

STATEMENT OF EXPECTATIONS

Section 64B, Local Government Act 2002

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY LTD

For the Statement of Intent for the period 2024-25 to 2026-27

ENDURING EXPECTATIONS	
No Surprises	<p>Wellington City Council (WCC) and Greater Wellington Regional Council (GWRC) abide by a No Surprises policy that operates both ways between the Councils and their Council Organisations in relation to items of public interest or matters of significance.</p> <p>The policy is forward looking and requires judgement as to significance. It relies on the open, honest, and thoughtful sharing of information, as legally permitted, between the parties so that each party is aware of significant decisions or matters of interest, at the earliest practicable opportunity and/or before public dissemination.</p>
Relationship	<p>WCC and GWRC will continue to work with Council-controlled Organisations in a collaborative manner to ensure their mahi helps Councils' deliver their strategic priorities to enhance Wellington as a destination whilst enabling each organisation to succeed. This includes continued close involvement of Council-controlled Organisations in the Annual Plan and Long-Term Plan processes and working collectively as a Council-controlled Organisation group on strategic initiatives.</p>
Legislation & Compliance	<p>The Councils expect the Organisation to maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation.</p>
Governance	<p>The Organisation is expected to meet best practice governance standards and, in support of this, to undertake an annual performance review of the overall board, individual board members and the board chair. The board performance review for 2024-25 should be undertaken by an independent evaluator, seek feedback from Councils' Chief Executives, and should cover (but not be limited to) the following areas:</p> <ul style="list-style-type: none"> • Eight elements of effective governance (https://oag.parliament.nz/good-practice) • Management of conflicts of interest • Quality of reporting • How te ao Māori is considered within decision-making. • A review of the board skills matrix, with te ao Māori included on the skills matrix. <p>On completion of this review, the Councils' Chief Executives should receive a report that describes the form the review took and the outcomes of the review. The review is to be completed and reported to Councils by 30 September each year.</p> <p>It is good governance for an entity to maintain a skills matrix in relation to its board of directors or trustees. The Councils would like to receive a copy of the skills matrix, reviewed annually, by 31 March each year.</p>
Risk Management	<p>The Organisation is expected to have robust processes at a governance level to identify and manage risks. This should be documented and regularly maintained.</p> <p>The Councils will seek assurance about the Organisation's risk management processes. In accordance with the No Surprises principle, the Organisation</p>

will notify the Councils of significant risks that may impact on the Councils or the wider group. The Councils' Audit and Risk Subcommittee/Finance Risk and Assurance Committee will ensure that all affected entities are aware of and appropriately managing risks of this nature.

Living Wage

The Councils expect that the Organisation will maintain its commitment to paying the Living Wage.

Modern Slavery

The Councils expect that the Organisation will mitigate the risk of modern slavery in commercial activities.

ALIGNMENT WITH COUNCILS' STRATEGIC DIRECTION

The Organisation is expected to maintain an ongoing alignment to the Councils' strategic direction and their annual and long-term plans.

WCC's 2024-34 Long-term Plan (LTP) is guided by a new vision and priorities that were developed in partnership with the community.

Vision: Pōneke – the creative capital where people and nature thrive.

Priorities

- Transform our transport system to move more people with fewer vehicles
- Fix our water infrastructure and improve our waterways
- Increase access to good, affordable housing to improve the wellbeing of our communities
- Transform our waste system to enable a circular economy
- Nurture and grow our arts sector
- Celebrate and make visible te ao Māori across our city
- Collaborate with our communities to mitigate and adapt to climate change
- Revitalise the city centre and suburbs to support a thriving and resilient economy and support job growth
- Invest in sustainable, connected, and accessible community and recreation facilities

GWRC's 2024-34 LTP is guided by its emerging strategic framework.

Vision: *He rohe taurikura – Nui te ora o te taiao, He hapori kotahi, He manawaroa te āpōpō*

An extraordinary region - thriving environment, connected communities, resilient future

Focus areas

GWRC's core role is to protect the environment while enabling sustainable economic development. The four focus areas set out in the 2024-34 LTP emerging strategic framework are:

- Active partnerships with mana whenua and improved outcomes for Māori
- Leading action for climate resilience and emissions reduction
- Holistic approaches to deliver improved outcomes for te taiao
- Improved access to services and equitable outcomes for communities

GWRC promote the social, economic, environmental, and cultural wellbeing of our communities through our community outcomes:

- **Nui te ora o te taiao | Thriving environment** – healthy fresh and coastal water, clean and safe drinking water, unique landscapes and indigenous biodiversity, sustainable land use and a prosperous low carbon economy.
- **He hapori kotahi | Connected communities** – vibrant and liveable region in which people can move around, safe, sustainable, and effective public transport, inclusive and equitable participation, sustainable rural and urban centres that are connected to each other.

He manawaroa te āpōpō | Resilient Future – Safe and healthy communities, a strong and thriving low-carbon regional economy, adapting to the effects of climate change and natural hazards, community preparedness and modern and robust infrastructure.

WCC documents **Tūpiki Ora** and **Takai Here** should form a section in each Sol, with a description of:

- Te whakatairanga i te ao Māori / Enhancing and promoting Te Ao Māori

WCC would like to see a dedication to elevating the status of te reo Māori across the city. For example, how are CCOs ensuring that access to, resourcing of and investment in Te Ao Māori is a priority?

- Tiakina te Taiao / Caring for our environment

WCC would like to know what efforts are being made to work alongside mana whenua and other community groups to address environmental challenges in the city?

- Te whakapakari pūmanawa / Building capability

WCC would like to know how CCOs are developing trusted relationships and partnerships that are mutually beneficial and collaborative and ensures the direction is co-designed with our mana whenua partners

- He whānau toiora / Thriving communities

In what ways are CCOs increasing opportunities to grow Māori business, leaders and entrepreneurs and invest in greater representations and presence of mana whenua and Māori culture, language, and identity within and across our city?

Improving Outcomes for mana whenua and Māori. GWRC's Te Whāriki (the Māori Outcomes Framework) looks to proactively engage mana whenua in decision making, and incorporate Te Ao Māori and mātauranga Māori perspectives, so we can achieve the best outcomes for Māori across all aspects of our region.

This is embodied through some key principles for Mana Whenua:

- Mana whenua as partners and kaitiaki are actively involved in decision making from beginning to end.
- Realistic innovative opportunities to progress partnership aspirations in the dynamic Crown and Māori environment.

For All Māori these key principles include:

- Mana whenua and Māori are resourced and enabled to participate in decision making.
- Mātauranga Māori is an integral part of our policy, planning and implementation.

The key values in the framework are:

- Manaakitanga – We value our people and treat others with respect and dignity.
- Tika – Be consistent and authentic.
- Tuku ihotanga – Preparing for the future through intergenerational development and growth.

The implementation of Te Atakura: First to Zero is well under way.

- WCC has reset the 2030 city emissions reduction target to a science-based target of a 57% reduction compared to 2020.
- WCC's 2050 net zero commitment remains unchanged.
- Over the next 3 years WCC is also planning for how it can adapt to the unavoidable impacts of climate change. This will include examining how Wellington grows and how it protects the land and infrastructure from extreme weather events.

These goals cannot be achieved by WCC or its CCOs alone. Both WCC and CCOs will need to provide leadership and develop relationships with many other organisations across the city to achieve this transformational change. The next year will be critical in bringing the city on a journey as WCC seeks to gather support from Wellingtonians for the changes needed.

In addition to reporting on carbon emissions, WCC would like to see in each CCO's Statement of Intent, a description of how it intends to:

1. Support the strategic goal of a more than halving in city carbon emissions in the next seven years
2. Support the zero-carbon and zero-waste aspirations of the City and WCC
3. Incorporate climate change impacts and risks into your strategic planning

Ā mātau mahi mō te huringa āhuarangi What we're doing about climate change

Learn about WCC's climate change action plan, Te Atakura - First to zero, the key actions areas, and how we measure the city's emissions. <https://wellington.govt.nz/climate-change-sustainability-environment/climate-change/what-were-doing-about-climate-change>

Aho Tini 2030 – Arts, Culture and Creativity Strategy

The strategy focuses on access and inclusion, higher visibility of Ngā Toi Māori, and the success of the city's artists and arts organisations, and includes a key theme of activating the city's places and spaces.

Four focus areas will direct the work of WCC to bring the vision to life.

- Aho Tangata Our people – connected, engaged, inclusive communities
Our communities are connected by diverse arts and cultural expression
- Aho Hononga Partnership with mana whenua and Māori
We honour te Tiriti o Waitangi and the WCC's partnership with mana whenua in the outcomes we deliver
- Aho Whenua Our places and spaces – our city is alive
The entire city is alive with the possibility of art around every corner
- Aho Mahi – Pathways – successful arts and creative sector, and careers
Wellington is an incredible place to create, live, learn and work

WCC would like to see in each CCO's Statement of Intent:

- how it might explore making spaces within their facility outside of regular programming more accessible for artists (for workshop or teaching, writing, crafting, making or performance) through liaison with our creative spaces team at Creative Capital (*Aho Whenua*)
- identified opportunities to collaborate with artists, including Māori artists and those from diverse backgrounds, through liaison with our team at Creative Capital (*Aho Mahi*)

Strategy for Children and Young People

Making Wellington a great place for children and young people to play, live, study and work.

<https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/strategy-for-children-and-young-people>

This strategy gives context and direction to the work of WCC about the wellbeing of children and young people in Wellington. The plan will tackle these areas in particular.

- Our Central City
You feel safe in the city at any time of day.
- Hauora (wellbeing across the city)
Spaces, places and programmes support your hauora throughout the city.
- The basics
You can access food, safe and healthy housing, and support if you become homeless.
- You belong
Wellington celebrates and includes the diversity of all children and young people.
- Pathways
Our libraries and places can help you be a life-long learner and provide pathways to opportunities.
- Participating in change
We want you to have a say on the decisions that impact you.

Economic Wellbeing Strategy

This strategy was adopted by WCC in June 2022 and provides direction for WCC activities, and for businesses and communities of Wellington City, outlining what the WCC and CCO's can do: partnering with mana whenua and Māori, creating city vibrancy through inspiring and empowering businesses now and for the future, and supporting businesses and organisations to partner with WCC to deliver economic wellbeing outcomes.

The strategy takes a holistic economic wellbeing perspective, incorporating and centring the four wellbeing's (social, cultural, economic and environmental) into strategy development and action planning. CCO's are expected to be aware of implications of the outcomes and address these in the Statement of Intent.

The overall objective of the Economic Wellbeing Strategy is Wellington is a dynamic city with a resilient, innovative, low waste, low carbon circular economy that provides opportunities for all and protects and regenerates our environment. We will do this via six key outcomes:

Outcomes

1. Sustainable business and career pathways

Wellingtonians have equal opportunities to find meaningful, fairly paid and inclusive work

2. Transitioning to a zero carbon circular economy

We aim to be regenerative by design

3. A business-friendly city

Wellington is the city partner of choice for business, investors and developers

4. Centre of creativity and design

Wellington is the centre for Aotearoa New Zealand for creativity and innovation

5. Celebrate our Capital City status

Raising the profile of our Capital City

6. Dynamic city heart and thriving suburban centres

We aim to be a compact city with a dynamic CBD and thriving suburban centres which are economically productive

Accessible Wellington

The Accessible Journey Action Plan June 2019

<https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/accessible-wellington-action-plan>

Improving accessibility to WCC's activities and services remains focus for WCC and it is expected that CCOs will continue support this by planning to improve accessibility where possible.

In particular, WCC would like CCOs to consider Rainbow inclusivity initiatives in their businesses and in doing so note that WCC has a Rainbow Advisory Group who can provide support and guidance on opportunities in this focus area.

Our Strategic Relationship

In the drafting of the Statement of Intent, the Organisation is invited to articulate to WCC what is expected of a strategic relationship between the parties. WCC will respond with feedback to reach a common understanding.

SPECIFIC EXPECTATIONS

The Councils' explicit expectations of the Wellington Regional Economic Development Agency Ltd in relation to its Statement of Intent.

1. WCC expects WellingtonNZ to work in partnership with WCC on the achievement of the Economic Wellbeing Strategy, with particular focus on the following goals: Goal 1 (Sustainable business and career pathways), Goal 2 (Transitioning to a zero carbon circular economy), Goal 4 (Centre of Creativity & Digital Innovation) and Goal 6 (Dynamic City).
2. The combined annual tourism and major events operating grants that WellingtonNZ receives from WCC is being recommended to be reduced by \$1million for FY24/25 after the following CPI adjustment has been made on FY23/24 levels - a CPI adjustment for employee remuneration (as a proportion of the operating grant) and any contractual commitments (as a proportion of the operating grant) for goods and services already in place that have legally binding CPI adjustments. WCC expects WellingtonNZ to identify where they will prioritise their remaining funding through their draft SOI, with the expectation that expenditure will be in the areas where there is a clear and evidence-based return on investment. Due to financial pressures WCC is facing, WCC expects WellingtonNZ to manage costs within its budget and explore opportunities for increased revenue generation to enable WellingtonNZ to deliver on its strategy and WCC expectations. WCC acknowledges that a lot is being asked of WellingtonNZ in a constrained financial environment and understands that this may lead WellingtonNZ to look at its service offering as well new as revenue opportunities.
3. WellingtonNZ is expected to continue its support for businesses to grow and innovate in Wellington and to attract events to the city in support of WCC's economic wellbeing outcomes. This includes providing specialist services to support businesses as part of the City In Transition project, as well a focus on attracting locals to the central city while a prolonged period of significant works to improve the city takes place.

4. WCC continues to expect WellingtonNZ to strongly market Wellington as a destination with a particular focus on attracting visitors into the central city.
5. WCC expects to see initiatives that relate to the Destination Pōneke plan for developing Wellington as a destination for both locals and visitors. WCC also expects WellingtonNZ to rebuild its destination marketing partnership with hoteliers and other tourism organisations to support investment in Wellington's Destination Marketing.
6. WCC continues to expect WellingtonNZ to work with WCC, Te Papa and other partners to ensure Tākina is set up for success and optimise the economic outcomes for Wellington. WCC expects that as Business Events Wellington transitions back to WellingtonNZ, Tākina will remain a core focus for WellingtonNZ by selling it nationally and internationally. WCC also expects WellingtonNZ to deliver our worldclass exhibition programme at Tākina including securing content, production, marketing and customer experience.
7. WCC will continue to work actively with WellingtonNZ to develop Asset Management Maturity for Wellington Venues which will clearly define clear roles and responsibilities between the entities. One of the principal objectives is to create a common understanding with regards to the funding of operational and infrastructure assets, and will outline a practical approach to the ongoing management and maintenance in order to implement the 2024-34 Long Term Plan.
8. WCC expects WellingtonNZ to create a Civic Performance Venues Strategy to inform the FY24/25 year and beyond that leverages WCC's relevant LTP and strategic priorities by balancing economic, creative sector and social outcomes. The strategy should include the creation of new objectives, an outcomes framework, financial plan and a budget.
9. WellingtonNZ is expected to take account of the current economic situation (with the cost of living crisis and retail/hospitality businesses under pressure) and be proactive about identifying opportunities to strengthen and lift regional performance. This includes working closely with the Wellington Regional Leadership Committee on identifying opportunities for regional investment (for example, a Regional Deal).
10. GWRC has put in place a three-year funding agreement to support the implementation of the Regional Economic Development Plan (REDP). WellingtonNZ is expected to lead the implementation of the REDP, to ensure integration and coordination across multiple delivery agencies, and to provide regular updates to GRWC on progress.
11. A key component of the REDP is the commitment to a just transition from a climate and carbon perspective. The regional economy will need to be supported to not only manage this transition but to explore and support the opportunities that emerge from a transition. We expect a continued focus on the need to ensure that future business is sustainable and that business growth is managed in a way which supports our zero carbon goals.
12. Responsibly managing our natural resources for future generations is an important part of the REDP, and we expect WellingtonNZ to continue to take account of environmental and sustainability objectives as the REDP is refined over time.
13. GWRC is committed to supporting Te Matarau a Māui. WellingtonNZ is asked to continue to support the delivery of initiatives contained in this strategy.
14. GWRC would like to see continued support for the implementation of Te Upoko o Te Ika a Māui as a procurement tool for building social and economic prosperity across the region.
15. WellingtonNZ is expected to promote the use of public transport wherever possible within WellingtonNZ destination advertising and promotions.