

STATEMENT OF EXPECTATIONS

Section 64B, Local Government Act 2002

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY LTD

For the Statement of Intent for the period 2023-24 to 2025-26

ENDURING EXPECTATIONS	
No Surprises	<p>Wellington City Council (WCC) and Greater Wellington Regional Council 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 will continue to work with Council-controlled Organisations in a collaborative manner to ensure their mahi helps WCC deliver its 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 a performance review of the overall board, individual board members and the board chair.</p> <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 in relation to the Council appointed Trustees. 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. The Councils would also like to see Te Ao Māori included on the skills matrix.</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 will notify the Councils of significant risks that may impact on the Councils or the wider group. The Councils' Audit and Risk Subcommittee will ensure that all affected entities are aware of and appropriately managing risks of this nature.</p>
Living Wage	<p>The Councils expect that the Organisation will maintain its commitment to paying the Living Wage.</p>

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.

The Wellington City Council's 2021-31 Long-term Plan (LTP) focuses on four wellbeing outcomes that will influence Wellington over the next ten years. The long-term strategic vision: "Wellington 2040 – an inclusive, sustainable and creative capital for people to live, work and play" is supported by four community outcomes that reflect each of the four dimensions of wellbeing and are at the centre of our long-term plan. The outcomes are the basis for all of Council's activities, with the rationale for delivering each of its services connecting back to achieving of one or more of them.

- **Environmental:** A sustainable, climate friendly eco capital

A city where the natural environment is being preserved, biodiversity improved, natural resources are used sustainably, and the city is mitigating and adapting to climate change – for now and future generations.

- **Social:** A people friendly, compact, safe and accessible capital city

An inclusive, liveable, and resilient city where people and communities can learn, are connected, well housed, safe and healthy.

- **Cultural:** An innovative, inclusive and creative city

Wellington is a vibrant, creative city with the energy and opportunity to connect, collaborate, explore identities, and openly express, preserve and enjoy arts, culture and heritage.

- **Economic:** A dynamic and sustainable economy

The city is attracting and developing creative talent to enterprises across the city, creating jobs through innovation and growth while working towards an environmentally sustainable future.

Wellington city is facing significant challenges from the effects of earthquakes and an aging three-waters network to the current and future impacts of climate change. The LTP is Council's response. Through it, Council will build the strong foundations that Wellington needs to meet the challenges of today and prepare it for the challenges of the future. Whether it be: building a more resilient three-waters network; earthquake strengthening Council's buildings; mitigating and preparing for climate change; or investing in the partnership with Māori and mana whenua; the LTP lays the foundations for a dynamic, attractive city fit for the future.

Council's Priority Objectives under the current LTP are:

- A functioning, resilient and reliable three waters infrastructure – with improving harbour and waterway quality and reducing water usage and waste.
- Wellington has affordable, resilient and safe housing – within an inclusive, accessible, connected, and compact city.
- The city's core transport infrastructure is a safe, resilient, reliable network – that supports active and public transport choices, and an efficient, productive and an environmentally sustainable economy.
- The city has resilient and fit-for-purpose community, creative and cultural spaces – including libraries, marae, museums and community halls, where people connect, develop and express their arts, culture and heritage.
- An accelerating zero-carbon and wastefree transition – with communities and the city economy adapting to climate change, development of low carbon infrastructure and buildings, and increased waste minimisation.
- Strong partnerships with mana whenua – upholding Te Tiriti o Waitangi, weaving Te Reo Māori and Te Ao Māori into the social, environmental and economic development of our city and, restore the city's connection with Papatūānuku (nature).

Greater Wellington Regional Council's 2021-31 LTP has four overarching strategic priorities. These are to improve outcomes for mana whenua and Maori, to respond to the climate emergency, to respond and adapt to the impacts of COVID-19, and to align with Government direction. Regional Council's core role is to protect the environment while enabling sustainable economic development. Regional Council's overarching priorities impact on all activities, regardless of core functions.

- **Improving outcomes for mana whenua and Māori.** We are strengthening our commitment to working closely with mana whenua to achieve the best outcomes for Māori and the region, across everything we do.
- **Responding to the climate emergency.** Urgent action is needed now and we have a big, bold target to be carbon neutral by 2030 and climate positive by 2035.
- **Adapting and responding to the impacts of Covid-19.** We plan to lead the way in supporting our region through the COVID-19 recovery, transitioning along the way to a sustainable, low carbon economy.
- **Aligning with Government direction.** The Government is setting some big environmental goals. Some are still evolving and several align with what we are doing already. We plan to be in the best position to respond well.

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

- **Thriving Environment** – healthy fresh and coastal water, clean and safe drinking water, unique landscapes and indigenous biodiversity, sustainable land use, a prosperous low carbon economy.
- **Connected Communities** – vibrant and liveable region in which people can move around, active and public transport, sustainable rural and urban centres that are connected to each other, including mana whenua and mātāwaka Māori communities.
- **Resilient Future** – safe and healthy communities, a strong and thriving regional economy, inclusive and equitable participation, adapting to the effects of climate change and natural hazards, community preparedness, 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

Council 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

Council 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

Council 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. Regional Council'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.

- Wellington City Council has reset the 2030 city emissions reduction target to a science-based target of a 57% reduction compared to 2020.
- Council's 2050 net zero commitment remains unchanged.
- Over the next 2 years Council 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 Council or its CCOs alone. Both Council 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 Council seeks to gather support from Wellingtonians for the changes needed.

In addition to reporting on carbon emissions, Council 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 eight years
2. Support the zero-carbon and zero-waste aspirations of the City and Council
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 Council'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 the Council 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 Council'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

Council 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 the Council 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 Council in June 2022 and provides direction for Council activities, and for businesses and communities of Wellington City, outlining what the Council and CCO's can do: partnering with mana whenua and Māori, inspiring and empowering businesses for the future, and supporting businesses and organisations to partner with the Council 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 Council's activities and services remains focus for the Council and it is expected that CCOs will continue support this by planning to improve accessibility where possible.

In particular, Council would like CCOs to consider Rainbow inclusivity initiatives in their businesses and in doing so note that Council 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 company is invited to articulate to Wellington City Council what is expected of a strategic relationship between the parties. Council 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. The Council expects WellingtonNZ to work in partnership with the Council 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. WellingtonNZ is expected to continue to increase its support for businesses to grow and innovate in Wellington and to attract events to the city in support of Council's economic wellbeing outcomes. This includes providing specialist services to support businesses as part of the City In Transition project, as well as a focus on attracting locals to the central city while a prolonged period of significant works to improve the city takes place.
3. Council continues to expect WellingtonNZ to market Wellington strongly as a destination for visitors, migrants, investors and students.
4. Following the reopening of borders Council expects to see WellingtonNZ's strategy for attracting back its key visitor markets (e.g. Australia, Team Wellington target markets and the domestic New Zealand market)
5. Council expects to see initiatives that relate to the Destination Pōneke plan for developing Wellington as a destination for both locals and visitors.
6. The Council expects WellingtonNZ to work with developers and the hotel sector to grow the stock of hotel rooms in Wellington.
7. Council expects WellingtonNZ to work with Council, Te Papa and other partners to ensure Tākina is set up for success and we optimise the economic outcomes for Wellington. Including championing Tākina, Tākina Events and Exhibitions in Destination Marketing, continuing to drive the sales and marketing for conference and business event activity to secure a strong business events pipeline, and helping optimise the sourcing and delivery of exhibitions through strategic marketing planning and delivery and providing other agreed services.
8. The Council is committed to supporting the FIFA Women's World Cup Australia & New Zealand 2023 when it comes to the Southern Hemisphere for the first time. In collaboration with the Wellington Regional Stadium Trust and the Council, WellingtonNZ is expected to ensure that the city is well prepared to deliver a world class experience for fans and teams for this event.
9. Council 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 for the development of the 23/24 Annual Plan, and the development of a comprehensive Asset Management Plan that will feed into the 2024-34 Long Term Plan.
10. The Council expects WellingtonNZ to partner with Council, the Stadium and Basin Reserve to design a strategic venues investment framework that will enable Council to make more informed decisions around the investment options for the city's entertainment / performance venues with consideration to market opportunity, the needs of our diverse audiences, sector development and sustainability, economic return and cultural wellbeing, in conjunction with considering the need to maintain and enhance our suite of entertainment venues. This includes scoping out potential new partnerships and identifying gaps in our offering (in particular a mid-sized music venue) and recommendations and timeframes for what decisions and investment should be prioritised.
11. Regional Council 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 the Regional Council on progress.

12. 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.
13. 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.
14. The region is committed to supporting Te Matarau a Māui. WellingtonNZ is asked to continue to support the delivery of initiatives contained in this strategy.
15. The region 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.
16. WellingtonNZ is expected to work with the Wellington Regional Leadership Committee on addressing the economic impacts, challenges and opportunities, recovery and response for the region arising from COVID-19.