

STATEMENT OF EXPECTATIONS

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY LIMITED

For the Statement of Intent for the period 2022-23 to 2024-25

ENDURING EXPECTATIONS	
No Surprises	<p>Wellington City Council 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>
Legislation & Compliance	<p>The Councils expects 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.</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 Organisations 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 groups. The Councils' Audit and Risk Subcommittee will ensure that all affected entities are aware of and appropriately managing risks of this nature.</p>
COVID-19	<p>The Councils expects that COVID-19 will continue to impact the operating environment for the foreseeable future and invites the Organisation to discuss probable impacts and responses to this pandemic.</p>

ALIGNMENT WITH THE 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 Wellington City Council's response. Through it, the 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.

Wellington City Council's Priority Objectives for the next three years

- 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).

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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 Maori.** We are strengthening our commitment to working closely with mana whenua to achieve the best outcomes for Maori 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.

In relation to Kia eke panuku Māori Strategic Direction, Wellington City Council would like to see in each CCO's Statement of Intent, a description of how it is now, or intends to:

- Strengthen its partnership with mana whenua and Māori
- Deliver better outcomes for Māori.

Some of the focus areas of these commitments could include:

- 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?

- 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.

- 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?

- 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?

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Improving Outcomes for mana whenua and Maori. Regional Councils Maori Outcomes Framework looks to proactively engage mana whenua in decision making, and incorporate tea o Maori and matauranga Maori perspectives, so we can achieve the best outcomes for Maori 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 Maori environment.

For All Maori these key principles include

- Mana whenua and Maori are resourced and enabled to participate in decision making.
- Matauranga Maori 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.

- 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

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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

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

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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

Council is currently working on its Economic Wellbeing Strategy, which includes engagement with CCOs. When the strategy is finalised, CCOs will be expected to be aware of its implications and how these can be addressed in the Statement of Intent.

Principles

- Regenerative & Zero Carbon Economy
Making the city resilient for the future
- Honouring the Te Tiriti by partnering with mana whenua
We will work with mana whenua to deliver Te Matarau a Maui
- Collaboration
Collaborating with business sector, councils in the region, and central government
- A city for all people
We value diversity, inclusivity, accessibility, creativity and communities

Outcomes

- A Dynamic and Flourishing City
Celebrating diversity, enhancing safety, and sparking curiosity
- A Regenerating City
We regenerate the city and invest to make the city future-ready
- A City that Retains its Workforce
Wellington attracts a skilled and diverse workforce to enable the city to thrive
- Creative, Innovative, Digital City
Using our Digital Advantage to create a more informed, open and connected city
- Easy to do Business
Inspire and encourage business to thrive
- Well-connected and celebrated Capital
Making the most of our capital city status – a place of decision making and activity

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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. The Council will respond with feedback to reach a common understanding.

SPECIFIC EXPECTATIONS

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

1. Tākina is an important Council project and represents a significant investment in economic development for the city. Tākina is expected to open in July 2023. Given the significance of this investment and its importance to the city, it is imperative that the time between now and the planned opening date is used to drive the sales and marketing activities for this new venue. This period should also be used to ensure Venues Wellington are developing and advancing planning as to how they will transition from less emphasis on business events to a greater focus on performance, entertainment and community.
2. Council would like to see consideration around these matters and specifically:
 - How WellingtonNZ will provide support to Tākina to raise its profile as an exhibition destination for New Zealanders and, through playing a key part in the promotion of hosted exhibitions, maximise the number of visitors to those exhibitions and Wellington
 - How WellingtonNZ will provide the marketing support required by the Business Events Wellington team to fully activate their Sales and Marketing activity plans to reach targeted audiences that help secure business events for Tākina from international sources, in particularly Australia, as well as domestically.
 - WellingtonNZ should provide clarity around the overall marketing plans for the Australian visitor market, based on a range of border scenarios, and the levels of investment including partner-leveraged support.
 - The planning and supporting actions that will be undertaken to reflect a greater emphasis on performance, entertainment and community events across the civic venues operated by Venues Wellington.
3. In addition to Council's strategic direction and the focus areas and emphasis of its new strategies, and in the context of the travel status both nationally and internationally, Council continues to expect WellingtonNZ to market Wellington strongly as a destination for visitors, migrants, investors and students.

4. 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.
5. Together with Experience Wellington and the Cable Car, WellingtonNZ is expected to support the planning for early interventions to add value to the cable car journey and celebrate the historic Kelburn area with longer-term plans for its future.
6. The regional funding agreement was put in place for a one year period while the Regional Economic Development Plan (REDP) was developed. Regional Council will seek to establish a three-year funding agreement for the period of the SOI.
7. A key component of the REDP will be 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.
8. The region is committed to supporting Te Matua a Maui. WellingtonNZ are asked to continue to support the delivery of initiatives contained in this plan.
9. 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.
10. The region would like to see further support for the implementation of Te Upoko o Te Ika a Maui as a procurement tool for building social and economic prosperity across the region.