowler Centre are adapted where necessary and appropriate to accommodate increased usage during the period of closure.
Maintaining working relationships across the Wellington region	As an organisation that is invested in and works for the whole Wellington region it is critical that WREDA maintains processes which continually meet the needs of the whole region at a local level	<ul style="list-style-type: none"> • WREDA will work with both its shareholders and the other Councils in a structured manner such that both elected officials and employees of these organisations are well informed of WREDA's programme of activities at all times • WREDA will participate in work groups and meetings across the Wellington region to support economic development activity. • Where appropriate WREDA will provide expertise it houses to support project development by individual councils or groups of councils in the region
Shrinkage of key sectors	Over time different sectors gather more prominence in their growth within the regional economy. WREDA needs to retain a balanced sectoral portfolio to sustain a mixed economy in the region	<ul style="list-style-type: none"> • WREDA works with the private sector to understand the changing dynamics of sector growth in the Wellington region. Where appropriate WREDA will change, or alter its programmes to reflect the changing needs and opportunities of the region. • WREDA will through its annual Statement of Intent and Business Planning process identify to shareholder's changes in programmes as a result of changing sectoral priorities

Table 10: Risk and Mitigation

Appendices

- 1) Appendix 1 – Letter of Expectations
- 2) Appendix 2 - Governance and Accounting

Appendix 1 – Letter of Expectations



11 January 2017

Peter Biggs
Chair, Wellington Regional Economic Development Agency
P O Box 10017
Wellington

Dear Peter

This letter sets out the Wellington Regional Strategy Committee's (WRSC) expectations for the Wellington Regional Economic Development Agency and its subsidiary, Creative HQ (WREDA) regarding WREDA's Statement of Intent (SOI) for 2017/18.

General

1. WREDA will deliver and report on activities that contribute directly to the outcomes in the Wellington Regional Strategy, we expect evidence of commitment to these outcomes.
2. WREDA receives substantial funding from the shareholding councils and it is expected that WREDA will grow the funding contribution from other sources. The target should be that for every \$1 contributed by the current funding councils being matched by \$1 from other sources in respect of the visitor economy and economic development.
3. The KPIs in the 2017/18 SOI should have clear targets (both qualitative and quantitative), define what success looks like and be ambitious. Such targets will be a reflection of additionality to a business as usual approach and build annually as circumstances allow. Such targets will also enable shareholding councils to identify how WREDA benefits their districts (and ratepayers).
4. We expect that WREDA will take a greater leadership role in initiating projects and programmes where there is clear market failure and a robust rationale for public intervention. This will be in contrast to supporting initiatives that are fundamentally owned and/or managed by other parties.

Specific

5. The 2016/17 SOI did not give sufficient weight to the importance of the visitor economy to the region with only a passing mention of the key projects and programmes. As significant amount funding is provided to WREDA, the 2017/18 SOI will outline the specific actions to continue to grow the visitor economy.
6. Continue with and where appropriate, improve the current international student program, to attract and retain increasing numbers of students, including international students in the region, particularly in the areas of skills shortages.



1. Specific actions and measures that support, facilitate and strongly contribute to a step change in the growth in both numbers and capability of skilled migrants, particularly in the tech sector.
2. Ensure that every opportunity is taken to promote and market the Wellington region including supporting and leveraging off major and other events in Wellington City and the region.
3. Identify, assess and promote economic opportunities that would arise from the major infrastructure projects planned across the region.
4. What actions need to be taken to put in place for a major programme of targeted inward investment for the region, including for tourism.
5. Identify opportunities to lead recovery programmes to ensure business continuity and resilience in the region following significant events such as earthquakes and flooding.
6. Continuing development of the Major Events portfolio including additional and new events.
7. The visit of the Lions and their supporters in late June and early July 2017 is a major event for Wellington and it is expected that WREDA will maximise the benefits that this opportunity offers.
8. Focus on delivering the benefits and efficiencies from WREDA being one organisation to free funding for direct investment in projects.
9. Specific actions and measures that support business growth through science, technology and innovation including the growth of start-up companies.
10. Address skills shortages in the region through specific actions and measures to support skills and workforce development.
11. Identify opportunities to grow the region's Iwi economy.
12. Note the importance of Health and Safety.
13. Where possible consider the use of the councils' shared services programmes.
14. Leverage off major events to tell the Wellington Region story overseas, for example WOW in Seattle.
15. Undertake a review of the Venues operation, specifically the relationship with the arts community and costs and access to the Venues for these groups.

Yours sincerely



Justin Lester
CHAIR, WELLINGTON REGIONAL STRATEGY COMMITTEE

Appendix 2 - Governance and Accounting

WREDA is a not for profit 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 will meet on a regular basis. The Board will have 2 sub-committees, Risk and Audit and the People & Culture Committee.

Dividend policy

It is unlikely that WREDA will deliver a financial dividend to its Shareholders, due to it being deemed a not for profit council controlled organisation.

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 WRSC 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.

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 in accordance with generally accepted accounting practices and NZ International Financial Reporting 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.

Acquisition/Divestment Policy

Any subscription, purchase of acquisition by WREDA of shares in a company or organisation will require Shareholder approval, other than those shares received in return for providing mentoring services.

Commercial value of Shareholder's investment

WREDA will seek to achieve the outcomes as set by the WRSC and its Shareholders from time to time.

WREDA's share capital is represented by \$1,000 fully paid shares.

Shareholder's funds at 30 June 2016 was \$1.5m, this is considered by the Board to be the current commercial value of WREDA.

Accounting Policies

WREDA has adopted accounting policies that are in accordance with the NZ International Financial Reporting Standards and generally accepted accounting practice. The detailed policies are as disclosed in WREDA's 2015/2016 Annual Report.

Financial Forecasts

WREDA EXCLUDING VENUES PROJECT

STATEMENT OF COMPREHENSIVE INCOME			
	2017-2018	2018-2019	2019-2020
Revenue from Shareholders	21,508,075	21,500,000	21,500,000
Other Revenue	7,579,820	8,751,020	9,756,300
TOTAL REVENUE	29,087,895	30,251,020	31,256,300
Operating Expenditure			
Employment Costs	12,446,400	12,797,760	13,499,344
Investment in Projects & Events	14,575,895	15,153,420	15,246,060
Other	1,965,600	2,199,840	2,410,896
TOTAL OPERATING EXPENDITURE	28,987,895	30,151,020	31,156,300
NET SURPLUS / (DEFICIT)	100,000	100,000	100,000

STATEMENT OF FINANCIAL POSITION			
	2017-2018	2018-2019	2019-2020
SHAREHOLDER FUNDS	1,614,945	1,714,945	1,814,945
ASSETS			
Current Assets	3,283,945	3,558,945	3,938,945
Investments	1,500,000	1,500,000	1,500,000
Fixed Assets	331,000	356,000	376,000
TOTAL ASSETS	5,114,945	5,414,945	5,814,945
CURRENT LIABILITIES	3,500,000	3,700,000	4,000,000
NET ASSETS	1,614,945	1,714,945	1,814,945

STATEMENT OF CASHFLOWS			
	2017-2018	2018-2019	2019-2020
Opening Cash	2,100,000	1,840,000	2,063,020
Operating Cash Receipts	29,057,895	29,921,020	30,065,000
Operating Cash Payments	29,287,895	29,673,000	30,123,000
Other Receipts	30,000	35,000	40,000
Other Payments	60,000	60,000	60,000
Net Cashflow	- 260,000	223,020	- 78,000
Closing Cash	1,840,000	2,063,020	1,985,020