

# Wellington Regional Economic Development Agency Ltd.

For the Statement of Intent for the period 2026-27 to 2028-29

## Enduring Expectations

Intent	Description
<b>No Surprises</b>	<p>Wellington City Council (WCC) and Greater Wellington Regional Council (GWRC) abide by a No Surprises policy that operates both ways between the Councils and their Council Organisations in relation to items of public interest or matters of significance.</p> <p>The policy is forward looking and requires judgement as to significance. It relies on the open, honest, and thoughtful sharing of information, as legally permitted, between the parties so that each party is aware of significant decisions or matters of interest, at the earliest practicable opportunity and/or before public dissemination.</p>
<b>Relationship</b>	<p>WCC and GWRC will continue to work with Council-controlled Organisations in a collaborative manner to ensure their mahi helps Councils' deliver their strategic priorities whilst enabling each organisation to succeed. This includes continued close involvement of Council-controlled Organisations in the Annual Plan and Long-Term Plan processes and working collectively as a Council-controlled Organisation group on strategic initiatives.</p>
<b>Legislation &amp; Compliance</b>	<p>The Councils expect the Organisation to act in good faith and in what the Organisation believes to be the Organisation's best interests. The Organisation is expected to take a proactive approach to health and safety and maintain a high degree of awareness of legislation applicable to its activities, particularly Health and Safety legislation.</p>
<b>Governance</b>	<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 the Council 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 Trust's skills matrix, reviewed annually, by 31 March each year.</p>
<b>Risk Management</b>	<p>The Organisation is expected to provide strong leadership and make key decisions regarding risk management, including those risks that significantly impact health and safety, such as setting the strategic direction to safeguard the health, safety, and well-being of all individuals affected by the Organisation. Health and Safety is a non-delegable responsibility of the Organisation, and robust processes must be implemented to eliminate health and safety risks whenever possible. When elimination is not feasible, risks should be minimised to the greatest extent possible.</p> <p>The Organisation is required to identify and manage risks effectively, with thorough documentation and regular maintenance of these processes. The Councils will actively</p>

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	<p>seek assurances regarding the Organisation's risk management practices. In line with the No Surprises principle, the Organisation must promptly inform the council of any significant risks or events that could affect the council or the broader community.</p> <p>The Councils' Audit and Risk Committee /Finance Risk and Assurance Committee will ensure that all affected entities know and manage these risks appropriately.</p>
<b>Living Wage</b>	The Councils expect that the Organisation will maintain their commitment to paying the Living Wage.
<b>Modern slavery</b>	The Councils expect that the Organisation will mitigate the risk of modern slavery in commercial activities.

## 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 2024-34 Long-term Plan (LTP)** is guided by a vision and commitment that were developed in partnership with the community.

**Our commitment:** We are committed to Te Tiriti o Waitangi and strong partnerships with mana whenua. Tākai Here and Te Tiriti o Waitangi lay the foundation for everything that the Council does.

**Our Council's vision for the city:** Pōneke – the creative capital where people and nature thrive.

Our vision for Wellington City is based on the vision and outlines what we aim to accomplish for the city. To do this in a very focused way we have developed five Community Outcomes as set out in the Long-term Plan 2024-34.

### Underpinning our vision are five intertwined aspirational community outcomes

#### Cultural Wellbeing

A welcoming, diverse and creative city

- That celebrates and uplifts te ao Māori, and
- Champions the arts,
- Embracing heritage, creativity, curiosity, and expression of our multi-cultural communities and identities

#### Social Wellbeing

A city of healthy and thriving whānau and communities

- With strong social connections,
- That takes an equity approach to caring for its people, and
- Provides awesome, vibrant and diverse places to meet and play

#### Economic Wellbeing

An innovative business friendly city

- Providing jobs for people
- Successfully operating in a dynamic zero-carbon circular economy
- With efficient and fit for purpose regulatory processes

#### Urban Form

A liveable and accessible, compact city

- With affordable warm, dry housing,
- Zero-carbon transport choices,
- Resilient infrastructure fit for growth, and
- Proudly visible Māori and multicultural heritage

#### Environmental Wellbeing

- Providing easy access to nature,
- With systems to reduce waste, and

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A city restoring and protecting nature

- Thriving biodiversity and nature-based solutions in natural and urban environments
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To focus efforts in achieving the Community Outcomes, we've also developed five Strategic Approaches, which we expect to be embedded into everything we do.

**Underpinning our vision are five intertwined aspirational community outcomes**

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**Integrating te ao Māori**

We are building a future where Te Tiriti is honoured through robust relationships with our Tākaī Here partners and Māori communities. By integrating Māori perspectives and thinking into every aspect of our work, we are maximising positive outcomes for Māori and fostering a more inclusive and equitable society for all.

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**Making our city accessible and inclusive for all**

We are creating a future where everyone can effortlessly find information, access our services, and engage in social and economic activities. Accessibility for all – including those with mobility impairments, the neurodiverse, the elderly, children, individuals who are blind or have low vision, the d/Deaf community, non-English speakers, parents with pushchairs, and people with temporary injuries. By removing barriers, we are making inclusivity a reality for everyone.

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**Embedding climate action**

We are proactively addressing the effects of climate change with urgency, supporting Wellingtonians to do the same. Through our continued efforts in biodiversity planning, we aim not only to minimise harm but to create positive environmental impacts. By acknowledging and preparing for future climate changes, we are committed to safeguarding and enhancing our environment for generations to come.

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**Engaging our community**

We are committed to engaging with Wellingtonians in ways that respect and reflect our diverse cultural contexts, ensuring every community voice is heard. By collaborating with communities to understand their aspirations for Wellington we utilise a variety of methods to enhance the diversity, quality, and accessibility of our engagements. Our decision-making processes are evidence-informed, transparent, and focused on achieving the best outcomes for both current and future generations.

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**Value for money and effective delivery**

We are committed to using our resources efficiently and effectively to achieve the best possible outcomes, even within a constrained funding environment. By delivering high-quality, well-managed programmes and projects, we maximise value for our residents and our city. Additionally, we will actively seek innovative funding solutions, including advocating for central government support, to further enhance our initiatives and services.

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## Each Community Outcome and Strategic Approach should be addressed in your SOI.

There are a number of strategies that provide guidance on the community outcomes and strategic approaches.

### WCC would like to see how CCOs are:

(NB: key strategies are listed for reference)

#### **Cultural Wellbeing**

A welcoming, diverse and creative city

##### Key Strategies

- Tūpiki Ora
- Tākai Here
- Aho Tini 2030

- Developing trusted relationships and partnerships that are mutually beneficial and collaborative and ensures the direction is co-designed with our mana whenua partners.
- Making spaces within their facilities outside of regular programming more accessible to artists (for workshops or teaching, writing, crafting, making or performance).
- Identifying and enabling opportunities to collaborate with artists, including Māori artists and those from diverse backgrounds.

#### **Social Wellbeing**

A city of healthy and thriving whānau and communities

##### Key Strategies

- Accessibility Action Plan
- Children & Young People Strategy
- Positive Aging Policy

- Facilitating strong social connections and participation for people of all abilities, ages, ethnicities, and backgrounds including the disabled and rainbow communities.
- Engaging with the community in design of your services

#### **Economic Wellbeing**

An innovative business friendly city

##### Key Strategies

- Economic Wellbeing Strategy

- 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?
- Nurturing career pathways within the CCO / for the sector in which the CCO operates.
- Contributing to a dynamic zero-carbon circular economy.

#### **Urban Form**

A liveable and accessible, compact city

- Contributing to urban design that celebrates Māori and multicultural heritage.
- Supporting zero-carbon transport choices.
- Delivering resilient infrastructure fit for growth.
- Incorporating climate change impacts and risks into your strategic planning.

#### **Environmental Wellbeing**

A city restoring and protecting nature

##### Key Strategies

- Te Atakura – First to Zero
- Zero Waste Strategy

- Making efforts to work alongside mana whenua and other community groups to address environmental challenges in the city, particularly for a thriving biodiversity and nature-based solutions in urban environments?
- Contributing to the council's zero waste aspirations.
- Providing easy access to nature.
- Measuring and reducing their climate emissions.

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- Our Natural Capital Biodiversity Strategy
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## Value for money and effective delivery

- Ensuring delivery is providing value for money and is the most effective way to achieving outcomes
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**Greater Wellington Regional Council's 2024-34 Long-term Plan (LTP)** is guided by its strategic framework.

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

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

## Focus areas

GWRC's Strategic Framework recognises the importance of infrastructure for delivering our vision and focus areas. The four focus areas set out in the 2024-34 LTP strategic framework are:

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

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

- **Nui te ora o te taiao | Thriving environment** – Healthy waterways and coastal waters, clean and safe drinking water, unique landscapes, indigenous biodiversity, sustainable land use and a prosperous low emissions economy.
  - **He hāpori kotahi | Connected communities** – A vibrant and liveable region in which people can move around on safe, sustainable, and effective public transport, there is inclusive and equitable participation and our sustainable rural and urban centres are connected to each other.
- He manawaroa te āpōpō | Resilient Future** – Safe and healthy communities, a strong and thriving regional economy, adapting to the effects of climate change and natural hazards, community preparedness and modern robust infrastructure.

**GWRC recognises its Te Tiriti o Waitangi obligations to mana whenua partners and Māori living in our region.** Greater Wellington's Te Whāriki (the Māori Outcomes Framework) looks to proactively engage mana whenua in decision making, and incorporate Te Ao Māori and mātauranga Māori perspectives, so we can achieve the best outcomes for Māori across all aspects of our region.

This is embodied through some key principles for Mana Whenua:

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

For All Māori these key principles include:

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

The key values in the framework are:

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

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## Specific Expectations

### SPECIFIC EXPECTATIONS

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

1. WCC and GWRC expect WellingtonNZ to take a greater strategic focus on boosting jobs and stimulating spend in Wellington City and the Wellington region. Councils expect that WellingtonNZ will provide a plan that details the changes it will make to prioritise and drive these outcomes.
2. WCC expects WellingtonNZ to lead the optimisation of Tākina's commercial performance and operational delivery, working closely with Te Papa, WCC, and other key stakeholders in accordance with the Tākina Management Agreement.
3. WCC expects WellingtonNZ to deliver enhanced performance and strategic alignment for Venues Wellington through improved governance oversight and reporting in accordance with the Venues Wellington Management Agreement.
4. WCC expects WellingtonNZ to further develop its plans as the operator of the Wellington Town Hall – Te Whare Whakarauika complex when it reopens in 2027. This includes developing and agreeing a detailed operating model for the costs and revenues associated with running the venue. Subject to Annual Plan 2026-27 and Long Term Plan 2027-37 decisions, Council will provide WellingtonNZ with additional funding to reflect the additional cost of running the Wellington Town Hall – Te Whare Whakarauika complex.
5. WCC expects WellingtonNZ to broaden its event promotion strategy to support a wider range of festivals and events across Wellington, including those in suburban areas. WCC expects WellingtonNZ to input into a new Events Plan, in collaboration with WCC, to deliver a more coordinated approach and shared delivery, ensuring Wellington is an easy place to develop, host, grow and participate in events.
6. WCC expects WellingtonNZ to work together with Council and other stakeholders to explore and further develop options that arise out of the WCC CCO Operating Model Review for consideration in the 2027-37 LTP
7. GWRC expects WellingtonNZ to continue to lead the implementation of the initiatives in the Regional Economic Development Plan (REDP), ensuring integration and coordination across multiple delivery agencies, and providing regular updates on progress.
8. GWRC is committed to the delivery of Te Matarau a Māui as the region's strategy for Māori economic development. WellingtonNZ will continue to support the implementation of Te Upoko o Te Ika a Māui Commitment as a procurement tool for building social and economic prosperity across the region.
9. GWRC expects WellingtonNZ to support the work of the Industrial Land Steering Group to ensure a coordinated approach to industrial land use across the region, including supporting future opportunities to attract and market industrial development.