

**WELLINGTON REGIONAL ECONOMIC  
DEVELOPMENT AGENCY LIMITED**

**STATEMENT OF INTENT  
2023-2026**

**WellingtonNZ**

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*In accordance with the Local Government Act 2002, this Statement of Intent (SOI) states the planned activities, intentions and performance measures for the Wellington Regional Economic Development Agency (WREDA) for the next three years. It is written in response to the Shareholders December 2022 Statement of Expectation and covers both WREDA Ltd (WellingtonNZ) and its subsidiary Creative HQ Ltd.*

## 1. MIHI

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

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

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

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

*The many mountains of Te Upoko o te Ika a Maui (from Head of the Fish of Maui) stand proud.*

*We acknowledge the mana whenua people of the region, of Wellington, Hutt Valley, Wairarapa, Kāpiti and Porirua.*

*We acknowledge all peoples and the many communities of the Pacific Islands.*

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

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

## 2. STATEMENT FROM THE CHAIR AND CHIEF EXECUTIVE

The task of an economic development agency is, as our mission statement says: to be a catalyst in creating a thriving Wellington region for all. Delivering this requires us to balance a long-term view – to align with wider goals such as Carbon Zero 2050, and to support mana whenua and Māori in our region (Mātāwaka) – with the need to deliver more immediate tactical results to support our shareholders and partners. This is a broad remit, and our challenge is to determine, in consultation with our shareholders, where we should focus to achieve the greatest impact.

This Statement of Intent (SOI) is the result of a process of reflection and engagement and highlights the areas where we believe we can have the most positive effect.

In short, our strategy will see us focusing on **jobs for the future** (with particular focus on the broader technology sector, and on Māori and Pasifika businesses); on **placemaking and storytelling** (which includes major events such as the FIFA Women’s World Cup and WOW, business events, promoting Tākina, and attracting tourists to our region); and **collaboration** (using our convening power to bring people together, attract investment, and progress major initiatives – to achieve more than any of us can alone).

To deliver our strategy we are increasing our capability to work with Māori and Pasifika businesses and communities. We have new people, new projects and deeper relationships to support progress in this space. We are also building capability to ensure the FIFA Women’s World Cup is a success and fully leveraged to promote our region on the world stage. Other key areas of work – for example in the Screen and Technology sectors – are also receiving more focus and resources. This builds on the work we have already completed with stakeholders across the region to develop strategies which are widely supported and, as they are implemented, will enhance the economic strength and resilience of our region. Detail about our strategy and choices are provided in section 4 of this document.

The SOI recognises and responds to a number of risks. These include macro-level challenges such as the climate crisis, and those more specific to us and our region, including a range of regulatory measures (particularly the current review of screen rebates and the ongoing uncertainties around earthquake standards and insurance for buildings). We are actively working with partners to address these issues.

Despite the challenges, this SOI reflects confidence in our region and its future – and in our role to contribute to shared prosperity. Our city and region are packed with talent and potential. Together with our shareholders and stakeholders we will work to make the most of those assets to ensure all those who live in and visit our region share in our pride, excitement, and sense of optimism for the future.

Tracey Bridges      **Chair of the Board**  
John Allen          **Chief Executive**

### 3. OUR ROLE AND PURPOSE

#### WHO WE ARE

WellingtonNZ is the Wellington region's economic development and promotions agency. We are a Council Controlled Organisation (CCO) with our shareholders being Wellington City Council (WCC – 80%) and Greater Wellington Regional Council (GWRC – 20%). We are governed by an independent Board of Directors who are appointed by the shareholders. WellingtonNZ is responsible to its two shareholders. We also report regularly to the Regional Leadership Committee which oversees the implementation of the Regional Economic Development Plan.

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

WellingtonNZ is also the owner of a subsidiary company, Creative HQ Ltd. Creative HQ provides business incubation, acceleration, and innovation services. It was established as a separate entity to encourage creativity and innovation, with separate governance to ensure responsible decision making and risk taking. WellingtonNZ maintains oversight of Creative HQ through the presence of a director and the CEO on the Creative HQ board.

#### OUR PURPOSE

Our vision is that **the Wellington regional economy is thriving, with more people participating in the benefits**. This means more opportunities for people – to study, work enjoy, and participate in all that the region has to offer.

To contribute to this vision, our mission is to be a catalyst in **creating a thriving Wellington region for all**. This purpose reflects our central role in placemaking, storytelling, supporting businesses growth, and in attracting people to our region as the best place in New Zealand to visit, host an event, start and sustain a business, make a film, study, migrate to or invest in. By working to make our region thrive and take advantage of opportunities and experiences, we create a platform for our region to prosper – both economically but also in terms of vibrancy, livability, and inclusiveness. We attract people and investment by telling the stories of this place, and actively promoting it to domestic and international audiences. We invest in events which bring visitors to our region. In addition, with a wide range of partners (our shareholders, central government, local businesses, universities and education providers, and our subsidiary Creative HQ), we invest in and support initiatives to create jobs, improve quality of life, and retain and develop the enormous talent in our region.

## 4. OUR STRATEGY FOR 2023-26

<b>WellingtonNZ</b>	Our strategy	<b>MISSION</b> Creating a thriving Wellington region for all <span style="float: right;">Updated February 2023</span>		
		<b>MORE</b> Businesses succeeding & employing more people	<b>MORE</b> Locals & visitors participating in events & experiences	<b>MORE</b> Collaboration & investment across the region
		<b>JOBS FOR THE FUTURE</b> Support businesses to grow, innovate & meet future workforce needs.	<b>PLACEMAKING</b> Enhance Wellington's reputation as New Zealand's creative heart	<b>COLLABORATION &amp; ENGAGEMENT</b> Work in partnership to support investment in the region to unlock opportunities
Our Rocks 'guiding priorities'	<b>Mana Whenua &amp; Mātāwaka</b> Working with mana whenua to increase their economic wellbeing & create employment opportunities for Māori across the region. There are specific initiatives to do this across each of our priority areas.			
	<b>Events</b> Enrich the lives of our people & attract visitors to the region through major business and performance events			
	<b>Tourism</b> Promoting our region, telling our stories, & developing new attractions to draw visitors & enhance our economy & brand			
	<b>Talent</b> Strengthening resilient businesses & attracting people & companies to live & invest in Wellington			
	<b>Technology</b> To drive job growth & build scale in the Tech sector in Wellington region (inc STEM - Science, Engineering and High-value Manufacturing)			
	<b>Regional Economic Development</b> Driving the delivery of the Regional Economic Development Plan (inc Screen, Primary Sector Food and Fibre) and the Wairarapa Economic Development Strategy (WEDS)			

In developing our work programme and priorities for 2023/24 we have carefully considered the terms of the Statement of Expectation and of the various WCC and GWRC policies which are referred to. Although our focus is on economic growth, it is strongly people centered. We seek the positive impact that jobs, tourists, and events have in enabling our region and its people to thrive.

We recognise the important role mana whenua plays in leading us into the future and we are committed to reflecting the obligations of Te Tiriti o Waitangi in our work. The growth in Māori business across the region is exciting and reflects the entrepreneurial skills and aspirations of mana whenua. There is a real opportunity to build on the current momentum and we are actively working with Māori partners to support their priorities.

WellingtonNZ is a small organisation with limited people and financial resources. We are, as the Statement of Expectation demonstrates, asked to deliver a lot. Our work programme for 2023/24 seeks to focus our delivery in areas in which we believe we can make a significant difference, over a number of years.

The areas have been carefully selected. The sections below provide brief information on our intentions in each area:

## MANA WHENUA AND MĀORI IN THE REGION

Working to support and enable the aspirations of mana whenua is a key element of our work. This recognises the significant talent and energy in Māori communities, and the potential to drive stronger economic outcomes than have traditionally been achieved. It also recognises our responsibility to operate in a way that is consistent with the principles of Te Tiriti o Waitangi. We will do this by enabling effective partnership, working to protect taonga such as Te Reo Māori, and seeking participation of mana whenua in the development of our work plan and its delivery. This is work in progress for WellingtonNZ but is one we are embracing by building our capacity and increasing our engagement. Our work in this area is seen in Māori-specific initiatives (for example our work with Te Matarau a Maui), and in our support of a range of projects in tourism, skills development, Screen (particularly through our UNESCO City of Film programmes), and through the Regional Economic Development Plan (REDP) projects we are implementing.

## EVENTS

In terms of attracting people to our city and region, events deliver. They drive bed nights, visitor spending, and spending by residents, as well as delivering significant reputational and social benefits for our community. With major events like the FIFA Women's World Cup in the mix, 2023/24 is going to be a very strong year for our Events and Experience business, and our Venues Wellington team (who operate many of the Wellington City Council Venues). Events don't just support our hospitality, accommodation, and retail sectors, but also provide significant work for the local events and creative sectors and add excitement and energy to the city, making it a great place to live and work. The opening of Tākina Wellington Convention and Exhibition Centre will add to this momentum. We believe investment in events is a very clear winner for the region, and therefore we will work with promoters and artists to attract and market a diverse range of events in the venues we operate on behalf of Wellington City Council. We will work to bring major events such as international artists and sports attractions to our city. We will also actively promote Wellington as a place to hold conferences and continue our work to ensure Tākina attracts business events and blockbuster exhibitions in our city.

## TECHNOLOGY

The Technology sector, whether SaaS businesses, gaming, screen or even advanced engineering, represents a major growth opportunity for our city and region. The strength of our eco-system: Crown Research Institutions, universities, established private players (Wētā FX, Trade Me, Xero, Datacom), and startups give us a real competitive advantage, which we need to build on. The benefits of these sectors include their ability to scale quickly, the "weightless" nature of their exports, and their relatively high wages.

There are of course other sectors which are important in our economy – particularly Government and Professional Services – but these are not, in our view, areas which we are able to influence directly. By focusing on technology, we can make a tangible difference and drive sustainable growth. We have tasked

our subsidiary Creative HQ with growing the number of technology start-ups and supporting founders to scale their businesses. We are also actively working to attract investment into the sector and develop entrepreneurial talent in our young people.

The screen sector is also a major focus. As the Regional Film Office, Screen Wellington will continue to implement the attraction programme, support film and gaming, and capitalise on our UNESCO City of Film status to create a more vibrant, sustainable, and inclusive region. The sector provides significant opportunities and considerable financial and reputational benefits for our region despite current headwinds, and the sector strategy developed last year (which is reflected in the Regional Economic Development Plan), gives us a strong basis for working with the sector to realise opportunities.

## **TOURISM**

Marketing and promoting our region to attract tourists is a core activity for WellingtonNZ. In recent years we have had to work hard in the face of COVID-19, earthquakes, and infrastructure challenges to tell the stories of our city. The tourism market (both domestically and internationally) is hugely competitive, so our approach is to be creative, take some calculated risks in our own storytelling, and leverage the reach and financial investment of others, including the TIA, Tourism NZ, and New Zealand Story. We will also support the developers of new tourist attractions – Dark Skies in Wairarapa for example – because they ensure that when tourists visit, they have a great experience and extend their stay. Our programme of work in this area is shaped by the Destination Management Plan developed for Pōneke in partnership with the Wellington City Council.

## **TALENT**

Our region needs to attract, grow, and develop talent to survive. This is getting harder to do as competition for talent heats up nationally and internationally. In the coming year we will continue to invest in marketing the city and region as a great place to live and work. The programme includes a number of campaigns and initiatives which leverage the work done in 2022/23 to attract talent to the region and retain it. We are also investing in a number of programmes to better signal job opportunities and support rangatahi into work. These include exploring the development of skill hubs, establishing a Summer of Engineering Programme to compliment the successful Summer of Tech model, and establishing a tech event for school students designed to open their eyes (and those of their parents and teachers) to the opportunities in the sector. Much of this work implements the strategies set out in the Regional Economic Development Plan and insight from the Regional Skills Leadership Group.

We will continue to provide, through the Regional Business Partners Programme, funded by MBIE and Callaghan Innovation, a range of services to help businesses increase their capability and develop their innovation potential. This will help them to grow revenue and employment, attract investment for growth, and expand their export value, so we can grow our region's prosperity for the benefit of all.



## REGIONAL ECONOMIC DEVELOPMENT PLAN

The Regional Economic Development Plan (REDP) and its initial cohort of 33 projects is a real game changer. It brings together the priorities for our region and the aspirations of mana whenua and our wider community. The range of projects reflect the diversity of this place – from primary industries (food and fibre) opportunities in Wairarapa, to STEM initiatives in the Hutt Valley, skills development projects in the Kāpiti Coast, and strengthening our technology and screen sectors across our region. As part of this, and as noted above, we are working closely with Te Matarau a Maui and iwi to ensure the aspirations of mana whenua are recognised and supported.

We are also working closely with Pacific communities. Our region’s Pacific population is young, diverse, and talented. As part of our REDP work, we are actively building capacity, deepening relationships, and developing specific programmes (for example a collaboration with the Pacific Business Networks to develop a Pacific resource hub, and a Student/Business networking series with Victoria University of Wellington).

Good progress is being made in initiating these projects but securing funding (which often requires central or local government support) is challenging. We cannot do this work alone and are looking to key partners to commit energy, resources, and action to make it happen. We will also be working with the Wellington Regional Leadership Committee to enable this.

## ZERO CARBON

We also recognise the need to ensure future business is sustainable and that business growth is managed in a way which supports our zero carbon goals. The work we are doing to help achieve this goal is described in each relevant section of our SOI. Broadly:

- we are supporting entrepreneurs to establish companies that assist in achieving the goal (CoGo would be an example)
- working with businesses to change their processes to be more sustainable (our tourism accelerator is an example)
- working to grow businesses which deliver weightless exports (which is why we have such a strong focus on the screen and tech sectors)
- continuing to work on our own business, particularly in our venues to reduce their environmental impact.

## FUNDING

The above priorities can only be realised if we have appropriate resources to apply to them. This is a challenge. While our core funding looks generous, when applied across our broad portfolio and the outcomes expected of us it is not.

To meet the competition for talent and tourists we need to be able to consistently invest in storytelling and targeted advertising campaigns. The money we have available for both production and media does not go far. We do our best to make up for this through creative approaches and partnerships, but it's important to recognise the value that is achieved through investment from our shareholders. Similarly, we need to make trade-offs in terms of the support we are able to offer to different business sectors, to ensure our investment is not spread too thinly to be meaningful.

This is not a new problem – and we understand the current significant pressure on our shareholders . We are committed to securing additional funding from the public and private sector and to leveraging the work of others such as Tourism NZ and central government. We will be even more determined in this space in 2023/24. However, if we really want the region to fly, we have to be prepared to invest in economic development and in promoting our city. We have the people, the passion, and skills to make more impact – but funding matters.

## 5. HOW WE WILL MEET THE SPECIFIC REQUIREMENTS OUTLINED IN THE STATEMENT OF EXPECTATION

### ENDURING EXPECTATIONS

#### **No Surprises**

The relationship with shareholders is critical to our success. We have an open and high trust relationship which works on a “no surprises” basis. We meet regularly with shareholder representatives and actively discuss risks to the achievement of our plan and how we might mitigate these.

#### **Relationship**

We will meet the requirements set out.

#### **Legislation & Compliance**

Our Risk and Audit Committee and our Board have an active role in oversight of all aspects of legislative compliance. Our Health and Safety programme is comprehensive, legally compliant, and constantly evolving as new challenges emerge. Our subsidiary, Creative HQ, is governed separately to provide an additional level of assurance and compliance.

#### **Governance**

We will meet the requirements set out.

#### **Risk Management**

The Risk and Audit Committee actively oversees our risk management framework which is regularly reviewed by the Senior Leadership Team.

#### **Living Wage**

The organisation is committed to continuing to pay its staff a living wage or above. In 2023 this will mean an increase of 9.9% to \$26 per hour for those staff currently paid the Living Wage. As contracts come up for renewal, we remain committed to ensuring the living wage is paid by work undertaken by our sub-contractors.

### SPECIFIC EXPECTATIONS

#### **1. Working in Partnership with Council**

We have actively engaged with Wellington City Council to determine our primary areas of focus under the Economic Wellbeing Strategy. We agree with the areas prioritised and have identified initiatives to deliver progress under these goals.

#### **2. Support for business and city in transition**

We will continue to provide a coordinated suite of high value programmes and services to help businesses increase their capability and develop their innovation potential. This will help them to grow revenue and employment, attract investment for growth, and expand their export value, so we can grow our region's prosperity for the benefit of all. The support includes the work undertaken by our Regional Business Partner team who are funded by MBIE.

We intend to support the city in transition over the next three years with a business support programme to reduce business risks from infrastructure works. This will include a range of support activities including a liaison person, consultancy, capability building, and marketing support for impacted businesses, as well as events programming and signage and wayfinding enhancements. This work is subject to funding support.

### **3. Wellington is marketed as a destination for visitors, migrants, investors, and students**

Presenting Wellington as an exciting and compelling destination to visit is a critical focus of WellingtonNZ's strategy and at the heart of the work we undertake. We will continue to deliver campaigns that drive the appeal of our region in key areas, including talent attraction and business storytelling, celebrating our iconic events, and promoting our screen industry. We are developing a new approach to our city brand and story that will be informed by strategy work currently in development. This work is being led from a Te Ao Māori perspective in collaboration with mana whenua. The output will be used to inform our campaigns and will create greater consistency and richness in our storytelling. WellingtonNZ has also invested in our digital platforms, and will continue to deliver engaging content programmes to further the growth and reach of our audiences.

### **4. Attracting back visitors from markets (e.g. Australia, Team Wellington target markets, and the domestic New Zealand market)**

Ensuring that Te Whanganui a Tara Wellington remains a destination of choice for our manuhiri is at the core of our marketing and trade programmes. With borders open and as airline capacity and connection resumes and grows, we are developing trade-led programmes in conjunction with Team Wellington partners to ensure we capitalise on key international markets, including Australia, North America, and China. In Australia, we will continue to implement direct-to-consumer programmes through marketing partnerships with Tourism New Zealand and airline partners, and, subject to investment, will undertake broader consumer campaigns driving consideration of Wellington in key east coast ports. We will continue to prioritise attracting domestic audiences to Wellington given they represent 75% of our visitors. We will deliver campaigns that excite visitors, focusing on short breaks and encouraging a minimum two-night stay. We will also use our marketing resources to leverage the event and festival schedule the city offers.

### **5. Destination Pōneke plan**

WellingtonNZ will continue to deliver key destination management programmes (as set out in our Destination Pōneke Strategy), provided we secure funding from the Destination Wellington fund to allow us to continue to employ a dedicated Project Manager. We have made significant progress in

the realisation of the 10-year plan, with 70% of actions underway across the 61 initiatives. We will continue to collaborate across the industry and focus on key projects including the ongoing development of the Wellington tourism sustainability programme, encouraging higher use of public transport through our memorandum of understanding with GWRC/Metlink, leveraging our capital city status through civic storytelling, and working with Te Wharewaka o Pōneke Charitable Trust on the feasibility of developing Te Aro Pā. We're prioritising projects which may meet the criteria of the Government's Innovation Programme for Tourism Recovery to attract additional investment.

#### **6. Work with developers and the hotel sector to grow the stock of hotel rooms in Wellington**

WellingtonNZ recognises the importance of accommodation supply to support the growth ambitions of the region. We will continue to undertake the work we have started to better understand the opportunity for Wellington. However, given many of the levers that can be implemented to secure investment and development from the developers, operators and investors ultimately sit with Wellington City Council, WellingtonNZ recommends this programme of work should be led by Council.

#### **7. Working with Council, Te Papa, and other partners to ensure Tākina is set up for success**

WellingtonNZ recognises the significant opportunity of the exhibition spaces in Tākina to attract and deliver world class, family-friendly exhibitions to Wellington that will draw both residents and visitors in significant numbers to the city and support the city's economic wellbeing. In the coming year we will work to identify, source, attract, market, and deliver a strong programme of exhibitions in Tākina, aligning with both our Major Events work and venues delivery. We are committed to maximising the potential of the exhibitions at Tākina through specific marketing programmes which will also be integrated across WellingtonNZ campaigns and channels to reach our extensive audiences.

Through our Business Events Wellington team, we will continue to work with Council and Te Papa to ensure the sales and marketing of Tākina as a convention venue deliver the best business outcomes for Tākina as well as economic impact for the wider city. Business Events Wellington will also continue to act as the Convention Bureau for Wellington and support the promotion and attraction of conferences to other venues in Wellington.

#### **8. FIFA Women's World Cup Australia & New Zealand 2023**

We appreciate the importance of FIFA Women's World Cup 2023, and the opportunity presented by the tournament. WellingtonNZ will continue the work to date and lead the successful delivery of the Host City obligations for the FIFA Women's World Cup 2023, and will work alongside other key partners, including the Wellington City Council, Wellington Regional Stadium Trust and Wellington International Airport, to not only ensure we are compliant with our Host City obligations, but we deliver a great event experience for all stakeholders including FIFA, teams, officials, and both domestic and international fans.

In addition, the FIFA Women's World Cup 2023 provides a significant promotional opportunity to

increase the awareness of Te Whanganui a Tara Wellington to global audiences. We will implement promotional programmes centered on priority markets such as the United States, and we will work with key partners across the city to implement a range of exciting leverage programmes including the FIFA Fan Zone and extensive city dressing, that showcase Wellington as a place of inspirational wāhine.

**9. Develop Asset Management Maturity plans for Wellington Venues which will clearly define clear roles and responsibilities between the entities**

We will work proactively with Wellington City Council to develop and deliver a robust Asset Management Plan for both operational and infrastructure assets in the venues we manage, and to ensure that the venues are fit for purpose and can deliver an outstanding experience for our clients and customers that attend events. This plan will serve to inform the 2024-34 Long Term Plan.

**10. 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**

We will work with the partners identified to review the current stock of entertainment/performance venues in Wellington and design a venues investment framework to support informed planning and prioritised investment decisions in renewals, improvements, and redevelopment of the city's various venues. This will include the opportunities to be realised with the reopening of the Wellington Town Hall, and the opportunities for redevelopment of the Opera House as a flexible theatre space and mid-sized music venue in conjunction with the Town Hall. Development of the venues and making them fit for purpose is key to meeting the ambitions of the city's Aho Tini and economic wellbeing strategies.

**11. Implementation of the Regional Economic Development Plan (REDP)**

The Regional Economic Development Plan (REDP) was approved by the Wellington Regional Leadership Committee (WRLC) and launched in August 2022. The REDP provides a united, long-term direction and aims to help the region to prioritise, fund, and deliver high impact economic initiatives to create some of the 100,000 new decent jobs needed in the region over the next 30 years, and improve the quality of life of residents.

We will continue to lead the programme management office to help support and drive the initiatives forward. This will include coordination with the initiative leads, the Steering Group to provide oversight of delivery, and the interface with the WRLC. WellingtonNZ, Screen Wellington, and Creative HQ are also leading a number of initiatives in the plan. Making progress on these projects requires funding and active engagement of key partners. We are actively working across the region to make things happen.

A refresh of the REDP is proposed to be undertaken in 2024, providing an opportunity to continue to refine the plan against the key objectives and progress made in key areas, including environment and sustainability.

## 12. Transitioning to a zero carbon economy

One of the five Strategic Objectives in the REDP is to support a transition to a zero carbon economy and responsibly manage our natural resources for future generations. 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.

From WellingtonNZ's point of view, a key focus is on weightless export delivered by technology companies, cleantech initiatives, and the continuation of the successful Tourism Sustainability programme. This work is augmented by the programmes offered through our subsidiary Creative HQ to help businesses adapt to lower carbon production and delivery models and to support startups innovating in this space. New initiatives will continue to be assessed against the strategic objectives by an assessment panel, including the Greater Wellington Regional Council, before they are recommended for approval into the REDP.

## 13. Managing our natural resources

Responsibly managing our natural resources for future generations is an important part of the REDP, and we will continue to take account of environmental and sustainability objectives as the REDP is refined over time.

As above, new initiatives will continue to be assessed against the strategic objectives by an assessment panel before they are recommended for approval in the REDP. Sustainable land management is a focus of the primary sector (food and fiber), and we will continue to support initiatives that minimize the impact on the environment such as the ōtaki and Porirua Trusts Board's sustainable land use initiative. Water accessibility and security is a priority focus area in the REDP and while we are not the lead, we will continue to support, make connections between business, iwi and local government to ensure that our natural resources are sustainably managed for future generations and provide opportunities for businesses to prosper.

## 14. Māori Economic Development

One of the five strategic objectives of the REDP, Te Ahikāroa, will enhance and empower the takiwā (region) of Te Upoko o Te Ika. Ahikāroa are those who stoke the home fires, overseeing the cultural vibrancy of their respective takiwā.

Initiatives, including those led by Te Matarau a Māui, mana whenua, and mātāwaka, will support Māori to thrive and lead to greater outcomes for all in our region. WellingtonNZ's new Head of Māori Business Projects and Strategic Relationships will continue to develop positive relationships with participants in the Māori economy to identify initiatives and opportunities for support. Our team of WNZ champions for the REDP initiatives will continue to make connections, build relationships, and support Māori economic development, for example, the STEM Mentorship programme with Ngāti Toa. We intend to continue building our organisational capability in Te Ao Māori and are scoping the approach for the organisation. Our organisational values are being reviewed through a Māori lens to build a positive and inclusive culture.

### **15. Te Upoko o Te Ika Accord**

We will continue to focus on our Te Upoko o Te Ika Accord commitments as a key initiative of the REDP. The adoption of more inclusive procurement practices for Māori and Pasifika businesses is a means to even the playing field and contribute to social and economic prosperity across the region. We will lead by example through our contracting practices, supporting providers in the Regional Business Partners network and advocating for others to adopt these principles.

WellingtonNZ will work with external providers to gather an understanding of the current ecosystem for social procurement. This will assist us to identify priority areas for future investment in a region wide approach to social procurement.

### **16. Wellington Regional Leadership Committee**

WellingtonNZ will continue to work with the Wellington Regional Leadership Committee to address the economic impacts, challenges and opportunities, recovery and response for the region arising from COVID-19. A good example of this is the submission on the Government Review of the NZ Screen Production Grant, which WellingtonNZ has actively facilitated. The review will have a significant impact on the screen industry and the WRLC support of our submission should help the government understand the importance to the industry and communities in our region.



## ALIGNMENT WITH THE COUNCIL'S STRATEGIC DIRECTION

In Wellington City Council's Statement of Expectation, our shareholders set out several priorities and goals. In this section we note how our work contributes to those. The relationship with our shareholders is critical to our success. We have an open and high trust relationship which works on a "no surprises" basis, and actively discuss risks to the achievement of our plan and how we might mitigate these.

<b>Council Strategy</b>	<b>WNZ initiatives in response to specific expectations</b>	<b>WNZ Work Programms</b>
<b>WCC Economic Wellbeing Strategy</b>	(1), (11)	WNZ-01, WNZ-05, WNZ-14, WNZ-11, WNZ-12, WNZ-13, WNZ-14, WNZ-06, WNZ-16, WNZ-17, WNZ-07, WNZ-09, WNZ-19
Sustainable business and career pathways	(5), (11), (12), (7)	WNZ-10, WNZ-12, WNZ-03
Transitioning to a zero carbon circular economy	(5), (12)	WNZ-10, WNZ-17, WNZ-12, WNZ-03
Centre of creativity and design	(9), (10)	
Dynamic city heart and thriving suburban centres	(2), (4), (6), (7), (8), (10)	WNZ-16
<b>WCC 2021-31 Long Term Plan</b>	(1)	WNZ-17, WNZ-12
Environmental: A sustainable, climate friendly eco capital	(12)	WNZ-14
Social: A people friendly, compact, safe and accessible capital city	(3)	
Cultural: An innovative, inclusive and creative city	(9), (10)	WNZ-20
Economics: A dynamic and sustainable economy	(7)	WNZ-17, WNZ-12
<b>WCC Aho Tini 2030 – Arts, Culture and Creativity Strategy</b>	(1)	WNZ-20, WNZ-12, WNZ-09
Making spaces more accessible		
Identified opportunities to collaborate with artists	(9), (10)	WNZ-20
<b>Wellington City Council documents Tūpiki Ora and Takai Here</b>	(1)	WNZ-20, WNZ-09, WNZ-11, WNZ-17, WNZ-12
Te whakatairanga i te ao Māori / Enhancing and promoting Te Ao Māori	(5)	WNZ-17
Tiankina te Taiao / Caring for our Environment	(12)	WNZ-14, WNZ-12
Te whakapakari pūmanawa / Building Capability	(15)	WNZ-17, WNZ-12, WNZ-09
He whānau toiora / Thriving Communities	(15)	WNZ-17, WNZ-12, WNZ-09
<b>Greater Wellington Regional Council's 2021-31 Long Term Plan</b>	(1)	WNZ-11, WNZ-12, WNZ-17
Improving outcomes for mana whenua and Māori	(11), (14), (15)	WNZ-12
Responding to the climate emergency	(11), (12)	WNZ-14, WNZ-12
Adapting and responding to the impacts of Covid-19	(11), (16)	WNZ-12
Aligning with Government Direction	(11), (16)	WNZ-12
Thriving Environment	(11)	WNZ-12
Connected Communities		
Resilient Future	(11)	WNZ-12
<b>WCC Strategy for Children and Young People</b>	(1)	
<b>WCC Accessible Wellington Action Plan</b>	(10), (11),(5)	

### **WNZ Initiatives in response to specific expectations**

1. Working in Partnership with Council
2. Support for business and city in transition
3. Wellington marketed as a destination
4. Attracting back visitors
5. Destination Pōneke plan
6. Work with developers and the hotel sector
7. Working with Council, Te Papa and other partners to ensure Tākina is set up for success
8. FIFA Women's World Cup Australia & New Zealand 2023
9. Develop Asset Management Maturity plans for Wellington Venues
10. Strategic venues investment framework
11. Implementation of the Regional Economic Development Plan (REDP)
12. Transitioning to a low carbon economy
13. Managing our natural resources
14. Māori Economic Development
15. Te Upoko o Te Ika a Māui
16. Wellington Regional Leadership Committee

### **WNZ Work Programms (as set out in appendix one)**

WNZ-01	Major Events
WNZ-02	Wellington Brand
WNZ-03	International Visitation
WNZ-04	Domestic Visitation
WNZ-05	Talent Attraction
WNZ-06	Wellington Destination Management Plan
WNZ-07	Investment attraction
WNZ-08	Venues Wellington
WNZ-09	UNESCO City of Film
WNZ-10	Wellington Regional Trails Framework
WNZ-11	Māori Economic Development and Business Support
WNZ-12	Wellington Regional Economic Development Plan
WNZ-13	Creative HQ – Incubation Services and Innovation Ecosystem Support
WNZ-14	Tech Sector
WNZ-15	Wellington Convention Bureau – currently on secondment to Wellington City Council
WNZ-16	Supporting Wellington businesses to thrive
WNZ-17	Mana Whenua Partnerships
WNZ-18	Future Development Strategy and Infrastructure Projects
WNZ-19	Skills, talent and education
WNZ-20	Screen Wellington

## 6. PERFORMANCE METRICS

In recent years, WellingtonNZ has reviewed its performance framework with the aim of:

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

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

For this reason, we continue to adjust our performance measures to ensure we have a set of performance measures that best represent WellingtonNZ's activities and programmes, but also ensure we are maintaining consistency and keeping the metrics to a small set.

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

### KEY HEADLINE PERFORMANCE INDICATORS

<i>KPI</i>	<i>Explanation</i>	<i>2023/24 Target</i>	<i>2022/23 Forecast</i>	<i>2022/23 SOI</i>
<b>JOBS FOR THE FUTURE</b>				
KPI 1: Direct economic impact of WellingtonNZ's activities and interventions (1)	This is a measure we introduced in 2019/20. It is designed to provide a dollar value indication of the impact of WellingtonNZ activities by collating the value of those activities that we directly influence and impact (where we have data to support that).	\$150m	\$131m	\$130m
KPI 2: Number of businesses engaged by a WellingtonNZ intervention or	This is a measure we introduced in 2019/20. It is designed to provide an indication of the number of businesses that we have	2,300	2,146	2,200

programme (2)	directly impacted on by either being part of a WellingtonNZ programme or a direct WellingtonNZ activity or intervention			
<b>JOBS FOR THE FUTURE</b>				
KPI 3: Equivalent Advertising Value (EAV) from media activity (3)	This is a measure we introduced in 2019/20. A key activity for WellingtonNZ is creating external stories and media content. Equivalent Advertising Value (EAV) is an accepted industry estimate of the value of media coverage that results from public relations and media activity. EAV is based on the equivalent cost to purchase the same reach and coverage results. This is a combination of TNZ (International media EAV) and Domestic Media	\$30m	n/a Yearly report	\$20 million
KPI 4: Value of expenditure generated from events (including business, performance, and major events) (4)	Currently we measure out of region spend events at both Wellington city venues (covering both performance and business events) and Major Events. It is calculated using agreed methodology that is consistent across New Zealand.	\$110m	\$104m	\$75M (depending on Covid alert levels and viability of events)
The number of Wellington Region residents that attend events (5)	In light of COVID-19 and an increased domestic focus, we will measure the local audience at events to reflect the full impact.	550,000	512,778	500,000 (depending on Covid alert levels and viability of events)

**COLLABORATION & ENGAGEMENT**

KPI 5: Stakeholder engagement (6)	This is a measure of the engagement we have with our wide and varied stakeholders, and the quality of those relationships.	90%	95%	90%
KPI 6: Māori Business support (7)	Number of Māori Businesses and Projects supported across WNZ.  Satisfaction of Māori businesses receiving support.	Establish a baseline	n/a	n/a
KPI 6: Pasifika Business support (8)	Number of Pasifika Businesses and Projects supported across WNZ.  Satisfaction of Pasifika businesses receiving support.	Establish a baseline	n/a	n/a

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

<b>KPI</b>	<b>Explanation</b>	<b>2023/24 Target</b>	<b>2022/23 Forecast</b>	<b>2022/23 SOI</b>
KPI 1: Financial Management (9)	Budget on track – income, expenditure and surplus.	To Target	To Target	To Target
KPI 2: Funding Diversification (10)	% of revenue from commercial/non council funding and commercial activity (combined WellingtonNZ and Creative HQ)	34%	32%	32%
KPI 3: Employee Engagement (11)	As measured by our CultureAmp employee surveys	78%	76%	70%

#### INDIRECT MEASURES OF IMPACT

We will continue to measure, monitor, and report on a range of metrics which indicate how the region is performing in key areas of WellingtonNZ interest, but for which WellingtonNZ only has a partial or no direct impact. These include measures that are specifically requested as part of the WCC funding agreements.

<b>Measure</b>	<b>2023/24 Target</b>	<b>2022/23 Forecast</b>	<b>2022/23 SOI</b>
International Arrivals through Wellington International Airport	International 100,000 Australia 120,000	International 62,794 Australia 85,218	International 100,000 Australia 120,000
Visitor spend (Domestic & Other)	Domestic \$1,200 m Other \$250m	Domestic \$1,124m Other \$246m	Domestic \$900m Other \$180m
Total Visitors' nights to our Wellington Region	2,500,000	2,561,657	2,400,000
Share of multi-day conferences reported in the Wellington Region	25%	23%	22%

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

Population Growth due to migration to Wellington Region	2,500	Forecast – -2,000 Actual 2022 calendar year -2,350	2,500
Wellington Region GDP Growth	2.0%	2.3% (as at 31 Dec)	2.5%
Wellington Region GDP per Capita <sup>1</sup>	\$76,891	n/a	n/a
Number of Filled Jobs in our Region	310,000	313,066 (as at 31 Dec 22)	270,000
Number on Jobseeker Support benefit – Work Ready	11,000	10,245 (Jan 23)	11,500
Mean Annual Earnings of people in employment in the Wellington region	\$82,000	\$79,612 (Dec 22)	Workforce \$76,169
Labour force unemployment by ethnic group	4.5% average for Region 7.9% for Māori and 7.5% for Pacific People	n/a	n/a
Overall satisfaction with life (Biennial)	89% of population in 2022	n/a	n/a
Ability of income to meet every day needs (Biennial)	59% have enough or more than enough in 2022	n/a	n/a

## NOTES AND SOURCES

### DIRECT MEASURES

(1) This is calculated from assessing the contribution of the value of business events attracted, the screen permits, value of redemptions for retail and hospitality promotions, the value of capability vouchers distributed, the value of R&D grants distributed, out of region expenditure at events, the

<sup>1</sup> [WREDP-Regional-Snapshot.pdf \(wellingtonnz.com\)](#)

value of spend from WellingtonNZ hosted programme activity, the value of sales generated through i-SITE pay and display, the value of sales made in the i-SITE for Wellington businesses, the contribution of non-local government funding to the activity of WellingtonNZ, the equivalent advertising value for marketing and promotions activity, Creative HQ, the spend of visitors generated as a result of WellingtonNZ promotional and marketing activity.

(2) This number is calculated by aggregating the number of businesses who have received support from WellingtonNZ's programme and activities including, businesses who participated in Visa Wellington on a Plate (Producers, Breweries and Restaurants), WellingtonNZ partners who have formal partnerships with WellingtonNZ on programmes of work during the year (tourism, marketing, events and business partners), start-up businesses who WellingtonNZ provide professional capability building advice to, businesses who have benefited from featuring in WellingtonNZ promotional and marketing activities such as Wellington Unlocked, and Advent Calendar, businesses who have received support through WellingtonNZ's workforce and business support programme (such as Summer of Tech/Summer of Engineering, Regional Business Partner programme and Pop up Business School).

(3) Equivalent Advertising Value (EAV) is an accepted industry estimate of the value of media coverage that results from public relations and media activity. EAV is based on the equivalent cost to purchase the same reach coverage results. This is a combination of TNZ (International media EAV) and Domestic Media

(4) The combined value of new spend in the region from visitors attending events in Venues Wellington and attendance at Major Events for which WellingtonNZ is an investor. It is calculated using agreed methodology that is consistent across New Zealand.

(5) The total number of tickets recorded for major events and events in Venues Wellington that have been sold to residents in Wellington Region.

(6) Measure of satisfaction by a range of stakeholders and key business partners. The methodology is an annual survey which captures stakeholders' level of satisfaction with the quality of engagement with WellingtonNZ.

(7) The number of Māori businesses engaged, and their satisfaction as described in (6)

(8) The number of Pasifika businesses engaged, and their satisfaction as described in (6)

(9) Financial profit and loss performance to within budget as monitored and reported on a monthly basis by our finance team

(10) Measure of the percentage of revenue/income that comes from non-council shareholder funding across WellingtonNZ and Creative HQ

(11) Measure of engagement from WellingtonNZ's annual Culture Amp engagement survey

(12) Overall satisfaction with life and the ability of income to meet every day needs comes from the Nielsens Biennial Quality of life survey.

## INDIRECT MEASURES

- International Visitors Arrival – StatsNZ
- Tourism Electronic Card Transactions (TECTs) – Ministry of Business Innovation and Employment
- Accommodation Data Programme – Ministry of Business Innovation and Employment and Fresh Info.
- Business Events Research Programme – Industry Partnership
- Population Growth Data on Net Migration to Wellington Region – Infometrics
- Wellington Regional GDP value – Infometrics
- Monthly Employment Indicators – StatsNZ
- Number on Jobseeker Support Benefits – Workready – Ministry of Social Development
- Earnings for people in paid employment by region, sex, age groups and ethnic groups table – StatsNZ

## 7. FINANCIAL SUMMARY

STATEMENT OF FINANCIAL PERFORMANCE			
	2023/24	2024/25	2025/26
<b>REVENUE</b>			
Revenue from Shareholders	24,849,995	23,258,565	23,700,677
Other Revenue	9,493,648	10,443,013	11,487,314
<b>TOTAL REVENUE</b>	<b>34,343,643</b>	<b>33,701,578</b>	<b>35,187,991</b>
<b>EXPENDITURE</b>			
Personnel Costs	16,037,200	16,339,060	16,982,794
Investment in Projects and Events	15,623,602	14,032,172	14,941,727
Other Expenditure	3,182,841	3,330,345	3,263,469
<b>TOTAL EXPENDITURE</b>	<b>34,843,643</b>	<b>33,701,577</b>	<b>35,187,990</b>
<b>SURPLUS</b>	<b>-500,000</b>	<b>1</b>	<b>1</b>



STATEMENT OF FINANCIAL POSITION			
	2023/24	2024/25	2025/26
<b>SHAREHOLDER FUNDS</b>	<b>2,400,000</b>	<b>2,400,001</b>	<b>2,400,002</b>
<b>ASSETS</b>			
Current Assets	7,400,000	7,400,000	7,400,000
Investments	1,900,000	2,000,000	2,100,000
Other Non Current Assets	100,000	100,000	100,000
<b>TOTAL ASSETS</b>	<b>9,400,000</b>	<b>9,500,000</b>	<b>9,600,000</b>
<b>CURRENT LIABILITIES</b>	<b>7,000,000</b>	<b>7,099,999</b>	<b>7,099,998</b>
<b>NET ASSETS</b>	<b>2,400,000</b>	<b>2,400,001</b>	<b>2,500,002</b>

STATEMENT OF CASHFLOWS			
	2023/24	2024/25	2025/26
<b>Opening Cash</b>	<b>5,000,000</b>	<b>4,000,000</b>	<b>4,000,001</b>
Operating Cash Receipts	32,343,643	33,701,578	35,187,991
Operating Cash Payments	33,343,643	33,701,577	35,187,990
<b>NET CASHFLOW</b>	<b>-1,000,000</b>	<b>1</b>	<b>1</b>
<b>CLOSING CASH</b>	<b>4,000,000</b>	<b>4,000,001</b>	<b>4,000,002</b>

Notes:

- Financial Summary is a consolidated view (Parent and Subsidiary – Creative HQ)
- Revenue forecasts from our Shareholders are reflective of funding agreements in place. This includes revenue coming off our balance sheet that has been held in advance, alongside the revenue granted to match salaries and wages of employees employed to run WCC’s Performance and Conference Venues.
- Other Revenue reflects revenue from third parties and commercial activity, and the revenue achieved by Creative HQ resulting from its commercial activities.
- Investments represent the value of the investments from Creative HQ in the companies that it incubates and retains a shareholding.

## 8. RISKS TO KPI ACHIEVEMENT

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

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

<b>Area of Risk</b>	<b>Risk Description</b>	<b>Mitigation</b>
Availability of shareholder and partner funding	Our funding is insufficient to deliver the events, promotions, product development and business support required to ensure we achieve the economic wellbeing benefits we are being tasked to achieve. This risk is increased by current and anticipated cost inflation.	<p>Ensure delivery is in line with partner expectations.</p> <p>Ensure CPI increases are received for core funding</p> <p>Maintain a regular schedule of communications with and reporting to partners.</p> <p>Engage major partners in planning sessions to ensure programmes meet their expectations.</p> <p>Review partner funding arrangements on a regular basis.</p> <p>Seek new commercial revenue sources.</p>
Venue Availability and Suitability	That the model we are using to operate our Events business, and the suitability of our Venues is not appropriate to attract the diversity of events required to maintain the entertainment offering of the city and attract visitors/talent to the region.	<p>WellingtonNZ will work with WCC to ensure appropriate capex is allocated to renewals within existing venues so that they remain fit for purpose during this period.</p> <p>WellingtonNZ will work proactively with core hirers to find solutions that meet their needs, both within existing venues and other venues in the city.</p> <p>WellingtonNZ will communicate proactively with the market on the status of Venues.</p>

<p>Maintaining strong working relationships across the Wellington region</p>	<p>As an organisation that is invested in and works for the whole Wellington region it is critical that WellingtonNZ maintains appropriate stakeholder engagement processes.</p>	<p>WellingtonNZ will work with both its shareholders and the other Councils within the region in a structured and proactive manner such that both elected officials and officers of these organisations are well informed of WellingtonNZ's programme of activities at all times.</p> <p>WellingtonNZ will participate in appropriate work groups across the Wellington region to support economic development activity.</p>
<p>Access to government funding</p>	<p>We are unable to access Government funding to support COVID-19 recovery, our arts and innovation sectors, and essential infrastructure investment.</p>	<p>WNZ, GWRC, Wellington Regional Leadership committee and the TAs to develop a regional economic plan and to build the relationships necessary to both align the region around specific priorities and to secure necessary funding. The implementation of projects which this plan identifies (which will be located throughout the region) will be a major focus through the term of this SOI.</p>
<p>Tākina success</p>	<p>That we fail to realise the opportunities presented by the opening of Tākina in both the convention and exhibition space.</p>	<p>We work closely with WCC and Te Papa to finalise the operating model and build the relationships required for success. This includes continuing engagement of our Business Events Wellington team in this space along with the development of new capabilities to source, attract and deliver exhibitions and securing the funding to deliver this.</p>

Shortage of Housing	That there is not enough affordable housing, including housing of the appropriate quality to house the talent required to fulfil the roles created by the economic development of the region.	We will continue to advocate with Councils in the region to ensure that the development of new housing is a priority and ultimately ensure our Region can thrive. We acknowledge that we cannot independently resolve this.
Technology sector growth	That we fail to seize the opportunities presented by our screen, VR, gaming, and technology sector to grow export-oriented businesses of scale.	We will work across the sector to tell its stories and promote investment and collaboration. We will also work with Creative HQ, the universities and CRI, and entrepreneurs, and provide them with the skills and support necessary to build businesses of scale.

In addition to the above, WellingtonNZ has a strategic and operational risk framework which is governed by the Risk and Audit Committee of the WellingtonNZ Board.

## 9. APPENDICES

### APPENDIX ONE: PROGRAMME OF ACTIVITY

#### PLACEMAKING

*Objective: Enhance Wellington as New Zealand’s creative heart — driving more locals and visitors to participate in events and experiences, and drive visitation into local businesses and attractions.*

<b>Unique ID</b>	<b>Programme</b>	<b>Overview</b>
WNZ-01	Major Events	<p>Over the period WellingtonNZ will seek to increase our support and investment in Major Events for Wellington City, taking a portfolio approach to generate economic, brand and social benefits. Over the coming period, we will utilise this investment in Major Events to attract events to Wellington in support of the city's economic wellbeing outcomes and assisting to deliver a dynamic city. We will partner with key venues and stakeholders to present events and exhibitions that will drive both residents and visitors in significant numbers into the city.</p> <p>In this SOI period our WellingtonNZ Major Events team will also administer and monitor the Wellington Regional Events Fund. The fund will focus on securing events for the Wellington region that will drive domestic visitation to the region, increasing domestic tourism.</p>
WNZ-02	Wellington Brand	<p>WellingtonNZ is developing a new city / regional brand strategy to ensure the Wellington brand is positioned and updated to reflect the needs of today and is also future facing and reflective of key city and destination strategies. Taking a fresh approach with Te Ao Māori at the core of our storytelling, once completed we will integrate the brand strategy across all our marketing and communications programmes to provide greater consistency and impact in the work we undertake. The brand strategy will be supported by a new digital website platform to increase the effectiveness of our content and channels to drive growth and engagement in our audiences.</p>
WNZ-03	International Visitation	<p>With international travel increasingly showing positive signs of recovery and airline capacity continuing to increase, WellingtonNZ will implement programmes to ensure Wellington remains a key destination for international manuhiri. We will work closely with key stakeholders including Tourism New Zealand, airlines and Team</p>

		Wellington partners to drive visitation. Our trade tourism activity will continue across all key markets, but with a particular focus on Australia, North America and China. In Australia we will implement consumer-led programmes concentrated on the key east coast ports and drive awareness and consideration of Wellington through direct and commercial partnership activity. We will leverage the FIFA Women’s World Cup 2023 to drive global awareness of Wellington, positioning Wellington as a city of impact through the celebration of inspirational wāhine that have, are and will continue to shape Wellington as a destination for all.
WNZ-04	Domestic Visitation	WellingtonNZ will continue to focus strongly on the domestic market given it accounts for 75% of the manuhiri that experience Wellington. As New Zealand’s best short break, we will continue to focus on the region’s strengths promoting our world-class experiences, creativity, innovation, nature, and culture — driving ticket sales, hotel bookings and spend in the city. The promotion of Tākina exhibitions will be integrated into our marketing programmes alongside the promotion of major events including the likes of World of Wearable Arts, Wellington on a Plate, and the many performance events held in our venues. We have a specific focus on leveraging the FIFA Women’s World Cup 2023 to engage and excite local and domestic audiences to participate in the tournament. Leveraging off our domestic campaigns, we will also support businesses during the city in transition works by focusing on signage, wayfinding and the delivery of events to attract people into the city.
WNZ-05	Talent Attraction	Talent attraction (and retention) remains a key focus for WellingtonNZ. Building on the impact of the Only in Wellington campaign and the showcasing of a range of successful Wellington businesses, we will implement programmes to attract new talent to the region targeting key sectors with a focus on Technology. With strong domestic and international competition, we will need to think differently, and we will look to create a fame moment to draw attention and consideration of Wellington as a destination. Our talent programmes will integrate with our visitation marketing activity given lifestyle appeal of a destination is a key driver for those considering change.

WNZ-06	Wellington Destination Management Plan	<p>Subject to the continued funding of the Project Manager, WellingtonNZ will continue to lead the delivery of the Destination Pōneke plan to ensure that tourism enhances the economic, social, cultural, and environmental benefit for visitors and locals alike. Strategic focus areas include enriching experiences, transitioning to a regenerative tourism model, and sharing stories of people and place. Specific projects that will be focused on include building sustainability capability in tourism and related businesses, working with Metlink on promoting sustainable transport for visitors, and supporting product development and storytelling with mana whenua. We will commence work to consider the impact on the city and region’s sustainability goals of the future growth in visitors.</p>
WNZ-07	Investment attraction	<p>Attracting and facilitating investment in the tech and screen industries that will support business attraction, retention, and growth, to drive job opportunities and economic growth across the region – for example the in-market ambassador pilot and Screen Attraction programme “Make it here - (<a href="#">It’s all here in Wellington UNESCO City of Film - YouTube</a>)”.</p>
WNZ-08	Venues Wellington	<p>WellingtonNZ recognises the importance of our Venues in delivering entertainment, cultural, sporting, business, and community events for residents and visitors – generating economic, social, and cultural benefits to Wellington. WellingtonNZ will continue to manage the operation of the Wellington city entertainment venues under the Venues Wellington brand – including sales, event operations, customer experience, and facilities management. We will continue to plan and implement models to drive the desired content, providing a high-quality entertainment offering, as well as working with performing arts and community groups to utilise the venues.</p> <p>Providing an opportunity to set clear strategic objectives for the Venues Wellington business, Tākina’s opening in 2023 will follow the reopening of the St James in 2022. Shifting the mix of content to a greater emphasis on performance and entertainment events, we will continue to plan and implement models to drive the desired content, providing a high-quality entertainment offering that makes Wellington and its venues an attractive proposition for current and potential residents.</p> <p>Over this SOI period we will continue to work with WCC to drive</p>

		investment in our civic venues, including the redevelopment of venues, to ensure they are fit for purpose and meet changing audience trends and expectations.
WNZ-09	UNESCO City of Film	<p>In 2019 Wellington was named a UNESCO City of Film. WellingtonNZ is the lead agency in coordinating and leveraging this accolade through storytelling, working with the screen industry, and local and central government. The programme aims to contribute to a more vibrant, sustainable and inclusive screen sector by uplifting and giving voice and pathways to new, diverse talent. We will:</p> <ul style="list-style-type: none"> <li>• Continue to support existing film culture projects that provide access to underserved and underrepresented communities.</li> <li>• Develop partnerships with Māoriland Film Festival – schools programme, improve regional access.</li> <li>• Support EVO – Film and poetry in school’s programme. A collaboration with Dunedin UNESCO City of Literature five poets and five filmmakers work together on audio visual.</li> <li>• Implement the AR Film Heritage Trail should the application be successful with Manatū Taonga – the Ministry for Culture.</li> <li>• Continue to engage with Māori leaders in the screen sector and creatives across the region to move towards a bicultural city of film and embed Te Ao Māori into our programmes.</li> <li>• Continue to provide leadership in engagement within our Film City Cluster and the UNESCO Creative Cities network.</li> </ul> <p>We are expected to provide a four-year report to UNESCO on the work programme and demonstrate how we are contributing to the Creative City mission, Sustainable Development Goals, and promotion of Wellington as a Creative City. This is important if we are to retain our Creative UNESCO City of Film status.</p>
WNZ-10	Wellington Regional Trails Framework	WellingtonNZ will continue to lead the promotion of our amazing Wellington trails across Te Upoko o Te Ika utilizing the Find Your Wild brand and through promotion in WellingtonNZ content and channels. The support and growth of the Regional Trails Framework is a key element of our collaboration with regional partners and local businesses located close to trails.



## JOBS FOR THE FUTURE

*Objective: Support businesses to grow, innovate and meet future workforce needs, to ensure more businesses are succeeding and employing more people.*

<b>Unique ID</b>	<b>Programme</b>	<b>Overview</b>
WNZ-11	Māori Economic Development and Business Support	<p>Our work in 2023 and beyond will have a greater focus on supporting the growth of mana whenua, Māori businesses and entrepreneurs. We currently have a dedicated resource supporting Māori businesses through the Regional Business Partnership Program and a Head of Māori Business Projects and Strategic Relationships.</p> <p>We are engaging participants in the Māori economy to capture initiatives that promote Māori business enablement and include these in the Regional Economic Development Plan. Our goal is for WellingtonNZ to resource and lead the implementation of some of these projects.</p> <p>Additionally, we are actively supporting Māori Tourism projects such as Te Aro Pā revitalization and continuing to support the implementation of Te Upoko o Te Ika a Māui as a procurement tool for building social and economic prosperity across the region.</p>
WNZ-12	Wellington Regional Economic Development Plan	<p>The Regional Economic Development plan, led by WellingtonNZ, is governed by the Wellington Regional Leadership committee which is made up of mayors from each of the local authorities and Horowhenua District Council, mana whenua partners and central government ministers.</p> <p>The objective is to guide the long-term economic direction of the Wellington Region in line with the Regional Growth Framework; to support the creation of 100,000 jobs, and improve quality of life for our people.</p> <p>We will continue to lead the programme management office to help support and drive the agreed initiatives forward across eight key focus areas: four sectors (screen, creative and digital; science, technology, engineering and high-value manufacturing; visitor economy; and primary sector food and fibre. This will include coordination with the initiative leads, support from a WNZ Champion, the Steering Group to provide oversight of delivery and the interface with the WRLC.</p>

		<p>A refresh of the REDP is proposed to be undertaken in 2024, providing an opportunity to continue to refine the plan against the key objectives and the progress made in key areas, including environment and sustainability.</p>
WNZ-13	Creative HQ – Incubation Services and Innovation Ecosystem Support	<p>Creative HQ is a vital asset that enables WellingtonNZ to support and grow the region’s start-up and entrepreneurial activity. To sustain and grow their capability and the industries they engage with, we are supporting business incubation and corporate (and government) innovation. We want to see a dramatic rise in the number of business start-ups in the region and the range of support available to founders as they scale their businesses.</p>
WNZ-14	Tech Sector	<p>We are working to implement our Tech Sector Strategy. This has three key goals:</p> <ul style="list-style-type: none"> <li>• Increase the quantity and quality of new businesses in the Wellington region who have the ambition to reach global customers.</li> <li>• Support high growth companies that currently employ 20 – 300 people with the expertise, talent, and resources they need to become major employers in our region.</li> <li>• Promote a focus on sustainability and climate response technology and ensure our sector provides opportunities to disadvantaged groups.</li> </ul> <p>Our initial goal is for Wellington to be ranked as a top 50 city for innovation in the Global Innovation Cities Index (currently ranked at 120). The key metrics our initiatives will seek to influence include:</p> <ul style="list-style-type: none"> <li>• Increase quantity of start-up companies</li> <li>• Increase venture capital invested in the region</li> <li>• Increase number of per capita jobs in the science and technology sector</li> <li>• Decrease carbon emissions of Wellington businesses</li> </ul> <p>In 2023 we will launch a number of significant initiatives that support these goals. These include:</p> <ul style="list-style-type: none"> <li>• New Zealand’s biggest ever business accelerator programme will launch at Creative HQ in April, run for six months and</li> </ul>

		<p>support the establishment of 60 new businesses.</p> <ul style="list-style-type: none"> <li>• Launch a new ‘Scaleup Wellington’ support program for early-stage businesses with some traction (post revenue or capital raise). This is a nine-month incubation programme to help businesses with high-growth potential with free office space, coaching, and access to global advisors.</li> <li>• A leadership training programme for SLT members at our top 40 high growth companies (Sharesies, Cogo, Volpara, Hnry, Raygun etc). With the right leadership, these businesses could become our next Datacom or Xero and employ thousands in high-value jobs.</li> <li>• A Tech Careers event at the Michael Fowler Centre to inspire and inform 1000 high school students, teachers and career advisors from across the region.</li> <li>• A major recruiting event to help our high growth companies attract talent from universities and other industries.</li> <li>• A major campaign to promote our renewable and sustainable technology businesses and establish Wellington as an international leader in Cleantech.</li> <li>• A STEM programme in Porirua intermediate schools initiated by WellingtonNZ and led in partnership with Ngāti Toa and Victoria University.</li> </ul>
WNZ-15	Wellington Convention Bureau – currently on secondment to Wellington City Council	<p>WellingtonNZ recognises the significant opportunity of the exhibition spaces in Tākina to attract and deliver world class popular exhibitions to Wellington that will drive both residents and visitors in significant numbers to the city and support the city's economic wellbeing outcomes in delivering a Dynamic City. Over the period, WNZ will provide WCC with a full range of services to identify, source, attract, market, and deliver a strong programme of exhibitions in Tākina, aligning with both our Major Events work and venues delivery. We are committed to maximizing the potential of the exhibitions at Tākina through specific marketing programmes which will be integrated across WellingtonNZ campaigns and channels to reach our extensive audiences.</p> <p>Through our support of Business Events Wellington, we will continue to work with Wellington City Council and Te Papa to ensure the sales and marketing of Tākina as a convention venue deliver the best business outcomes for Tākina as well as economic impact for the</p>

		wider city. Business Events Wellington will also continue to act as the Convention Bureau for Wellington and support the promotion and attraction of conferences to other venues in Wellington.
WNZ-16	Supporting Wellington businesses to thrive	We will continue to provide a coordinated suite of high value programmes and services to help businesses increase their capability and develop their innovation potential. This will help them to grow revenue and employee bases, attract investment for growth, and expand their export value, so we can grow our region's prosperity for the benefit of all. The support is across the region through the Regional Business Partners Network (\$500k per year), with MBIE and R&D/innovation services with Callaghan Institute and other avenues.

## COLLABORATION AND ENGAGEMENT

*Objective: Work in partnership to support investment in the region to unlock the best outcomes and opportunities for all.*

<b>Unique ID</b>	<b>Programme</b>	<b>Overview</b>
WNZ-17	Mana Whenua Partnerships	We are working closely with Te Matarau a Maui and iwi to ensure the aspirations of mana whenua are recognised and supported. We will continue to deepen these relationships to ensure our work supports their goals and we're working in partnership to deliver for the people of this region.
WNZ-18	Future Development Strategy and Infrastructure Projects	We will continue to work with the Wellington Regional Leadership Committee on future development strategies (regional growth framework) where there is a link or dependency with the REDP, for example future industrial land development research, food security strategy, complex development opportunities, emissions reduction, and climate change adaption. Whilst we are not the lead for these initiatives, we can lean in to support relationships and connections in critical infrastructure such as water accessibility and security in Wairarapa.
WNZ-19	Skills, talent and education	One of the enabling chapters of the REDP and reflecting our involvement with the Regional Skills Leadership Group, we will continue to support programmes that are targeted at providing opportunities to support our rangitahi and create pathways to decent employment. Currently we are supporting the Summer of Tech, Summer of Engineering, STEM Mentorship programme with Ngāti Toa and House of Science.

		<p>A considerable emphasis is being placed by the government on regional development, supported by significant funding for critical infrastructure projects and a focus on skills development. A particular area of focus will be supporting mana whenua and Pasifika communities with skills development programmes for their rangatahi, such as the STEM mentorship programme with Ngāti Toa, the collaboration with the Pacific Business Networks to develop a Pacific resource hub, and Student/Business networking series with Victoria University of Wellington.</p> <p>We will be considering ways that we can continue to grow the scale of our impact in this space to make a direct impact on workforce needs in the region.</p>
WNZ-20	Screen Wellington	<p>Our team at Screen Wellington continues to promote film and gaming projects as an integral part of wider creative sector growth. We have developed the 2030 Screen Strategy which identifies the size of the economic opportunity in these areas, and the initiatives that will best support the sector. Our key focus is on:</p> <ul style="list-style-type: none"> <li>• Make it Here – Screen Attraction programme including producer familiarisation trips, trade stands, and an in-market ambassador (LA) to attract productions to our region. Film-friendly Facilitation – working with councils and other stakeholders to ensure that our region retains ease of business for production, location filming and other sector support.</li> <li>• Support the Convergence Conference – NZ Game Developers Conference.</li> <li>• Screen Centre of Excellence – working with tertiary and other interested parties.</li> </ul>

## **APPENDIX 2 - GOVERNANCE AND ACCOUNTING**

WellingtonNZ is a Council Controlled Organisation as defined by the Local Government Act 2002.

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

All current Board directors are independent and appointed by our shareholders. The Board meets six to seven times a year. The Board has two sub-committees; Risk and Audit, and People & Culture, which meet separately.

### **SHAREHOLDER GOVERNANCE**

#### **REPORTING**

By 1 March in each year WellingtonNZ 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 our Shareholders that are 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, WellingtonNZ will provide to the Shareholders a quarterly report. The quarterly report will include WellingtonNZ'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, WellingtonNZ 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, WellingtonNZ will provide to the Shareholders an Annual Report on the organisations operations during the year. This will include audited financial statements prepared in accordance with New Zealand Generally Accepted Accounting Practice and that also comply with Public Benefit Entity Standards. The Annual report shall also contain an Auditor's report on both those financial statements and the performance targets and other measures by which performance was judged in relation to that organisation's objectives.

## ACCOUNTING POLICIES

WellingtonNZ has adopted accounting policies that are in accordance with New Zealand Generally Accepted Accounting Practices and Public Benefit Entity Standards. The detailed policies are as disclosed in WellingtonNZ's 2021/22 Annual Report.